Prepared for:

City of Coral Springs

by:

Siemon & Larsen

Mizner Park, 433 Plaza Real, Suite 339
Boca Raton, Florida 33432
Tel: (561) 368-3808  Fax: (561) 368-4008
# Table of Contents

## CHAPTERS

| I. Introduction | 1 |
| II. Background of Coral Springs Redevelopment | 7 |
| III. Demographic and Economic Analysis | 17 |
| IV. Existing Improvements and Infrastructure | 19 |
| V. Fiscal Impact Analysis | 27 |

## FIGURES

| Figure 1: Proposed CRA Boundaries | 3 |
| Figure 2: Generalized Existing Land Use | 5 |
| Figure 3: Future Land Use | 6 |
| Figure 4: Zoning Districts | 6 |
| Figure 5: Existing Street Network | 20 |
| Figure 6: Existing Circulation Pattern and Deficiencies | 21 |
| Figure 7: BC Transit Routes and Proposed Transportation Programs | 22 |
| Figure 8: Vacant and Underutilized Land | 23 |
| Figure 9: Ownership and Lot Size | 25 |
| Figure 10: Inadequate Parking Facilities | 26 |

## APPENDICES

| Letter of Understanding | Appendix A |
| Parcel Specific Survey | Appendix B |
| Finding of Necessity – Draft Resolution | Appendix C |
I. Introduction

Coral Springs, the archetype of the well-planned, suburban new community, is one of the most successful of the large scale, new community projects in the country. Originally incorporated in 1963, the diversity, character and quality of the City’s housing stock is remarkable, by any measure, and the general attributes of the City, including parks, economic development and fiscal integrity, are enviable. Nevertheless, Coral Springs finds itself longing for a “sense of place” and at the same time finds itself in the midst of a regional mobility crisis which threatens the integrity of the City as its residents struggle to cope with the consequences of South Florida’s sprawling, suburban landscape. The City also finds that many of the land use assumptions on which the original Coral Springs plan was based, including land parcelization and commercial form and function, have proven problematic. The signs of functional obsolescence of some parts of Coral Springs, particularly along the major thoroughfares, are evident.

Most obvious of the City’s emerging economic problem was the failure of the Coral Springs Mall which was acquired by the City and converted into a charter school and library. Acquisition of obsolete commercial properties for public use is not, however, a viable long term strategy, particularly in an environment of rapidly evolving and changing retail trends.

Looking north on University Drive toward Sample Road
The functional obsolescence of many of the commercial strips in the City is complicated by the Coral Springs’ patrimony as a planned-community. The problem is not that Coral Springs was planned, but that it was planned at a time when the concepts of “place” and balanced land uses took a back seat to other considerations. Lot sizes which were carefully planned at a time when strip commercial was “king,” make it extremely difficult to re-invent lands along the major roads, particularly where additional right of way has been acquired to accommodate the widening of a road. And those other considerations are not just historical facts, they are an enduring legacy in the form of covenants and restrictions which perpetuate the now-discarded planning principles of sprawl.

On the one hand, Coral Springs is blessed by its attributes. On the other hand, the City is cursed by its relative youth, attractiveness and vitality. The need for community redevelopment, vital to the City and its future, is not so obvious as it is in other parts of the County where slum and blight resists re-mediation despite the best efforts of the public and private sectors. Nevertheless, the importance of community redevelopment as a matter of community value and fiscal responsibility is real and for Coral Springs the time for intervention is now, not after further obsolescence and deterioration make the task even more difficult and expensive.1

The relative youth of the City is a mixed blessing in another way. Rapid growth as a planned community means that the City’s original infrastructure is all of relatively the same age and may require substantial renovation in a relatively short period of time. The City’s fiscal vitality will be key to being able to meet this and other challenges of the future and the Downtown Coral Springs initiative represents a logical and practical way of reversing the increasingly evident signs of decline and to create a vibrant city center which will be an enormous resource in its own right, but also will serve as an anchor and catalyst for the renovation of the City as a whole.

Traditionally, community redevelopment has not been initiated until an area in decline arrives at or near the bottom of a downward trajectory. Although earlier intervention makes sense, economic and political forces generally conspire to defer intervention until it is almost, or in some cases, too late. There are numerous factors which conspire to defer intervention until it is “too late.” A powerful part of this equation is the economic value of real estate improvements, particularly improvements which are obviously obsolete but have not yet arrived at the very end of their useful life. That is so because no matter how deteriorated, income producing improvements have value above and beyond the value of the underlying land.2 If a candidate redeveloper wishes to carry out community redevelopment, the economics of the undertaking must be able to support the additional cost involved in acquiring income producing improvements which are to be demolished. Otherwise, the existing condition will persist, generally compounding the need for community redevelopment. This situation is particularly problematic where the land was subdivided into parcels which are no longer practical for development with contemporary real estate products.

1 The 30 year term of community redevelopment plan in Part III of Chapter 163 of the Florida Statutes is suggestive of just how long it takes to achieve community redevelopment where negative trends are allowed to run their full course. In contrast, earlier intervention offers the possibility of a much shorter period of redevelopment and therefore reduced dependency on future tax increment to fund community redevelopment projects. See also discussion in Section V of this Report.

2 In the residential context, declining rents usually leads to a practice which is sometimes referred to “slum landlord” where ownership reduces out-of-pocket costs like maintenance and repair in order to maintain as much of an income stream as possible. As a result, the declining prospects of improvements tend to accelerate.
The City of Coral Springs proposes to intervene in the declining economic and physical character of its central area through a number of strategies, including the invocation of powers authorized by legislation through a community redevelopment agency (“CRA”) pursuant to Part III of Chapter 163 of the Florida Statutes. A CRA would substantially support the planned redevelopment of a 136 acre area surrounding the intersection of Sample Road and University Drive in the City of Coral Springs. The City has completed several planning studies for the redevelopment of the proposed redevelopment area. In addition, the City has acquired the former Coral Springs Mall for redevelopment and selected a qualified developer to serve as master developer of the proposed redevelopment area. The selected developer and the City have entered into a Letter of Intent in regard to a major public/private, mixed use project which would be a catalyst for the revitalization of the proposed redevelopment area. In order to proceed with the planned redevelopment of the proposed redevelopment area, the City of Coral Springs has determined that it is necessary to employ the redevelopment tools which are available to community redevelopment areas under Chapter 163 of the Florida Statutes in support of the City’s revitalization objectives. The City conducted a preliminary review of the requirements of Part III of Chapter 163 and concluded that conditions of blight as defined by the statute are evident in the proposed community redevelopment area and committed to taking the necessary steps to implement a CRA.

Chapter 163 Part III of the Florida Statutes authorizes local governments to establish community redevelopment areas (CRAs). Figure 1 portrays the proposed boundaries of the CRA. The initial step in creating a CRA is the preparation of a study supporting a “Finding of Necessity.” A draft resolution for the City Commission is included as Appendix C. The statutes require a finding that one or more slum or blighted areas, or areas exhibiting a shortage of affordable housing, exist in the community.

Figure 1:
PROPOSED CRA BOUNDARIES

Introduction
In order to justify the creation of a CRA, the geographic area proposed for redevelopment must meet one or more of the criteria in Part III of Chapter 163, F.S.. This study has been prepared in accordance with the requirements of Part III and demonstrates that the area proposed for a CRA in the City of Coral Springs is as a “blighted area” as defined in the Florida Statutes. Under the statute, an area of “blight” is:

(a) An area in which there are ... one or more of the following factors that substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:

1. Predominance of defective or inadequate street layout;
2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
3. Unsanitary or unsafe conditions;
4. Deterioration of site or other improvements;
5. Inadequate and outdated building density pattern;
6. Tax or special assessment delinquency exceeding the fair value of the land;
7. Inadequate transportation and parking facilities; and
8. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or

(b) An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.

Section 163.340(8) (emphasis added).
Authority to create a CRA is subject to County delegation to a municipality. Broward County’s CRA Resolution (1999) controls the County’s consideration of a request for delegation. The resolution specifies additional criteria which must be met and after review by the County Administrator, the application for approval of delegation of authority to create a CRA is submitted to the County Commission which either approves or disapproves the application. The purpose of the County’s resolution is to ensure that any County tax increment transferred to the CRA is necessary to carry out beneficial community redevelopment and will generate a benefit to the County. If approved by the County, the municipality has the authority to form the CRA and prepare a Redevelopment Plan in accordance with Florida Statutes which also must be submitted to and approved by the County Commission. Once the County approves the Plan, all powers necessary to implement the Plan are delegated to the municipality.

This report addresses the statutory requirements and the County guidelines for the creation of CRAs. Numerous sources were utilized in the preparation of this report including an assessment of existing land use, existing zoning, and planned future land use. (See Figures 2, 3 and 4 following this page). In addition, Chapter IV contains a summary of a detailed analysis of existing physical conditions and Appendix B: Parcel Specific Survey, provides additional support for these analyses.

The conclusion of this report is that Downtown Coral Springs easily qualifies for designation as a CRA under the provisions of Florida law and clearly serves the County’s interests and should be designated as a CRA for the future health of the City, its citizens and the County.

Figure 2:
GENERALIZED EXISTING LAND USE

Introduction
### Figure 4: ZONING DISTRICTS

ZONING DISTRICTS WITHIN PROPOSED CRA AREA:
- RM-20
- B-2
- MC, CF-G
- GC

ZONING DISTRICTS FOR IMMEDIATELY ADJACENT AREAS (*):
- B-2
- MC, CF-G
- RD-8, RS-6, RS-3

SOURCE:
- NATIONAL DATA RESEARCH CENTER (REAL ESTATE SOLUTIONS 2003)
- PROPOSED CRA BOUNDARY
- EXISTING DRAINAGE CANAL

### Figure 3: FUTURE LAND USE

- COMMERCIAL
- MODERATE RESIDENTIAL (2.00-7.99 DU/ACRE)
- MEDIUM RESIDENTIAL (8.00-20.00 DU/ACRE)
- HIGH RESIDENTIAL (20.01-40.00 DU/ACRE)
- SOURCE:
  - CITY OF CORAL SPRINGS COMPREHENSIVE PLAN
  - COMMUNITY DEVELOPMENT DEPARTMENT
  - PROPOSED CRA BOUNDARY

### Introduction
II. Background of Coral Springs Redevelopment

The Downtown Coral Springs initiative is the result of the convergence of traditional community redevelopment practices and emergent principles of new urbanism, sustainability and “smart growth.” Historically, community redevelopment has been practiced on a cyclical basis. Places and buildings were constructed with materials and construction techniques which had a limited useful life and over time earlier generations of places and buildings were reinforced, re-invented or replaced by new development. This process was driven by events, building materials, geo-politics, economics and newly discovered technology. Prior to the industrial revolution, mobility constraints literally required that cities be re-built in place because initial settlements were established at locations with superior mobility – usually rivers and harbors. This phenomenon played itself out for centuries on a world wide basis, including the United States. For example, it is generally agreed that the City of New York has been rebuilt at least four times since its original conception as a Dutch settlement.3

Sprawl. In the 20th century, primarily in the United States, improved mobility – first the railroad, then the private automobile and finally the jet aircraft – created the possibility that earlier generations of development could simply be left behind. And they were, when their utility began to decline and as new development lead to what we now call suburbs. There were manifest social, political, legal and economic forces which supported the sub-urbanization of America in addition to rapidly expanding mobility, but it was mobility that made the suburbs possible. The pace of sub-urbanization exploded in the post-World War II environment as development spread out from traditional city centers at a very rapid rate. Sprawling subdivisions and strip commercial centers with “edge cities”4 at freeway interchanges became the American dream and eventually the American nightmare. In hindsight, the consequences of “urban flight” and sprawl were predictable – productive agricultural lands were lost, environmental resources were compromised, traditional city centers stagnated and then collapsed and eventually the American “way of life” lost context in the fall of the technology revolution. All of this was compounded by the end of the “cold war” and the “globalization” of the American economy.

