



Community Redevelopment Agency Community Redevelopment Plan



Plantation
the grass is greener

Originally Prepared by:

Keith and Schnars, P.A. and Miami Economic Associates,
April 2000

Updated by City of Plantation
Planning, Zoning & Economic Development Department,
January 2006

Final Plan Adopted June 27, 2000

Agency Commissioners:

Commissioner Rae Carole Armstrong
Commissioner Diane Veltri Bendekovic
Commissioner Jerry Fadgen
Commissioner Robert Levy
Commissioner Rico Petrocelli
Commissioner Sharon Uria

CITY OF PLANTATION COMMUNITY REDEVELOPMENT PLAN

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I. INTRODUCTION

Background

The creation of the City of Plantation Community Redevelopment Agency (CRA) and development of the CRA Redevelopment Plan is the implementation mechanism that has culminated from several recent planning efforts undertaken by the City of Plantation. The conclusions and recommendations of these studies have been incorporated either factually or conceptually in this document and contributed toward the basis for the recommended actions contained in this Plan.

The Community Redevelopment Agency finds its antecedents in the efforts of the Gateway 7 Development District, which was established by the City of Plantation in 1988. Gateway 7 was established as a Safe Neighborhood Improvement District as authorized by Chapter 87-243, Florida Statutes, entitled the Safe Neighborhoods Act. The District completed the "Safe Neighborhoods Master Plan" for the Gateway 7 District in 1988 and later established an ad valorem special assessment taxing district under the Safe Neighborhoods Act, authorized to collect up to 2 mills on real property located within the District.

In order to re-initiate redevelopment activities in the Gateway 7 district, in November of 1997, the City of Plantation hosted a two-day visioning session, which was conducted by the Florida Atlantic University Center for Urban Redevelopment and Empowerment (CURE). The first day of the visioning session was devoted entirely to issues related to the State Road 7 Corridor. Attendees included elected officials, property and business owners, residents of adjoining areas and other interested persons. The session identified problems and suggested solutions and redevelopment strategies that could be considered as the redevelopment effort was initiated. The results of the visioning sessions were compiled by FAU/CURE and distributed to the attendees and other interested persons.

Florida Atlantic University/CURE was also commissioned to conduct the Gateway 7 Slum and Blight Study, which was completed in January 1999. This study was developed in accordance with the Community Redevelopment Act of 1969 and was utilized to fulfill one of the initial steps required to create a Community Redevelopment Agency and create and implement a Redevelopment Plan. The study established the basis for the "finding of necessity" and served as the premise for the City's desire to designate the Gateway 7 District as a Community Redevelopment Area.

In July of 1998, the State Road 7 Corridor was designated as the status of associate Main Street by the State of Florida. This made certain technical and financial assistance available for improvements to the Corridor. The City, anxious to get started with the State Road 7 redevelopment effort, initiated several studies relative to the Corridor beginning in September of 1998 and culminating in December of 1999. These studies were developed by Carr Smith Corradino and provide, conceptually, much of the basis for the selection of the priority projects the CRA proposes to undertake. Additionally, a zoning analysis was completed which is presently being implemented through development of zoning subdistricts and a comprehensive rezoning of the entire Redevelopment Area.

In accordance with Chapter 163, Part III, Florida Statutes, the adoption process and the contents contained herein are those mandated in order for municipalities intending to utilize tax increment financing as a funding source for redevelopment efforts. Consistent with this same Statute, and upon approval by Broward County, adoption of this Plan enables the Community Redevelopment Agency, by ordinance, to establish a trust fund. Revenues for the trust fund are obtained, on an annual basis, by allocating any increases in taxable assessed value for properties located within the boundaries of the CRA. The Broward County Property Appraisers Office will continue to collect the entire property tax and will subtract and allocate the revenues associated with the base value to the governmental entities previously receiving them. Of the revenues associated with any incremental rise in property values, 95% are deposited in the trust fund. The State Statute allows the monies deposited in the trust fund to be utilized for the following purposes, among others:

- 1) Administrative expenses necessary to the implementation of the Community Redevelopment Plan,
- 2) Expenses of redevelopment planning, surveys and financial analysis,
- 3) Acquisition of real property,
- 4) Site Preparation including relocation of site residents, and
- 5) Issuance costs and principal and interest payment on any indebtedness incurred by the Agency.

The Statute prohibits monies deposited into the trust fund to be used for the following purposes:

- 1) To construct or expand administration buildings for public bodies unless each taxing authority involved agrees,
- 2) Any publicly-owned capital improvements which are not an integral part of the redevelopment if improvements are normally financed by user fees, and if the improvements would have otherwise been made without the involvement of the CRA within three years, or
- 3) General government operating expenses unrelated to the CRA.

State Road 7 Widening and Improvements

Concurrent with the City of Plantation's redevelopment planning efforts being undertaken by its team of consultants, the Florida Department of Transportation (FDOT) is constructing an additional two lanes to create a six lane divided roadway on State Road 7. As part of this project, the FDOT is also installing a limited amount of landscaping and lighting along the State Road 7 Corridor.

Authority to Undertake Community Redevelopment Planning

Community redevelopment planning and implementation in the State of Florida is authorized by the Community Redevelopment Act of 1969, Chapter 163, Part III (as amended), Florida Statutes. It is in accordance with this statute that the City of Plantation has established its Community Redevelopment Agency and is undertaking its redevelopment efforts. This Chapter generally confirms as proper public purposes, the rehabilitation, conservation or redevelopment of slum or blighted areas or areas in which there is a shortage of housing affordable to residents of low or moderate income.

The granting and exercising of redevelopment powers is conditioned upon the approval of the Broward County Board of County Commissioners as the governing body. Section 163.355 of the Florida Statutes requires that a local government, prior to the creation of a Community Redevelopment Agency and prior to engaging in activities authorized under Part III of Chapter 163, make a finding that:

- “(1) One or more slum or blighted areas, exist in such county or municipality; and
- (2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.”

Powers of the Community Redevelopment Agency

The City of Plantation Community Redevelopment Agency is governed by a Board of Commissioners, which consists of the City’s elected officials. This agency is a separate legal entity district from the City of Plantation. On August 17, 1999, through Resolution 1999-1006, the City Council of the City of Plantation, Florida has been delegated the following powers by Broward County:

- (1) To make a finding that there is a need for an Agency to function in the City.
- (2) To adopt a resolution declaring the need for an Agency in the City.
- (3) To create an Agency.
- (4) To appoint a Board of Commissioners for the Agency.
- (5) To designate a Chair and Vice-Chair from among the Commissioners.
- (6) To employ an Executive Director, technical experts and such other agents and employees as it deems necessary for the Agency.
- (7) To employ and retain legal council and staff.
- (8) To appropriate to the Agency, from City funds, such amounts as the City deems necessary for the administrative expenses and overhead of the Agency.
- (9) To remove a Commissioner from the Agency.
- (10) To declare the governing body of the City to be the Agency.
- (11) To prepare a Community Redevelopment Plan.

The above referenced powers were established by the City Council for the purposes of the Agency’s operations and to develop and effectuate the CRA Redevelopment Plan. In its Ordinance creating the Agency, the Plantation City Council has retained certain powers in some cases mandated by State Statutes. These powers reserved by the City Governing body are as follows:

- (1) The power to determine that an area is a slum and blighted area, or combination thereof; to designate such area as appropriate for community redevelopment; and to hold public hearings on these matters.
- (2) The power to grant final approval to the Community Redevelopment Plan and any modifications.
- (3) The power to authorize the issuance of revenue bonds as set forth in §163.385, F.S.

- (4) The power to approve the acquisition, demolition, removal, or disposal of property as provided in § 163.370(3), F.S., and the power to assume the responsibility to bear loss as provided in § 163.370(3), F.S.
- (5) The power to approve the development of community policing innovations.
- (6) The power to amend the City Comprehensive Plan, amend the zoning laws and to rezone land within the Redevelopment Area, and to exercise other powers as a regulatory entity over land development, or otherwise enact laws which affect property within the Community Redevelopment Area.