3 See generally, Hall, Peter, Cities of Tomorrow (Updated Edition)(Cambridge, MA 1996).

4 Garreau, Joel, Edge City: Life on the New Frontier (1991)
The inevitable crisis in “quality of life” resulting from these forces, however, was not well-appreciated, though the “costs of sprawl” in regard to housing affordability and the fiscal disparities of sprawl were openly discussed in the late 60s and early 70s. Instead, American land policy focused on urban “blight,” the most-evident symptom of the underlying problem, with a series of failed initiatives – public housing, e.g. Pruitt Iago, model cities (slum clearance) and a series of urban initiatives involving various tax and other economic incentives. In the late 60s, the environmental movement gave new voice to concerns about patterns of development, initially focusing on air and water quality and ultimately on the consequential and cumulative impacts of sprawl on wetlands, agricultural lands and historic resources.

**Growth Management.** At first, American planning and land use law responded to suburban growth pressure with initiatives directed at controlling the pace of development, what came to be known as growth management. After the landmark decision of the New York Court of Appeals in *Golden v. Ramapo*, efforts to manage the pace of suburban growth were widely embraced as the solution to sprawl. As a result, most growth management programs focused on linking the pace and location of development to the availability of public facilities on the assumption that any adverse impacts from the form, character and intensity of suburban development would thereby be re-mediated. As for what was by then known as downtown or urban redevelopment, growth managers assumed that if the pace of suburban development were limited, development that was “pushed down” would “pop up” in declining city centers.

In the early 80s growth management continued to gain steam around the country, primarily in the form of emerging state programs which mandated local growth management initiatives as an antidote to the increasingly evident consequences of sprawl. At the same time, however, a different kind of concern began to emerge in regard to the consequences of the pattern and character of development, a concern that the suburbs lacked a sense of place and community.

**Communities of Place as an Antidote to Sprawl.**
Led initially by the neo-traditional town planning movement and later by mainstream planners, the anti-sprawl movement began to focus on the pattern of development and the importance of place. Their models were the neighborhoods,

---

5. Dr. Anthony Downs, one of the authors of “Costs of Sprawl” and later author of “Stuck in Traffic,” clearly understood the implications of modern American development patterns; however, the long-term implications of sprawl were brushed aside in favor of “growth management.”

6. Between 1972 and 1987, American planning was pre-occupied with what came to be known as growth management and the so-called “taking issue. See e.g. Bosselman et al., *The Taking Issue* (Presidents Council on Environmental Quality, Wash., D. C. 1974). During this period, American planning and planning law focused on “how far can you go” instead of “what should you do” to address the emerging problems of sub-urbanization.

7. See e.g., *State and Regional Initiatives for Managing Development* (ULI 1992). It is ironic that the adoption of the Growth Management Act of 1985 in Florida coincided with the initial success of Seaside, the first and foremost argument in favor of a sense of community and place.
villages and small towns and cities with a sense of place and Seaside, a new resort town in northern Florida grounded in traditional town planning principles. By 1992, the State of New Jersey had adopted a geographically-based state development and redevelopment plan entitled “Communities of Place” which implemented a state-wide centers strategy to improve infrastructure efficiency, protect and preserve the remaining rural and environmentally sensitive lands and to create a sense of community, context and place.

Today, it is now generally accepted that vibrant, sustainable communities are those with a sense of place – a definable public context which provides a framework for private development and uses. At the same time, transportation planners began to focus on the land use transportation equation and on the impacts of suburban patterns of development on transportation demands and levels of service.

After decades of mono-centric urban theory – a single urban center surrounded by tiers of suburbs – land use and transportation planners began to contemplate a hierarchy of centers which balance transportation demands by locating jobs in close proximity to places of residence or vice-versa. Indeed, some transportation planners were bold enough to suggest that balancing land uses by creating a polycentric pattern of development in metropolitan areas would improve regional mobility. The adjacent figure illustrates the concept. The upper left hand image is a schematic of a traditional monocentric metropolitan area where there is a concentration of jobs, entertainment and shopping in a dominant center. The hatched area in the center represents the traditional core city and each polygon represents a unit of suburban development. The diagram to the right of the figure shows the travel patterns between suburban areas and the center on a polygon by polygon basis. In contrast, the lower diagrams show a polycentric pattern of development where residential and non-residential land uses are balanced around a series of centers. The resulting travel patterns are organized around the closest centers on the assumption that the availability of a balance of land uses will make it possible to reside in the general vicinity of jobs and other desired community attributes. The polycentric pattern, where the polygons are tributary to nearby centers, generates 50% of the number of miles of travel as the monocentric pattern, assuming uniform densities in all suburban areas. Equally important, the average trip length is reduced by slightly less than 50%, translating into real level of service benefits, particularly in terms of time of travel.

Initially, the transportation community focused on the density of suburban development in hopes of creating a pattern of development which would be sufficiently dense to support effective mass transit. As new urbanism matured, however, it became clear that the adaptive re-use of American suburbs involves more than residential densification.

It should be kept in mind that the figure included is a gross simplification of metropolitan mobility; however, the geometry of regional travel in an essentially mono-centric metropolitan area is indisputable.
These forces began to come together in the late 80s and early 90s and a series of landmark revitalization efforts emerged in Florida – some out of whole cloth, some as a creative re-invention of traditional places. Old Hyde Park in Tampa, Cocowalk in Coconut Grove and Mizner Park in Boca Raton -- three examples of the whole cloth approach to community redevelopment. Old Hyde Park in Ft. Lauderdale, Atlantic Avenue in Delray Beach and Clematis Street in West Palm Beach are among the best examples of creative re-invention. In each of these efforts, new urbanism principles were employed to create a sense of place which provided an economic and competitive model. Many of the initiatives revealed a previously realized market for low and mid-rise urban residential units in attractive, secure and vibrant places. A handful of “over-the-store” units in Old Hyde Park, became 272 units in Mizner Park and is now literally thousands of new residential units in traditional city centers from Miami to West Palm Beach.

**Downtown Coral Springs: Creating a Real City.**
It is into this milieu that the Downtown Coral Springs project has evolved.

The City of Coral Spring’s response to its situation is to re-invent the land use in the immediate vicinity of the intersection of Sample and University by creating a real downtown through community redevelopment, where one has never previously existed – no small feat. The City of Coral Springs has designated the area surrounding the Sample/University intersection as a “town center” redevelopment area, to be known as “Downtown Coral Springs”. This area is divided into two categories of lands – the “primary area” and the “secondary area.” A portion of the Primary Area, which is proposed to be established as a CRA, encompasses approximately 136 acres of land which has previously been subdivided into 99 separate lots ranging in size from 10,000 square feet to more than 17 acres. Existing improvements range in size from approximately 2,000 square feet to the Coral Springs Financial Plaza, which is 10 stories tall and contains more than 140,000 square feet of increasingly obsolete floor area. The area is served by a pattern of roads which are poorly interconnected. In terms of land area, the predominate land use in the area is surface parking and roads.

In order to transform the existing condition into a functional and attractive urban center -- a real Downtown -- the area must be comprehensively redeveloped. The area was developed in the hey day of Florida’s suburban sprawl and the pattern of development in the area is now understood to be inherently dysfunctional because of its relative low density, lack of connectivity and absolute
dependence on the private automobile. Elements of the project “Downtown Coral Springs” would include office/residential uses, outdoor cafes and restaurants, retail shops, as well as facilities for outdoor art and music festivals, which would all line the Downtown’s beautiful streetscapes. The new Downtown would enable the City of Coral Springs to establish a sense of place in the traditional sense of a “city” and be a major step in the maturation of Coral Springs from a planned community into a real city, in the truest sense of the concept.
“Downtown Coral Springs:” Creating a Vibrant Community Center. In 1997 the City committed to the transformation of an area of 136 acres in the vicinity of the intersection of Sample Road and University Drive into a “town center.” The City’s 1999-2000 Business Plan describes the City’s aspirations in regard to this area:

The Town Center project has the potential to transform Sample Road into a vibrant and bustling center of mixed use development, including office, residential, retail, dining and entertainment activity. With a proposed new development at the site of the current City Hall creating a critical mass for the project, citizens should begin to see great changes on Sample Road.
In 1999 after a competitive RFQ process, the City selected Amera Urban Developers, Inc. as the master developer of the town center project, to be known as “Downtown Coral Springs.” The City entered into a Letter of Understanding in October, 2000 in regard to a joint public/private partnership for the development of a portion of Downtown Coral Springs (See Appendix A: Letter of Understanding). The principal components of this Letter of Understanding are:

- approval of a Preliminary Development Plan for the Project which includes proposed uses for the Southeast Quadrant, Southwest Quadrant and the Northwest Quadrant of the intersection of University Drive and Sample Road

- Amera will directly or through the auspices of a CRA acquire certain property within the site

- Phase I of the Project contemplates the relocation of existing City Hall facilities to the Project Site and a long term lease agreement with Amera for the use of the existing property

- the City and Amera will work together toward a development agreement, anticipated to be executed in April 2001, as well as resolving DRI matters, formation of a CRA and implementation of a Transportation Concurrency Exception Area

- groundbreaking is anticipated to be on or before January 1, 2002, after Amera demonstrates their financial ability to perform and the City demonstrates financing mechanisms in place to construct certain public amenities and improvements, including the construction of a parking facility
A conceptual master plan has been developed for Phase I, the southwest quadrant of Sample and University, which contemplates (with related parking):

<table>
<thead>
<tr>
<th>Use</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>650,000 s.f.</td>
</tr>
<tr>
<td>Retail/Commercial</td>
<td>518,000 s.f.</td>
</tr>
<tr>
<td>Movie Theater</td>
<td>85,000 s.f.</td>
</tr>
<tr>
<td>Residential</td>
<td>800 units</td>
</tr>
<tr>
<td>Hotel</td>
<td>450 rooms</td>
</tr>
</tbody>
</table>

At buildout the developer estimates a fair market value of $380,469,000 for the initial phase. The City has budgeted approximately $4 million of capital expenditures to cover anticipated public infrastructure requirements for a portion of Phase I construction. Some of the public projects which have been identified are: a pedestrian “City Center Plaza” with paver crosswalks, enhanced landscaping, signage and public art. In addition, the City will contract with Enterprise Coral Springs to fund development coordination activities, including marketing and promotion and communication. Among the relevant projects identified in the 5-year Consolidated Plan, which is required by HUD for CDBG funding, are economic development activities for Downtown Coral Springs which would include monies for the acquisition and clearance of public space.
City of Coral Springs Charter School

A consistent priority identified in the City’s Business Plan is “Excellence in Education.” The City has been able to combine this priority with its desired goal to create a vibrant social, cultural and economic center of the City. The Coral Springs Charter School which is located on the site of the failed Coral Springs Mall is entering its second year of operations and the City is partnering with the school’s operator to bring a quality model to the school. Business systems and teaching methods will be aligned to this quality model with one primary goal at its heart: student achievement. Full enrollment for the school (1,600 students) is scheduled for year 3.

Northwest Regional Library

The City and Broward County entered into an inter-local agreement to locate the Northwest Regional Library in Coral Springs. The City constructed the 72,000 s.f. library and will deed the facility to the County after construction is completed. With the Charter School, the new regional library will anchor one corner of Downtown Coral Springs. This is the first time the City has entered into a design/build arrangement with another government entity to develop on their behalf. The new and innovative arrangement will result in an earlier library opening to address the critical shortage of library services citywide and will provide the requisite library facilities for the adjacent Charter School.

Neighborhood Transit Center

The City of Coral Springs is participating with Broward County’s Transit Mobility Improvements project to reduce congestion along the major corridors in Broward County by building Neighborhood Transit Centers at key locations and improving access to and availability of transit along US441/SR7. The Neighborhood Transit Center in the City of Coral Springs is proposed in the vicinity of University Drive and Sample Road.

Funding for the City of Coral Springs Neighborhood Transit Center includes a $1 million grant -- $500,000 awarded by Broward County Mass Transit Division and $500,000 by the City.

Neighborhood Transit Centers are one of the ways of reducing congestion and increasing mobility. A Neighborhood Transit Center provides safe, accessible and convenient transportation options
to surrounding residents. These Centers can also stimulate an economic boost in areas affected by urban decay or neglect, providing a catalyst for redevelopment activities. In an effort to improve mobility on the highly congested roads in the Downtown area and prevent them from experiencing a reduction in service quality, Downtown Coral Springs is designed to encourage alternatives to driving alone. Redevelopment and revitalization efforts will be encouraged, but with construction principles relating to non-vehicular traffic. Design principles include wide, covered sidewalks, and a continuous bicycle circulation system that includes convenient and safe parking. Building a multi-modal transit facility, or neighborhood transit center accessible to the charter school reinforces the Broward County transit program of working cooperatively with the School Board to initiate programs that will encourage a “new generation of transit riders.” The new transit hub will serve not only the students attending the charter school, but also patrons of the Downtown, the regional library and the Coral Springs Medical Center. It will also serve area residents by eliminating vehicle trips on over-capacity roadways.
III. Demographic and Economic Analysis

Traditionally, the boundaries of Community Redevelopment Areas have been drawn broadly, in large part because deterioration and obsolescence has been allowed to continue for so long that the blighting influences of the core areas have spread to a much larger area. The City of Coral Springs, however, has identified and targeted a relatively small area and the City’s intervention strategy is targeted to halt the decline in that area. Put another way, the City proposes to cut short the normal pattern of blighting influence and remediate it while it is relatively solvable. While the City believes that an analysis of the proposed CRA area reveals that the area complies with controlling state standards, it is also apparent that there are many areas in the County where conditions are considerably worse than the City of Coral Springs. The City is convinced, however, that it is just a matter of time before conditions in the targeted area become so extreme that the costs to remediate both for the City and the County (in terms of the deferral of tax increment) will be many fold.

Since the CRA boundaries are tightly drawn and are focused on key redevelopment objectives, many of the general demographic and economic analyses required by the County under their designation rules are not indicative of the specific area proposed for designation as a CRA or its place in the City as a whole. Much of the information requested is not meaningful in regard to the existing character of the area or its future without intervention.

Population Characteristics

In 1998 the U.S. Bureau of the Census American Community Survey of Population and Housing in Coral Springs showed a total population for the City as 111,128, a 40% increase since 1990. From 1980 to 1990, the increase was 113%, or an overall total increase of 215%.

The median age in 1998 was 33 with 30% under 18 years of age. Only 5% of the City’s population is over 65 years old. Families make up 78% of the total number of people with an average household size of 2.93, slightly larger than the county average household size of 2.7 and the national average of 2.28. The total number of households is 37,914.

The racial composition of the City has changed slightly since 1990. In 1998 78% of the total population was reported by the census as white as compared to 93.1% in 1990. Fifteen % of the City’s residents are of Hispanic origin; black residents represent 5% and Asian or Pacific Islander residents represented 2% of the population. No specific data for the proposed CRA is available.

The median household income for Broward County is $54,500 and the median household income for the City is $61,564 (1998 American Community Survey). For a substantial number of households and families the 1998 Adjusted Gross Income is low, $15,000 to $24,999. According to the 1998 American Community Survey of Population and Housing, approximately 7% of the entire population of Coral Springs are categorized at the poverty rate. The 1998 American Community Survey also shows that the poverty level for persons 65 years and over was estimated at greater than 13% of the population of the City; children at poverty levels were also close to 7%. Families with a female head-of-household maintained the highest estimates at 49.2%.

1 The source of most of the data in this Chapter is the City of Coral Springs’ Consolidated Plan Grant Application for Community Development Block Grant Funding. FY 2000 -2004 and the City’s 1989 Comprehensive Plan and 1995 EAR.
**Housing Characteristics**

As of 1998 the City’s housing stock was comprised of a total of 40,243 housing units, of which 6% were vacant. There were 23,782 housing units that are owner occupied and 14,132 that were renter occupied. This compares to the HUD 1990 special census tabulations for the City which indicate that 36% (9,624) are renter and 64% (17,262) are owner households. Of the 9,624 renter households, 4034 meet the HUD criteria for housing assistance. Of the 17,262 household units, 2,782 households meet HUD’s criteria of extremely low to moderate income.

The housing stock in the City as a whole is relatively new, with 70% of the structures built since 1980. It is estimated that by Fiscal Year 2002, 99% of all residential land will have been developed.

According to the 1980 Census, almost two-thirds of the housing stock was one-unit attached or one-unit detached, as compared to Broward County where 46% of the total housing was the same type of housing. The relationship of single-family to multi-family structures in the City remained fairly constant from 1980-1987, although the total number of units increased by almost 100%. At the date of the City’s EAR, 1995, the majority of the units for both the City and the County are one-unit detached (1990 Census). In 1990 and 1994 the EAR shows that the relationship of single-family and multi-family units is almost one to one. Also as of the EAR there were no substandard units in the City, as defined by the Census.

The buildout population estimated in 1994 is 121,000, less than anticipated in 1980's, attributed in large part to the shift from multi-family to zero-lot line homes. The projected population to reach buildout is expected to evenly reside in single-family and multiple-family units.

**Economic Profile**

There are three primary employment sectors in the City: executive, professional and retail. There is approximately a 5% unemployment rate in the City. See also discussion in Chapter V of this Report, Fiscal Impact Analysis.

In 1994 there were 703 acres of developed commercial land and 511 vacant commercial acres. An additional 216 acres of commercial land had been developed between 1989 and 1994 and the total commercial land use area increased by 13 acres. The total industrial land use area decreased by 27 acres between 1989 and 1994, to 460 acres. Annexation and land use changes through the second round of 1994 increased residential land use by 128 acres, to a total of 8,225 acres. The City annexed 420 acres since the adoption of the 1989 Comprehensive Plan.

The Downtown has a very small residential population, estimated at a total of 116 dwelling units, most of which are located on projects developed with mixed moderate residential density. This compares to the density of residential development throughout the City in 1994 which can be broken down as follows:

- Low density (0-1.99 du/acre): 1.1%
- Moderate density (2-7.99 du/acre): 51.4%
- Medium density (8-20 du/acre): 37.6%
- High density (20.01-40 du/acre): 9.9%

Other land uses in the Downtown can be broken down as follows:

<table>
<thead>
<tr>
<th>USE:</th>
<th>Total (acres*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail/Office</td>
<td>35.10</td>
</tr>
<tr>
<td>Governmental</td>
<td>23.72</td>
</tr>
<tr>
<td>Medical</td>
<td>9.94</td>
</tr>
<tr>
<td>Residential</td>
<td>7.24</td>
</tr>
<tr>
<td>Vacant</td>
<td>9.42</td>
</tr>
</tbody>
</table>

(*) Excluding roads and canals

Demographic and Economic Analysis
IV. Existing Improvements and Infrastructure

During the fall of 2000, the City conducted a detailed physical reconnaissance of the Downtown area. In addition, all available information was analyzed in the context of the required demonstration that the proposed CRA area satisfies statutory standards and County guidelines. This chapter of the Report describes the results of this review. See Appendix B: Parcel Specific Survey, for a complete photographic survey of the area.

The overall condition of this area can only be described as deteriorated, in accordance with the standards of Section 163.340(8), F.S.. At first glance, however, this condition is masked by the physical improvements which have resulted from the City’s acquisition of the Coral Springs Mall. This site had been the most evident sign of distress in the area but this has been addressed through the charter school/County library initiative for this site. However, as beneficial as those improvements are, they do little to effectively remediate what is an obsolete, suburban commercial area. Indeed, a careful analysis of the area reveals that conditions of blight exist and that, absent intervention, these conditions will continue to erode the integrity of the area.

Conditions of Blight as illustrated in Appendix B: Parcel Specific Survey
Faulty/inadequate street layout, inadequate parking, pedestrian and bicycling facilities

The proposed CRA area is served by two principal arterials: Sample and University which are six-lane divided roads. Figure 5 shows the existing street network. Access to a majority of the properties in the area is from one of these roads. On the western portion of Sample Road within the CRA area, access to parking areas is by difficult to maneuver one-way local roads, making it difficult for even those who are familiar with the area to safely access these properties.

The general layout of roads in the Downtown area is inadequate by any definition. In terms of non-arterial circulation the road network could be easily described as defective. The network of local access ways is such that most trips require use of the regional arterial network, creating conflicts with through traffic movements and unnecessary congestion. Moreover, there are a number of potentially dangerous points of ingress and egress which can be addressed through redevelopment. Of particular note are the points of ingress and egress to the parking area/driveway for the retail strips on both sides of Sample Road west of Coral Hills Drive and east of NW 99th Way. Figure 6 on the following page portrays the current traffic circulation pattern and deficiencies.