City of Plantation Community Redevelopment Area

The City of Plantation Community Redevelopment Area is approximately 400 acres in size and is bounded on the north, east and south by the municipal boundaries of the City of Plantation and on the west to the full extent of commercially zoned properties and corresponding official City Zoning Map contiguous to and west of State Road 7. The Redevelopment Area represents approximately less than 2% of the City's total area. A description of the City of Plantation Community Redevelopment Area is included in Appendix A.

Rationale for Designation of Community Redevelopment Area

The area proposed for designation as a Community Redevelopment Area was selected and further delineated based on many factors including, but not limited to:

1. The area's past history as a subject of study and planning;
2. The area's existing designations as a Safe Neighborhood District, Associate Main Street, and special taxing district;
3. The area's similarity of land use and zoning;
4. The area's pattern of decline;
5. The presence of slum and blight conditions;
6. The area's natural delineation from residential uses to the west; and
7. The area's delineation from the east by the City of Plantation municipal boundary.

Finding of Necessity for Community Redevelopment

In order to establish a "finding of necessity" to establish a Community Redevelopment Agency within the Gateway 7 Development District, the City commissioned the Florida Atlantic University Center for Urban Redevelopment and Empowerment to conduct two separate visioning sessions for both the Gateway 7 Development District and the City of Plantation as a whole. Upon completion of those sessions, FAU was directed to develop the Gateway 7 Slum and Blight Study. As part of the Slum and Blight Study, a lot-by-lot survey of properties and public right-of-way assessed structural, physical and infrastructure conditions along the State Road 7 Corridor. The methodology utilized in this study was consistent with the guidelines and requirements of Chapter 163, Florida Statutes. The completed "City of Plantation, Florida Gateway 7 Slum and Blight Study" was filed with the City Clerk and made available for public inspection on February 20, 1998.

On March 25, 1998 the City of Plantation adopted a Resolution of Necessity (City of Plantation Resolution 7193) in accordance with the requirements of Chapter 163.355, Florida Statutes that formally initiated the process of creating a Community Redevelopment Agency (see Appendix C). Resolution 7193 determined that significant

property within the Gateway 7 Special Assessment District suffered from debilitating blight and requested Broward County to delegate to the City the power to create and implement a Community Redevelopment Agency. The Gateway 7 Special Assessment District and Plantation Community Redevelopment Area have identical geographic boundaries.

On March 25, 1998 City of Plantation Resolution 7350 confirmed the factors previously mentioned in Resolution 7193 and accepted the Gateway 7 Slum and Blight Study, specifically determining that the following factors of debilitating blight exist within the Gateway 7 Special District:

- A substantial number of deteriorated, or deteriorating structures;
- A predominance of defective or inadequate street layout;
- Faulty lot layout in relation to size adequacy, accessibility, or usefulness;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements;
- Faulty or inadequate street layout, inadequate parking facilities, or roadways incapable of handling the volume of traffic that flows into or through the area, either at present or following the proposed construction;
- Lack of maintenance of improved property;
- Inadequate open space;
- Vacancies in retail, office, and other space; and
- Unmet potential in sales and property tax revenues.

On February 24, 2000, the City enacted City Ordinance No. 2210, creating the Plantation Community Redevelopment Agency. This Ordinance ratified the findings and determinations of necessity originally promulgated in City Resolution numbers 7195 and 7350.

II. EXISTING CONDITIONS

Information presented in this section was extracted from the Gateway 7 district Slum and Blight Study and Carr Smith Corradino's Master Plan and Implementation Plan. Other consultant studies related to the City of Plantation's redevelopment efforts are noted as they apply.