While parking that is provided for some of the existing improvements in the area may be technically in accordance with city codes which existed at the time the use was established, almost

Figure 5:
Existing Street Network

Existing Improvements and Infrastructure
all of the parking is poorly designed in terms of placement and use, creating inefficiencies in the availability of parking, as well as substantial unattractive areas. Many areas suffer acute shortage of parking for customers and some of the parking areas which are provided are located to the rear of the retail in areas which are perceived to be inconvenient and poorly designed. For those customers who might come if the use itself were attractive, competitive and contemporary in its design and offerings, this parking situation must be remedied. Redevelopment of this area, creating a balanced mixture of uses, will allow the creation of more attractive and efficient parking areas, thereby shoring-up redevelopment.

In addition to parking considerations, the Downtown area can easily be considered to be “anti-pedestrian” and “anti-bicycle”. Currently, University Drive east of Sample Road (State Jurisdiction Segment of University Drive) has the only bicycle lanes in the area. Other areas are served by sidewalks (where available), which are shared by pedestrians and bicyclists, creating an unsafe condition.

In order to facilitate redevelopment, pedestrians and bicyclists must be encouraged to patronize retail establishments. Clearly this is not currently the case in the Downtown. There are many places where sidewalks are completely nonexistent; there are other places where the sidewalks are so poorly related to the adjacent use that they might as well not be there at all. Pedestrian aisles and guideways in parking areas are virtually nonexistent, creating potentially unsafe situations on nearly every parcel in the Downtown.

Transportation facilities incapable of handling traffic flows

The City has determined that 100% of its residents move through the intersection of University Drive and Sample Road at least once per week (Transit Mobility Improvements Grant Application, September 2000.) Several segments on University Drive and Sample Road are operating at level of service E and F. Intersections in the area are also operating at level of service E. The
percentage of these who stop in “Downtown Coral Springs” is very small, practically non-existent.

The City has initiated an application for a Transportation Concurrency Exception Area ("TCEA") in the Downtown area, reflecting the existing constrained capacity conditions, as well as the need to provide greater flexibility for redevelopment opportunities. If approved, the TCEA and related City Code amendments will facilitate the redevelopment of this area by allowing shared parking and strategically located parking garages.

Existing transit service to the Downtown is shown on Figure 7. There are three Broward County Transit routes serving the area: 2, 34 and 83. Route 2 is mostly scheduled to serve north-south riders along University Drive and a small segment of Sample Road on its final transit loop toward Downtown Coral Springs. Route 34 is oriented to transport riders to and from the Tri Rail Station at Sample Road and runs from US-1 to Coral Springs Corporate Park, near the Sawgrass Expressway. Route 83, which also loops back using Sample Road, is for the most part oriented to serve east-west riders along Copans Road. Transit service is not currently at a level which can effectively help in alleviating the traffic problems. The City is working with the County to establish a Neighborhood Transit Center in the Downtown which would provide some assistance, along with the redesign of the land uses, in promoting transit in the area.

Figure 7:
BC TRANSIT ROUTES AND PROPOSED TRANSPORTATION PROGRAMS

Existing Improvements and Infrastructure
A comparison of total reported intersection traffic accidents for 1999 in the proposed CRA area to those of the City as a whole was conducted and expressed in terms of number of crashes per square mile. The result of the analysis shows that there were substantially less accidents in the City as a whole -- 0.03, in relation to 2.4 accidents/square mile within the proposed CRA area. The data also reveals that the Sample Road and University Drive intersection alone accounted for a total of 17 crashes, while the rest of the proposed CRA area reported 38 accidents for the same year. Even though Sample Road and University Drive does not experience the greatest number of traffic crashes in the City, it is definitely among one of the worse intersections in the City. Downtown Coral Springs is designed to encourage redevelopment and higher population densities able to sustain transportation alternatives to the single occupant vehicle. Downtown Coral Springs will attract appropriate land uses essential to a multi-modal based development that will remove cars from the heavily congested University Drive and Sample Road area.

Faulty lot layout/fragmented pattern of ownership/vacant & underutilized land

Lot layout within the area is faulty for a number of reasons, including size (some are too small and some are too big) and their usefulness is limited by historical development practices and the deed restrictions which run counter to principles of “new urbanism” and competitive contemporary commercial development. Figure 8 shows vacant and underutilized land within the proposed CRA area. 10 acres in the Downtown are vacant and over 100 acres can be categorized as either seriously or moderately underutilized. Vacant land so close to the heart of the City can be an indicator of the lack of private investment in an area.

Figure 8:
Vacant and Underutilized Land

Existing Improvements and Infrastructure
Most of the smaller lots on the western portion of Sample Road were platted more than 30 years ago, resulting in a pattern and size of lots which is difficult to develop in accordance with contemporary needs and virtually mandating assemblage if redevelopment is to occur. Many of these smaller lots were historically plotted at 50’ by 200’. Some of these lots, as ownership has changed over the years, have slowly been combined into slightly bigger lots. However, they are still too small to provide efficient lot layouts suitable for redevelopment.

Figure 9, ownership and lot size, following this page demonstrates that over 58% of the properties in the Downtown are owned by private or public entities who own multiple parcels, representing 49.80 acres. This category of ownership ranges in size from over 25 acres controlled by the City of Coral Springs and Broward County to properties of less than one acre of land. The remaining lots in Downtown, which average in size from less than half of an acre to approximately 6 acres, are owned by entities who control a single property. Obviously, in order to create viable redevelopment parcels, assembly will be required of both developed and vacant parcels.

Inadequate and outdated building density patterns

It is indisputable that the suburban character of the Downtown area makes it practically impossible for the area to serve as a functional “downtown” or “organizing place” in the City. Indeed, it is not difficult to argue that the existing pattern of development in the Downtown area could serve as a poster child for the anti-city, the “edge city” of the 1960s and 1970s which gave rise to the recognition of the need for liveable cities in the form of communities of place.

The average floor area ratio of the area is 0.48 and the residential density is less than the allowable 8 to 20 units per acre, neither one of which is sufficient to support a vibrant center. The area is generally characterized by small automobile related retail and single purpose stand alone structures with little if any attention to architectural compatibility. The residential that does exist in the area is also outdated and insufficient in density to support a viable downtown area. The commercial facades and signage are generally unplanned and uncoordinated, failing to enhance the attractiveness and market potential of the area. This pattern of development is completely outdated and makes it extremely difficult, if not nearly impossible, for the existing commercial uses to compete in the marketplace. In addition, the current fragmented pattern of ownership in the Downtown area, complicated by the continuing interest and control of the original developer, affect the free alienability of property within the area and seriously constrain the revitalization and redevelopment of the area.
**Figure 9: OWNERSHIP AND LOT SIZE**

<table>
<thead>
<tr>
<th>OWNERSHIP (1)</th>
<th>ACRES (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CITY OF CORAL SPRINGS</td>
<td>25.24</td>
</tr>
<tr>
<td>AMERA</td>
<td>5.62</td>
</tr>
<tr>
<td>NORTH BROWARD HOSPITAL</td>
<td>4.92</td>
</tr>
<tr>
<td>COLBACCHINI</td>
<td>2.97</td>
</tr>
<tr>
<td>SUAREZ</td>
<td>1.25</td>
</tr>
<tr>
<td>9600 BUILDING INC.</td>
<td>1.30</td>
</tr>
<tr>
<td>VILLAGE SQUARE ASSOC.</td>
<td>8.50</td>
</tr>
<tr>
<td>LARA PROPERTIES LTD</td>
<td></td>
</tr>
<tr>
<td>KLEIN, JERRY</td>
<td></td>
</tr>
<tr>
<td>DALE, WALLACE</td>
<td></td>
</tr>
<tr>
<td>KMP INC.</td>
<td></td>
</tr>
<tr>
<td>LUNSFORD, JOSEPH</td>
<td></td>
</tr>
<tr>
<td>MIRZAYAN</td>
<td></td>
</tr>
<tr>
<td>TRINITY PROPERTIES</td>
<td></td>
</tr>
<tr>
<td><strong>SUB-TOTAL (49.80)</strong></td>
<td></td>
</tr>
<tr>
<td>OTHERS (SINGLE OWNERSHIP)</td>
<td>36.02</td>
</tr>
<tr>
<td><strong>TOTAL (3) (85.82)</strong></td>
<td></td>
</tr>
</tbody>
</table>

**NOTES:**
- PROPERTIES WITH THE SAME OWNER NAME (1)
- AS SHOWN OR ESTIMATED FROM CAD FILE (2) (TCPA PROPERTY OWNERS, ENG. DIVISION, 1/26/98)
- EXCLUDING DRAINAGE CANAL AREAS/STREETS (3)

**SOURCE:**
- CITY OF CORAL SPRINGS COMMUNITY DEVELOPMENT DEPARTMENT
- BROWARD COUNTY TAX ROLLS

**PROPOSED CRA BOUNDARY**

**EXISTING DRAINAGE CANAL**
**Deterioration of site and other improvements; unsanitary and unsafe conditions**

The supporting infrastructure of the Downtown (e.g. the sidewalks, the design and availability of parking, the lack of pedestrian access or bicycling facilities etc.) creates unsanitary and unsafe conditions in the area. Some of these unsanitary and unsafe conditions are: open canals, inadequate disposal facilities, poor landscaping, inadequate, broken or unavailable sidewalks and bicycle paths, inadequate lighting for nighttime pedestrian and resident activity. These deteriorating influences, coupled with all the other factors described above relating to the Downtown, have resulted in what can only be described as “business decline and flight”. As the utility of the existing buildings continues to decline, public service demands will increase. Vacancy rates are not available from secondary sources but appear to be substantial from anecdotal information. The continuation of these circumstances without intervention will inevitably cause further decline and flight.

**Appendix B: Parcel Specific Survey.** summarizes the site inventory conducted in the fall of 2000. This survey clearly demonstrates the deterioration of the area.

Figure 10 illustrates inadequate parking facilities within the proposed CRA area.

Figure 10: **Inadequate Parking Facilities**

*Existing Improvements and Infrastructure*
V. Fiscal Impact Analysis

At the core of “sustain-ability” is the fiscal integrity of a municipality. “Downtown Coral Springs” lies, literally and figuratively, at the center of the City’s long term strategy for fiscal integrity – not just as a place-making, but as a catalyst for the evolution and re-invention of Coral Springs as an economically prosperous and fiscally sound city, as opposed to just a “[well-planned community.” Put another way, “Downtown Coral Springs” is an important redevelopment initiative in its own right, and is also significant in the context of the City’s future as a whole.

Currently, the existing improvements in the core redevelopment area (with the exception of the charter school and new regional library) range from marginal to functionally obsolete (See Section IV of this Report). The buildings are lacking visibility, aesthetics, functional organization and image. Some of the existing buildings are reasonably well-maintained and at a distance appear to be in relatively good condition. Closer examination, however, reveals signs of existing or coming distress, particularly when compared to properties located in competitive areas and centers. Rents within the core area are not competitive and property assessments have not materially increased in recent years, despite almost eight (8) years of a robust national and local economy. This stagnation is an unmistakable harbinger of things to come in terms of the “centerpiece” of Coral Springs’ aging commercial areas.

There are 125 properties in the core redevelopment area as identified by the same number of folio numbers (assessor’s tax rolls). Those parcels are improved with approximately 1,818,000 square feet of floor area. The gross floor area ratio and the average net floor area ratio indicate a relatively inefficient pattern of use, which is noteworthy given the strategic location of the core redevelopment area in terms of transportation and demographics. The average net value in the core redevelopment area for retail space is $8.00 per square foot and $6.00 per square foot for office space, available in buildings without elevator facilities. Net retail rates per square foot range from $6.00 on the low end to $9.00 to $10.00 on the high end, as compared to a range of $20.00 to $40.00 net per square foot found in other comparable demographic areas. Even within the City of Coral Springs, in less desirable locations, net retail rates are captured at $20.00 per square foot. While these values are not the lowest averages in Broward County, they are relatively low, particularly when compared with the demographics of the City and its relatively high average household income. The assessed value per square foot of land in the core redevelopment area is substantially less than other “urban areas” within Broward County and reflects the reality that the core redevelopment area is just another aging suburban commercial retail area which happens to be located near the center of the City at the intersection of two major arterials.
The diminished character of the core redevelopment area, a reflection of the out-dated-community design by which Coral Springs was originally developed, is illustrated by a comparison of the ratio of the value of land to the value of improvements. Currently, land makes up approximately 33% of the total assessed value of properties within the core area. A ratio of improvements to land of 2 to 1 reflects two negative conditions: 1) relatively low land value reflecting diminished expectations in the marketplace; and 2) obsolete improvements in response to declining net operating income. In a robust market, the ratio of improvements value to land value would be expected to range between 3 to 1 and 4 to 1. The negative implications of the low relative value of the land and the low ratio of improvements to land value – that the situation is not one of elevated land value expectations in anticipation of redevelopment – is confirmed by the fact that the average assessed value of a square foot of improvements is only $25 and the average fair market value is only $30. In that these values are a fraction of the likely replacement cost of the improvements, the underlying economic conditions of the core area are even worse than the visible evidence of decline.

This data makes it clear that the suburban character of the area and the out-dated-improvements significantly diminish the economic and fiscal integrity of the area. Under the redevelopment scenario proposed by the City of Coral Springs, the value ratio would increase to more than 3.3 and add almost $500 million in assessed value to the City’s tax roles.

The fiscal condition of the core redevelopment area is not a matter of theory. Between 1996 and 2000, assessed valuations in the County and the City as a whole increased by 34.70% and 34.40% respectively. During the same period, assessed

Boca Raton’s Mizner Park
valuations in the core redevelopment area only increased by 28.60%. During the last two years, while assessed values in the County and the City increased by 5.66% and 6.92% respectively, the core redevelopment area increased by only 2.53%. The increasing obsolescence of the improvements in the core redevelopment area is underscored by the fact that land value in the core redevelopment area increased in value by 11% between 1999 and 2000, while improvements only increased by 4%, little more than core inflation. This data is particularly telling in that it appears from the assessor’s rolls that land value increases were the result of the use of an area wide multiple factor -- this is inconsistent with the limited amount of available sales data for the core redevelopment area which indicates a decline in values, not an increase. In any event, the valuation data shows unmistakably that the core redevelopment area is falling behind the general economy and doing so on an accelerating basis.

The fiscal implications of community decline and redevelopment are problematic generally and specifically. As an area declines, its assessed value assumes a parallel trajectory, even though property owner expectations remain high. At the same time, the more an area declines, the more municipal resources are required to manage the area in terms of law and code enforcement and other municipal services. Often, owners, in an effort sell property at expected values, agree to favorable financing terms in the form of secondary mortgages. The effect is that the purchaser assumes economically unjustifiable debt obligations which translates into a reduced capacity to invest in maintenance, repair and improvements. The more the individual buildings decline, the more the area declines, the more likely it is that individual property owners will conclude that investment in maintenance and repair would be a waste of money because of the general trajectory of the area, a self-fulfilling prophecy which translates into accelerated decline. This phenomenon is particularly significant in the context of Downtown Coral Springs because of the relative efficiency of early intervention and the reality that a definitive plan of redevelopment can be a powerful incentive for interdicting decline.

The functional obsolescence in the Coral Springs core redevelopment area is particularly apparent in the retail sector where industry trends are putting substantial pressure on traditional retail uses and properties. There are several significant factors which are affecting retail in the core redevelopment area at this point.
First, surrounding areas have developed within the last decade and new, planned retail centers to the east and north have cut into the primary market area once served by the core redevelopment area.

Second, the existing improvements in the core redevelopment area are dated and becoming less and less competitive every day. The retail paradigm of the area was “anchored” by a mall that is no longer in existence. Furthermore, one of the better uses in the area -- the existing grocery which is owned and operated by a highly regarded company – is extremely dated and clearly at or near the end of its “competitive” useful life.

Third, the mono-centric orientation of south Florida diverts retail activity to other parts of the region as residents of Coral Springs commute to and from places of employment, entertainment, recreation and education.

Fourth, the use of new design principles and place-making concepts like new urbanism have generated competitive “places” which draw patrons from relative long distances, past dated shopping areas, to these new centers because of their attractiveness.

Fifth, retailing itself has changed dramatically in the last two decades. The evolution of the “big box” and the shift to value shopping has narrowed the opportunities for local retail within an increasing dependency on goods and services and speciality products. The ultimate impact of this particular factor is hard to assess in light of the emergence of e-commerce, except to observe that a relatively fixed pool of disposable income is being spread across more and more retail opportunities. Finally, there is no real reason to go to, as opposed to through, the core redevelopment area except to access various city offices. In a highly competitive retail environment, one of the keys to success is the quality and character of the “anchor” which draws people to the location. It is the strength of the anchor as a draw which defines the success and therefore the value of retail uses and improvements. In the traditional enclosed mall, the anchors are the department stores. In big box centers, it is the super store which typically brings people to the location. In downtowns it is main street, e.g. Las Olas in Ft. Lauderdale and Atlantic Avenue in Delray Beach, a place like Mizner Park or something like the Riverwalk or the Broward Center for the Performing Arts. There is no anchor of any kind in the existing Downtown area.

It is for these reasons that place-making is a key part of the Downtown Coral Springs redevelopment initiative, not just to create an anchor for the core redevelopment area, but as a
framework for the adaptive re-invention of the City as a whole.

The Coral Springs Mall is the most notable local example of the rise and fall of retail centers in south Florida and its history illustrates the wisdom of the City’s Downtown Coral Springs initiative. Given the circumstances and the City’s long term objective of creating a “downtown” as a focal point for the City, the redevelopment of the mall as a charter school and regional library was sensible and beneficial. The indirect effect on the tax base of this redevelopment project will undoubtedly be positive as it has the potential of promoting additional redevelopment. However, the direct effect of the redevelopment on the City’s tax base is likely to be negative or neutral. While the mall had relatively little value in and of itself from a tax base perspective, the conversion of a relatively large site --almost 13% of the entire “Downtown Coral Springs” area --from a potentially tax generating retail center to public use compounds the negative pressures on the core redevelopment area. It is apparent that acquisition and public use is a redevelopment strategy of very limited potential and that the balance of the core redevelopment area must be re-invented by different means.

Historically, the rise and fall of the City of Coral Spring’s commercial areas has not been a tax base problem, primarily because of the City’s continued growth and the fact that most competitive retail has occurred within the City’s corporate limits. As available land for commercial retail development within the City is exhausted, the predictable obsolescence of retail will become increasingly problematic because replacement retail will locate in adjacent communities where land continues to be available. This circumstance is likely to be exacerbated by the fact that many designs of contemporary retail facilities in terms of size and configuration do not fit the land development plan originally created for Coral Springs.

None of this is to say that the City is experiencing current fiscal distress. The City is not, and has no intention of allowing distress to occur – which is precisely the point of the “Downtown Coral Springs” initiative. Cities are dynamic creatures – constantly changing. The City can continue to respond to the consequences of increased traffic congestion, changing retail trends and shifting demographics, or the City can assume an aggressive, affirmative posture to adaptively re-invent itself, that is: Downtown Coral Springs.

The fiscal implications of “Downtown Coral Springs” are not just a matter of municipal fiscal integrity, they are of significant interest to the County, the School Board and other taxing authorities. All of those entities will benefit, directly or indirectly, as a result of the “Downtown Coral Springs” initiative. That is so not just because the assessed valuations of land within the core redevelopment area are projected to increase, but because “Downtown Coral Springs” will be a catalyst for the future fiscal strength of the entire city. Indeed, it does not require any material leap of faith to understand the manifold fiscal benefits of the evolutionary re-invention of Coral Springs as a well-planned community into a model city of balanced land uses and a superior quality of life.

Key to appreciating the fiscal implications of redevelopment is recognition that Downtown Coral Springs is not a speculative redevelopment venture. In most cases, a CRA is established, a redevelopment plan is prepared and approved and then and only then does the redevelopment effort embrace the private sector. In contrast, the City of Coral Springs has completed an extensive planning effort to identify a desired redevelopment program and has selected a qualified developer through a competitive bidding process conducted in accordance with the procedural requirements of Part III of Chapter 163. It is in this context and only after exhausting all other potential ways in which the City can facilitate “Downtown Coral Springs,” that the City of Coral Springs seeks to acquire the tools
necessary to address a specific redevelopment need and to implement a specific redevelopment program with identifiable community and fiscal benefits.

In other words, the alternative fiscal future of the existing condition of the core redevelopment area is well-understood: an accelerating decline until building improvements and property owner expectations of value are so depressed that the market is able to carry out unassisted land reassembly; or a known redevelopment program to be carried out in a joint public private partnership with a known developer on specific economic terms. But this alternative fiscal future is assured only if the City of Coral Springs has access to the community redevelopment tools which have been established by the Legislature of the State of Florida.
APPENDIX A:
Letter of Understanding

In 1999 after a competitive RFQ process, the City selected Amera Urban Developers, Inc. as the master developer of the town center project, to be known as “Downtown Coral Springs.” The City entered into a Letter of Understanding in October, 2000 in regard to a joint public/private partnership for the development of a portion of Downtown Coral Springs.
LETTER OF UNDERSTANDING ("L.O.U.")

1. PROJECT NAME:

The Project shall be known and defined as: "Downtown Coral Springs" (the "Project"). The Principal parties shall be:

City of Coral Springs  
a Florida municipal corporation  
9551 West Sample Road  
Coral Springs, Florida 33065

Amera Urban Developers, Inc.  
2900 University Drive  
Coral Springs, FL 33065

2. PROJECT DESCRIPTION:

The Project shall be generally defined as a mixed use, urban redevelopment project, which shall include governmental, institutional, residential, retail, educational, entertainment, and commercial uses consistent with the City’s Comprehensive Land Use Plan and as otherwise defined by a Community Redevelopment Agency ("CRA") and/or Development of Regional Impact Development Order ("DRI" or "DO") described under Chapters 163 and 380, Florida Statutes, respectively, as amended from time to time. The Preliminary Development Plan for the Project shall be as described on Exhibit "A", attached hereto and made a part hereof.

3. PROJECT SITE:

The Project Site (the "Site") shall be described on Exhibit "B," attached hereto and made a part hereof.

4. LEASE TERMS AND EXTENSIONS:

The parties contemplate that the Developer shall acquire either directly or through the auspices of a CRA certain property within the Site. Phase I of the Project contemplates the prospective relocation of existing City facilities (City Hall South and City Hall North). To that end, it is further contemplated that the parties shall enter into a long-term lease agreement for the use of existing City property. The term of such lease shall be stated to include an initial term of forty-nine (49) years, with two (2) twenty-five (25) year extension periods.

To the extent provided by law and consistent with Part III of Chapter 163, Florida Statutes, the parties shall coordinate with and through a CRA to facilitate the execution of leases, land exchanges, and other long-term financing opportunities to enhance and make the Project economically successful for the public and the parties.
5. **NON-BINDING LETTER OF UNDERSTANDING:**

This letter, when approved and executed, shall serve as a basis and frame-work for future development agreements and related documents incident to the Project. However, this L.O.U. shall not bind the parties to any contractual relationship and shall be expressly subject to the execution of such future documents to be mutually agreed upon by the parties, and as provided for by law.

6. **DEVELOPMENT AGREEMENT/NEGOTIATIONS:**

The parties hereto contemplate the execution of a Development Agreement and related documents in conjunction with the assistance of the City’s Bond Counsel and other consultants within one hundred eighty (180) days, after approval by the City Commission of Coral Springs. During the one hundred eighty (180) day period, the parties shall diligently and conscientiously review all predevelopment concerns, activities, and governmental contacts necessitated by the scope of the Project, including DRI matters, CRA formation, implementation of a Transportation Concurrency Exception Amendment (“TCEA”) and other governmental coordination and cooperation required to implement the Project.

7. **CITY’S APPROVAL OF DEVELOPER PLANS:**

The Development Agreement shall contain all conceptual site/development plans, consistent with the City’s Charter and Code of Ordinances, including the City’s Land Development Regulations.

8. **DEMONSTRATED ABILITY OF FUNDING:**

It is anticipated that the ground-breaking for the Project shall occur on or before January 1, 2002. The parties shall calculate and create a Timeline/Critical Path Method (“CPM”), which shall dictate all activities directed toward the ground-breaking contemplated in the Development Agreement and related documents associated with the Project. Developer shall demonstrate clearly and unequivocally its funding sources, mechanisms, and activities, to the satisfaction of the City within ninety (90) days prior to ground-breaking. The Development Agreement shall provide the City with the right and option to terminate the Agreement, and associated documents, in the event that funding sources and mechanisms are not sufficiently in place, in the opinion and option of the City, to provide for the implementation of the Project.

9. **DEMONSTRATED FUNDING ADEQUATE FOR COST OF PUBLIC IMPROVEMENTS:**

The City shall entertain and consider, in conjunction with the advice of the City’s Bond Counsel, the use of tax increment financing, special assessment activities/districts and any viable combination thereof for the purposes of pedestrian walkways, parks, streets, alleyways, public appurtenances, and related public amenities consistent with the
requirements of Chapter 166, Florida Statutes, and any and all requirements imposed pursuant to Part III of Chapter 163, Florida Statutes, governing the CRA.

10. **DEMONSTRATED FUNDING ADEQUATE FOR COST OF PARKING FACILITIES:**

The City, in conjunction with its Bond Counsel and the Developer, shall collaborate and coordinate with regard to the potential construction of a parking area/parking garage/parking facility, which shall be consistent with the municipal and public purposes involved with the Project.

11. **SOURCES AND USES OF FUNDS:**

The parties shall reasonably agree upon the allocation of the sources and uses of funds in connection with the project and related improvements prior to execution of the Development Agreement.

12. **ENVIRONMENTAL CLEARANCE OF SITE CONDITIONS, ACCESS AND TESTING:**

The Development Agreement shall provide expressly for the City, through its consultants, and the Developer, through its consultants, to adequately and satisfactorily conclude that the areas to be acquired and/or to be developed in the Project, in any phase, shall be free of contamination or any other invasive condition, which may preclude the implementation of the Project. The City and the Developer shall collaborate and coordinate with each other for the engagement of such professionals as may be reasonably required, including surveyors, engineers, environmental engineers, soil experts, and any other qualified professional deemed required by the City to confirm the contaminate-free condition of the properties in the Project area.

13. **ACCESS, AND UTILITY ISSUES:**

The parties hereto contemplate that the cost and expense of access, and utility locations, relocations, and installations shall be borne by the Developer and negotiated between the parties prior to the execution of the Development Agreement, and to the satisfaction of the City.

14. **DEVELOPER AND CITY AGREEMENT ON OVERALL SITE DESIGN GUIDELINES AND APPROVALS; DEVELOPER AND CITY AGREEMENT ON SITE MAINTENANCE STANDARDS AND APPROVALS; AND DEVELOPER AND CITY AGREEMENT ON OVERALL OPERATING COVENANTS:**

The parties shall jointly develop design guidelines and maintenance standards to be included within the Development Agreement and related documents, which shall include specific standards of operation for the facilities and the Project, during its term. The design guidelines and maintenance standards shall retain perpetual existence unless otherwise modified by the City and Developer. The parties shall also attach to the
Development Agreement a set of agreeable standards, which shall dictate the manner and procedure whereby such obligations will not only be implemented but also fulfilled by the Developer and/or its successor during the life of the Project. This conclusion is necessitated by the fact that the City may become a tenant-in-possession and shall, therefore, retain certain rights and prerogatives to assure the citizens and residents of the City that criteria established by the Sterling Award shall be included within such maintenance standards, maintenance obligations, and maintenance guidelines.

15. EASEMENTS:

The parties contemplate that there will be a need to enter into multiple reciprocal easements, cross-access/cross-parking easements, and such other interests in real property to facilitate the flow of traffic, pedestrians, commerce, and other activities associated with the Project.

16. DEPOSITS:

As a commitment to bind the parties to good faith negotiations the Developer shall deposit the sum of Seventy-Five Thousand and no/100 ($75,000.00) Dollars upon the execution of a Development Agreement. The aforesaid sum shall be held by the City in an interest-bearing account, subject to the control of the City and shall be released by the City in the event that the parties terminate the contractual relationship contemplated in the Developer Agreement.

17. RENT PAID BY DEVELOPER FOR CITY-OWNED PROPERTY:

To the extent that the City intends to relocate its public facilities to the Project Site, the parties shall provide within the Development Agreement for the collaboration and coordination of extended possession, continued cross-use, and all manner of consideration to facilitate the operations of the City’s government for the conduct of public meetings and the otherwise given public business of the City Administration and its professional staff and its members.

The parties shall negotiate a rental sum to be paid to the City by the Developer during the construction period, which best reflects the use of City facilities, land, and other improvements.

To the extent that the parties agree in a subsequent Development Agreement and related documents, that the Developer shall long-term lease certain City facilities in exchange for the opportunity of re-locating City facilities to the Project Site, then, in that event, the Development Agreement shall contain, to the satisfaction of the parties, provisions for Base Rent which shall be determined by the appraisals, CPI Adjustments on an annual basis, Performance Rent, and all other obligations associated with the Developer’s use of existing City-owned real property, consistent with the City’s Charter and Code of Ordinances. If the City Commission elects to sell, transfer, convey, or otherwise dispose of existing City-owned real property, then, in that event, the Development Agreement
shall also provide for a responsive method of compensation to the City for this distinct opportunity.

18. **PAYMENT OF IMPACT AND OTHER FEES:**

The Development Agreement shall contain provisions for the payment of impact fees and other legally imposed obligations by the City’s Charter, Code of Ordinances, and Land Development Regulations associated with development within the City of Coral Springs. To the extent that waivers of such fees and expenses are permitted by law, the City Commission may extend same to the Developer, where possible, and to the CRA, if applicable.

19. **MAINTENANCE AND IMPROVEMENTS:**

The parties shall provide for the shared maintenance of public and private facilities within the Project site with due consideration for mobilization of resources and the allocation of financial commitments to best protect the health, safety, and welfare of the citizens and residents of the City.

20. **PARKING OPERATIONS AND SHARED PARKING:**

The parties shall provide for exclusive and non-exclusive parking within the Project Site which shall, as a minimum, include a recognition of the availability of parking spaces for the general public and persons doing business with the City of Coral Springs. The Development Agreement and related documents shall provide for recognition of the perpetual aforesaid public needs in the event that the City re-locates any of its public facilities to within the Project Site, so long as the City occupies the Project Site.

21. **ROADS AND PUBLIC IMPROVEMENTS:**

It is contemplated that the City shall endeavor to design, build, and maintain, subject to the provisions contained within the Development Agreement and related documents, the roads and public improvements within the Project Site. To the extent legally permissible, the CRA may function in that capacity.

22. **ART IN PUBLIC PLACES:**

Although not a requirement currently in the City Code, the Developer shall review the applicable Broward County Code in connection with “Art in Public Places” and, if applicable, the parties shall address such requirements within the Development Agreement and related documents.
23. **GEO-TECHNICAL AND OTHER TESTING:**

The parties contemplate such geo-technical and other testing consistent with the provisions of Section 13, hereinafter.

24. **DCA APPROVALS; DRI STUDY:**

To the extent that the City applies for approval of a Development of Regional Impact (DRI), to the South Florida Regional Planning Council, the City will endeavor to pursue the governmental approvals required to implement the Project. The parties shall at all times, however, collaborate and coordinate with all units of government having jurisdiction over such DRI including the State of Florida, Department of Community Affairs (DCA), the Florida Department of Transportation, South Florida Water Management District, Broward County, Florida, and any other sub-agency required, pursuant to the applicable provisions of Chapter 380, Florida Statutes, incident to the process. The allocation of responsibility for fees associated with these applications and approvals shall be contained within the Development Agreement.

25. **PERMITTING:**

Developer shall undertake the application and filing of all permits for construction, which shall be processed, consistent with the City’s Code of Ordinance and the South Florida Building Code with mutual due diligence, good faith, and timeliness of response. No special benefit is herein conferred upon Developer and the same shall be included within the Development Agreement and related documents. However, the parties shall endeavor to assure promptness and accuracy in all manners of reviews and approvals of permit applications and building activities. The allocation of responsibility for fees associated with these applications and permits shall be contained within the Development Agreement.

26. **TIMELINE:**

The parties shall attach hereto prior to execution of this L.O.U. Timeline/Critical Path Method (CPM), as Exhibit "C," which shall form the basis of the negotiations and activities contemplated by this L.O.U. and the Development Agreement, and related documents.

27. **EXTENSION OF TIME:**

To the extent deemed reasonably necessary by the City, extensions of time shall be provided for within the Development Agreement based on certain terms and conditions otherwise agreed to by the City.
28. CREATION OF COMMUNITY REDEVELOPMENT AGENCY ("CRA"):  
The parties recognize the impact and opportunities provided for in Part III, Chapter 163, Florida Statutes, regarding the creation of a Community Redevelopment Agency. To that end, the City will view and consider the creation of such an agency to facilitate the design, financing, implementation, and construction of the Project.

29. LAND ACQUISITION; EMINENT DOMAIN:  
As otherwise described in this L.O.U., Developer contemplates the acquisition of certain real property either directly or through the auspices of the CRA. To that end, the City shall assist and coordinate its powers and authority pursuant to Chapter 166, Florida Statutes, to assist in this Project.

30. DEED RESTRICTIONS:  
The parties acknowledge the existence of Deed Restrictions affecting certain parcels of land within the Project Site. Developer has indicated its concern for such deed restrictions as an obstacle to construction and development of the Project. As such, the parties shall provide for an economically feasible method of either the removal of such deed restrictions, the implementation of the Project, with deference to the deed restrictions, or any combination thereof as may be reasonably required to design, construct, and implement the Project in accordance with the Development Agreement, and associated documents.

31. RELOCATION OF BUSINESSES/INDIVIDUALS:  
To the extent that the relocation of businesses and individuals within the Project Site are required, such shall be at the cost and expense of the Developer.

32. ACQUISITION OF OTHER PUBLIC PROPERTY (POST OFFICE PROPERTY):  
The obligation for the removal and relocation of the United States Post Office within Phase I of the Project Site shall be the responsibility of the Developer. The City may provide assistance to the Developer in completion of such transaction.

33. EXISTING CITY HALL PROPERTY AND NEW CITY HALL:  
As otherwise described in this L.O.U., the parties shall negotiate and provide for the potential relocation of existing City facilities to the Project Site consistent with the express terms and conditions of the Development Agreement, and related documents. In the event City leases space from the Developer, the lease terms and associated rent for such shall be based upon comparable rental properties in the market.
34. PEDESTRIAN CONNECTIONS / SKY-WALKS AND/OR INTER-MODAL TRANSPORTATION CENTER:

The parties shall provide for pedestrian connections/sky-walks and/or inter-modal transportation centers within the Project Site, to the extent required by the CRA, DRI, and/or TCEA.

35. CHANGE IN PLANS AND APPROVAL PROCESS:

The Development Agreement and related documents shall provide for changes in plans and the method of approval consistent with the City’s Charter, Code of Ordinances, and Land Development Regulations.

36. PROJECT COMMENCEMENT; PHASING; UNAVOIDABLE DELAYS:

The Development Agreement and associated documents shall provide for a project commencement date to be not later than January 1, 2002, including a description of all phased development contemplated by the Developer and the City. Additionally, delays occasioned by acts or activities outside the scope of either the Developer or the City shall be provided for in the Development Agreement and related documents.

37. MUTUAL COOPERATION AND ASSISTANCE:

The parties hereto covenant and agree that they will mutually coordinate and cooperate each with the other incident to the matters contemplated in this L.O.U. and shall further so coordinate within the Development Agreement.

WITNESS: 

CITY

CITY OF CORAL SPRINGS, FLORIDA

By:

John Sommers, Mayor

13 day of October, 2000

ATTEST:

Peter Richardson, City Clerk
CERTIFICATION

I certify this to be a true and correct copy of the official record of the City of Coral Springs. WITNESSETH my hand and official seal of the City of Coral Springs, Florida, this the 19th day of October, 2000.

City Clerk
The plan contemplates redevelopment of the Northwest, Southwest, and a portion of the Southeast quadrants surrounding the intersection of Sample Road and University Drive as depicted on the attached “Exhibit B – Project Site.” Specific size and development component types for each quadrant are as follows:

**Southeast Quadrant:** Development other than the just completed school and regional library shall include a limited amount of office and retail which will be located directly on the corner of Sample and University. The potential of placing an intermodal transportation facility with structured parking on the quadrant shall also be pursued. The minimum improvements contemplated are as follows:

<table>
<thead>
<tr>
<th>Type of Use</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office/Rent</td>
<td>35,000</td>
</tr>
<tr>
<td>Retail</td>
<td>15,000</td>
</tr>
<tr>
<td>Intermodal/Structured Parking</td>
<td>(To be determined)</td>
</tr>
</tbody>
</table>

It is understood that an intermodal facility would support a significant increase in the size and density of the private development in this quadrant and/or the adjacent quadrants.

**Southwest Quadrant**
Development as planned shall entail the demolition of all improvements in the quadrant other than the office tower at the corner of Sample and University. In replacement, there shall be built a large collection of buildings housing retail, restaurant, office, entertainment, residential, hotel and government uses, which shall revolve around a landmark public plaza. New urban streets shall provide the backbone connecting these many new uses with the Plaza and the other areas of the new downtown. The specifics of the development are as follows:

<table>
<thead>
<tr>
<th>Type of Use</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail/Restaurant</td>
<td>518,000 sf</td>
</tr>
<tr>
<td>Office/City Hall</td>
<td>650,000 sf</td>
</tr>
<tr>
<td>Theater</td>
<td>85,000 sf</td>
</tr>
<tr>
<td>Residential</td>
<td>800 units</td>
</tr>
<tr>
<td>Hotel</td>
<td>450 rooms</td>
</tr>
<tr>
<td>Structured Parking</td>
<td>3000 spaces</td>
</tr>
</tbody>
</table>
“Exhibit A”
Preliminary Development Plan

Northwest Quadrant
The site shall be demolished in its entirety and redeveloped as an extension of the Southwest Quadrant with similar density and character. Use shall be less oriented toward entertainment and more toward office and residential. The specifics are as follows:

<table>
<thead>
<tr>
<th>Type of Use</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>200,000 sf</td>
</tr>
<tr>
<td>Office</td>
<td>340,000 sf</td>
</tr>
<tr>
<td>Residential</td>
<td>380 units</td>
</tr>
<tr>
<td>Hotel</td>
<td>150 rooms</td>
</tr>
<tr>
<td>Structured Parking</td>
<td>1600 spaces</td>
</tr>
</tbody>
</table>
Exhibit B

Project Site
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 3, 2000</td>
<td>Execution of Letter of Understanding by the City</td>
</tr>
<tr>
<td>October 4, 2000</td>
<td>Begin DRI, CRA, and TCEA process in earnest</td>
</tr>
<tr>
<td>October 4, 2000</td>
<td>Developer to commence negotiation for acquisition of remaining properties</td>
</tr>
<tr>
<td>April 15, 2001</td>
<td>Execution of Development Agreement by the parties</td>
</tr>
<tr>
<td>April 15, 2001</td>
<td>CRA formed and approved by applicable governmental bodies</td>
</tr>
<tr>
<td>April 15, 2001</td>
<td>Commence working drawings</td>
</tr>
<tr>
<td>September 30, 2001</td>
<td>DRI Complete</td>
</tr>
<tr>
<td>October 1, 2001</td>
<td>Acquisition negotiations for remaining properties concluded</td>
</tr>
<tr>
<td>October 1, 2001</td>
<td>Developer to provide demonstrated ability of funding</td>
</tr>
<tr>
<td>October 1, 2001</td>
<td>Drawings submitted for permit</td>
</tr>
<tr>
<td>December 15, 2001</td>
<td>Permit issued</td>
</tr>
<tr>
<td>January 1, 2002</td>
<td>Commencement of construction Southeast Quadrant, Initial phase of Southwest Quadrant (as depicted on C-1)</td>
</tr>
<tr>
<td>December 30, 2002</td>
<td>Completion of construction on Southeast Quadrant</td>
</tr>
<tr>
<td>June 30, 2003</td>
<td>Completion of Phase 1 – Southwest Quadrant</td>
</tr>
<tr>
<td>July 1, 2003 – June 30, 2005</td>
<td>Commencement and completion of additional phases – Southwest Quadrant</td>
</tr>
<tr>
<td>July 1, 2005 – June 30, 2007</td>
<td>Completion of final phase Southwest Quadrant and beginning phase Northwest Quadrant</td>
</tr>
<tr>
<td>July 1, 2007 – June 30, 2011</td>
<td>Completion of Northwest Quadrant development</td>
</tr>
</tbody>
</table>
APPENDIX B:
Parcel Specific Survey

During the fall of 2000, the City conducted a detailed physical reconnaissance of the Downtown area. In addition, all available information was analyzed in the context of the required demonstration that the proposed CRA area satisfies statutory standards and County guidelines. This appendix contains a complete photographic survey of the overall deteriorated condition of the area.
This area is typical of a 60s auto-dependent strip commercial center. It is evident that the property was developed prior to current City Code standards as shown by the lack of landscaping materials and inadequate parking. Even if reasonably well-maintained, such outdated projects become victims of their own obsolescence and will slowly deteriorate, contributing to the decline in the economic health and redevelopment potential of the area as a whole.

1. Outdated center with no amenities
2. Unattractive parking; no landscaping
3. Outdated architecture
4. Inadequate and poorly landscaped parking; outdated design and facility
5. Trash; poor maintenance
6. Trash and debris
7. Poorly placed, maintained and screened dumpsters
8. Inadequately maintained open storage area
PARCEL SPECIFIC SURVEY

Exhibit 2

This site can generally be described as an outdated, auto-dependent center which does not compete with contemporary retail products. Property ownership is diverse and land parcels are fragmented — there are 12 properties owned by eight separate entities. The property was developed prior to current City Code standards as shown by the paucity of landscaping and inadequate parking. There is no sense of place or identity which provides a context or framework for multipurpose trip-making.

Tenancies are weak and there are many vacancies. Alleys are characterized by improperly disposed trash and debris.

1. Partial outdated building facade along University Drive; small retail, many vacancies
2. Partial outdated building facade, looking toward Sample Road
3. Vacant land
4. Deteriorated fence
5. Non-landscaped buffer island/parking area
6. Improperly parked vehicle along service alley; undefined location of trash containers; poor maintenance
7. Unattractive service/parking alley
8. Improperly located and screened trash containers

Appendix B: Parcel Specific Survey
This area is composed of an old gas station at the corner of Coral Hills Drive and Sample Road, and two outdated City government buildings -- City Hall, Main and City Hall, South. These two government buildings, developed almost 30 years ago, are mostly characterized by their functional and architectural obsolescence. The gas station is highly visible, but an underutilized structure which cannot compete with the type of amenities offered by contemporary service stations.

1. Outdated City facilities
2. Inadequate buffer between existing uses -- residential (background) and government/parking (foreground)
3. Well-maintained but outdated; unsafe pedestrian connection to public streets
4. Inappropriate loading/unloading facilities
5. Seating area adjacent to unattractive parking and building area
6. Unsafe conditions
7. No pedestrian emphasis
8. Underutilized key site
9. Inadequate design
This site is characterized by small, stand-alone, automobile dependent structures. Commercial facades and signage are generally unplanned and uncoordinated. Alleyways are characterized by improperly disposed trash and debris. Although wider sidewalks are available next to building frontages, the area lacks pedestrian interest, purpose and connectivity. In terms of automobile circulation, points of ingress and egress to parking areas and driveways from Sample Road to Coral Hills Drive and NW 99th Way present potential safety issues.

1. Unattractive building facade
2. Uninteresting, unsafe pedestrian environment
3. Unattractive building facades
4. Unplanned, uncoordinated buildings
5. Loading/unloading problems
6. Trash problems
7. Vacant land
8. Unattractive and outdated architectural design
There is substantial evidence of site deterioration and blighting influences in this area. A number of commercial buildings are either vacant or in dilapidated condition. Vacant parcels in an area so close to the center of the City and adjacent to residential neighborhoods (to the north of the proposed CRA area) is an indicator of a lack of private investment. The pattern of development in this area reflects outdated densities and unrelated design in terms of form and function. Of particular note is the relation of the points of ingress and egress to parking areas and driveways from adjacent roads east and west of Sample Road.

1. Vacant land
2. Dismantled fire hydrant
3. Back alley facade, deteriorated building
4. Inefficient, unattractive alley
5. Obsolete and out of scale street furniture
6. Wreckage, abandoned automobile
7. Unfunctional building gaps
8. Trash problems
9. Small scale, deteriorated building frontage
10. Conflicting design elements
11. Vacant building
PARCEL SPECIFIC SURVEY
Exhibit 6

This area is primarily characterized by the vacant parcel of land located at the corner of Coral Hills Drive and NW 33rd Street, and by three isolated, single-purpose, outdated office buildings. Although these buildings are reasonably well-maintained, they are large in scale and do not offer a distinctive architectural character. Buildings under such conditions become victims of their own obsolescence and will slowly deteriorate, contributing to the decline in the economic health and redevelopment potential of the area as a whole. Trash enclosures are unattractive and improperly disposed trash and debris. Pedestrian amenities are limited.

1. Partial building facade of single-purpose building
2. Suburban character of existing building
3. Non-landscaped parking areas, north facade of medical office building
4. Unused water body
5. Vacant land and unattractive utilities
6. Parking area, south facade of medical office building
7. Outeded structure
8. Improperly located and screened trash containers

Photo Key:
1. Partial building facade of single-purpose building
2. Suburban character of existing building
3. Non-landscaped parking areas, north facade of medical office building
4. Unused water body
5. Vacant land and unattractive utilities
6. Parking area, south facade of medical office building
7. Outeded structure
8. Improperly located and screened trash containers

Surveyed Area Location

Appendix B: Parcel Specific Survey
This area is currently improved with four isolated, multifamily residential structures - 1960s construction and architectural design. Property was developed prior to current City Code standards. These residential areas currently require extensive maintenance and eventually will need to be replaced in order to compete with the type of amenities offered by contemporary residential communities. In addition, there are no sidewalks in the area; vehicles are improperly parked; landscaping is poor and trash areas/receptacles are improperly placed and/or maintained.

1. Underutilized property at key locations; poor landscaping and residential buffer; no sidewalks
2. No sidewalks; poor landscaping
3. Improper screening; poor maintenance
4. Unscreened utilities; poor landscaping
5. Outdated residential development; no landscaping in parking areas
6. Unattractive parking; improperly located dumpsters
7. Outdated residential; unattractive parking areas
This area is primarily characterized by the vacant parcel of land located at the corner of Coral Hills Drive and NW 33rd Street, and by three isolated, single-purpose, outdated office buildings. Although these buildings are reasonably well-maintained, they are large in scale and do not offer a distinctive architectural character. Buildings under such conditions become victims of their own obsolescence and will slowly deteriorate, contributing to the decline in the economic health and redevelopment potential of the area as a whole. Trash enclosures are unattractive and there is improperly disposed trash and debris. Pedestrian amenities are limited.

1. Outdated architecture; poor landscaping in parking areas
2. Inadequate office tenant amenities
3. Poor landscaping in parking lot
4. Poor signage
5. Single purpose building; poor access and landscaping; no sidewalks
6. No sidewalks; unsafe ingress/egress for private development and Post Office site
PARCEL SPECIFIC SURVEY
Exhibit 9

This area is composed of two obsolete office/financial structures with outdated tenant amenities. Properties were developed prior to current City Code standards as shown by the deficient amount of landscaping and inadequate parking. There is no sense of place or identity, which provides a context or framework for multipurpose trip-making. Even the highly visible Coral Springs Financial Plaza at the corner of Sample Road and University Drive cannot compete alone with the type of amenities offered by contemporary mixed-use downtown projects.

1. Lack of appropriate pedestrian and landscaping amenities along parking lot area
2. Inadequate office tenant amenities, back of Coral Springs Financial Plaza
3. Inadequate and poorly landscaped parking
4. Poor signage
5. Inadequate and poorly landscaped parking; outdated design and facilities
6. Conflicting pedestrian and vehicular circulation; lack of pedestrian amenities; unsafe private driveways

Appendix B: Parcel Specific Survey
APPENDIX C:
Finding of Necessity -- Adopted Resolution

Chapter 163 Part III of the Florida Statutes authorizes local governments to establish community redevelopment areas (CRAs). The initial step in creating a CRA is the preparation of a study supporting a “Finding of Necessity.” This appendix contains the adopted resolution.
RESOLUTION 2001-018

A RESOLUTION OF NECESSITY OF THE CITY OF CORAL SPRINGS, FLORIDA, PROMULGATED PURSUANT TO §163.355, FLORIDA STATUTES, IN ORDER TO BEGIN THE FORMAL PROCESS OF CREATING A COMMUNITY REDEVELOPMENT AGENCY TO FUNCTION WITHIN THE CITY OF CORAL SPRINGS; APPROVING A SLUM AND BLIGHT STUDY; DEFINING THE REDEVELOPMENT AREA; DETERMINING THAT THE REDEVELOPMENT AREA SUFFERS FROM ONE OR MORE INDICATORS OF BLIGHT; DETERMINING THAT THE REDEVELOPMENT AREA IS APPROPRIATE AND CRITICALLY NECESSARY IN THE INTEREST OF THE PUBLIC HEALTH, SAFETY, MORALS, AND WELFARE OF THE RESIDENTS OF THE CITY; MAKING CERTAIN OTHER REQUIRED FINDINGS AND DETERMINATIONS; AND PROVIDING EFFECTIVE DATE.

WHEREAS, in 1997 the City of Coral Springs committed to the transformation of an area of approximately 136 acres in the vicinity of the intersection of Sample Road and University Drive into a "town center;"

WHEREAS, in 1998 the City of Coral Springs acquired the failed Coral Springs Mall and the Mall was redeveloped as a charter school with a new County library;

WHEREAS, the City of Coral Springs has completed several planning studies in regard to the development of a town center;

WHEREAS, in 1999 the City of Coral Springs selected Amera Urban Developers, Inc. as the master developer for the town center project;

WHEREAS, the town center project, functioning as a CBD, is to be named "Downtown Coral Springs" ("Downtown" or "Downtown Area");
WHEREAS, the City Commission of the City of Coral Springs commissioned a “Slum &
Blight Study” (“Study”) under the provisions of Chapter 163, Part III, Florida Statutes to determine
whether Downtown Coral Springs displays sufficient indications of blight, as required by the
statutes, to warrant designation of the area as a community redevelopment area;

WHEREAS, blight constitutes a serious menace injurious to the public health, safety, morals
and welfare of the County and the City, imposing onerous burdens which decrease the tax base and
reduce tax revenues, substantially impairing or arresting sound growth, aggravating traffic problems
and substantially hampering the elimination of traffic hazards and the improvement of traffic
facilities, and increasing the costs of providing public services to blighted areas;

WHEREAS, while the City has determined that the Downtown demonstrates conditions of
blight, the area can be conserved and rehabilitated through appropriate public action as authorized
under the Florida statutes, preserving and enhancing the tax base for the benefit of all taxing
authorities;

WHEREAS, Broward County is a charter county and is authorized under Florida law to
delegate such powers provided in Part III of Section 163 to the governing bodies of municipalities
within the County;

WHEREAS, Section 18.86 of Broward County’s Administrative Code provides procedures
for creating community redevelopment agencies;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY
OF CORAL SPRINGS, BROWARD COUNTY, FLORIDA, as follows:
SECTION 1. Findings. The City Commission hereby finds:

(a) Based upon the facts and evidence presented to and considered by the City Commission, the following conditions exist in the Downtown:

1. Conditions are present in the Downtown that are detrimental to the sound growth of the City and substantially impair or arrest the growth of the City and present conditions and uses in the Downtown that are detrimental to the public health, safety, morals and public welfare;

2. There is a predominance of defective or inadequate street layout;

3. Lot layout in the Downtown is faulty in relation to its size, adequacy, accessibility, or usefulness;

4. There are examples of unsanitary and unsafe conditions;

5. There are examples of deterioration of site and other improvements;

6. There are inadequate and outdated building density patterns;

7. There are inadequate transportation and parking facilities;

8. There is a diversity of ownership and defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.

(b) The notices required by Section 163.346, Florida Statutes, have been timely published or mailed in accordance with said statutes.

(c) Action must be taken immediately to prevent further blight and deterioration and to protect and enhance public expenditures previously made in the Downtown.
The preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefore and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.

SECTION TWO: Finding of Necessity.

The City Commission, based upon evidence presented to it and in the public record, does hereby find that a “blighted area”, as defined in the Florida Statutes, exists in the Downtown Area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout and does further find that the rehabilitation, conservation or development or a combination thereof, of such Area described is necessary in the interest of the public health, safety, morals or welfare of the residents of the City of Coral Springs, Florida and that such area constitutes a “community redevelopment area” as defined by Florida Statutes.
SECTION THREE: County Approval. The City hereby requests that the Board of County
Commissioners delegate the exercise of all powers and responsibilities conferred upon Broward
County by §163.410, Florida Statutes to the City of Coral Springs for the purpose of establishing a
Community Redevelopment Agency and the preparation of a Redevelopment Plan to be submitted to
the County for approval.

SECTION 4: Severability. If any section or portion of a section of this resolution proves to be
invalid, unlawful, or unconstitutional, it shall not be held to invalidate or impair the validity, force,
or effect of any other section or part of this resolution.

SECTION 5: Effective Date. This resolution shall become effective immediately upon its passage
and adoption.

[THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK]
PASSED AND APPROVED this 6 day of March, 2001.

BY: John Sommerer, Mayor

ATTEST:
PETER M. J. RICHARDSON, CMC
CITY CLERK

APPROVED AS TO FORM

R. Franco-Federingham
OFFICE OF THE CITY ATTORNEY

Unanimous  

<table>
<thead>
<tr>
<th>Motion/2nd</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor Sommerer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice Mayor Berk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner Calhoun</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner Polin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner Stradling</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>