Socio-Economic Profile

As part of the Carr Smith Corradino Master Plan, Lambert Advisory prepared a market study. The market study assessed current market conditions along the State Road 7 Corridor as compared to the market in the City of Plantation and other surrounding municipalities and unincorporated areas. It also analyzed the potential costs and feasibility of implementing projects identified in the Master Plan from a market perspective. The methodology for this analysis included an assessment of current demographic and economic trends within a 1-mile radius of the Broward Boulevard/State Road 7 intersection, also known as "four corners", which includes residents of both the City of Plantation and Unincorporated Broward County.

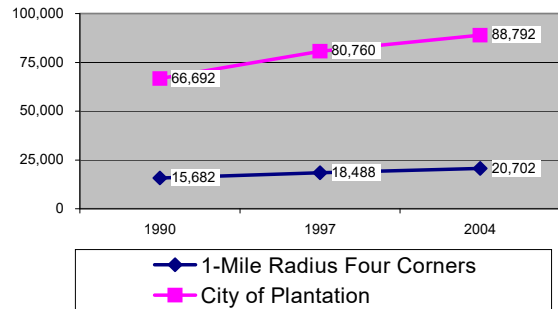


Figure II.1: Population Trends

From 1990 to 1999, population within a 1-mile radius of the "Four Corners" intersection increased from approximately 15,700 to 18,500, or roughly 1.9 percent per year. This is slightly lower than the population growth for the City of Plantation, which increased from 66,700 to 80,800, or 2.2 percent annually, as illustrated in Figure 1. Although on-going new residential development promotes stronger population growth in western Plantation, the eastern portion of the City is anticipated to grow moderately during the next few years. This is supported by the area's relatively high average household size and lower median age (see Table II.1), which indicates a growing family-based community.

Table II.1:
Population Profile 1999

| | |
|------------------------------|------|
| Avg. HH Size | |
| Four Corners (1-Mile Radius) | 3.1 |
| City of Plantation | 2.5 |
| Median Age | |
| Four Corners (1 Mile Radius) | 33.5 |
| City of Plantation | 38.6 |

The median income of households within a one-mile radius of the Four Corners is nearly \$44,000 compared to \$48,000 for the City of Plantation. The area surrounding the Four Corners is clearly representative of a middle class neighborhood, with an income profile only modestly below that of the City's.

The home sale activity surrounding the Four Corners, both to the east and west, further supports the existence of a growing middle class neighborhood. On both the west side of State Road 7 (City of Plantation) and the east side of State Road 7 (Unincorporated Broward County), the number of home sales has remained fairly steady during the past three years as illustrated in Figure II.2. As importantly, there has been home price appreciation during the period on both sides of the Corridor, as is evidenced in Figure II.3.

Figure II.2: Number of Home Sales

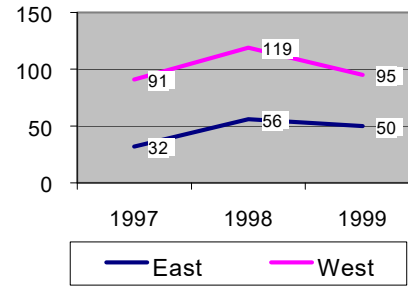
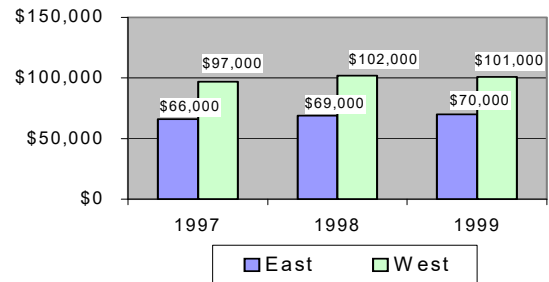


Figure II.3: Average Home Prices



Existing Land Use and Zoning

The Community Redevelopment Area includes approximately 400 acres of land abutting State Road 7, which is bounded on the north, by the City of Lauderdale, to the south and east by Unincorporated Broward County, and to the west by residentially zoned properties within the City of Plantation Boundaries. The areas surrounding the Community Redevelopment Area are primarily low density residential.

Land Use

129 parcels were identified in the Slum and Blight Study. Of those, 113 were developed and 16 were formerly developed, but are presently vacant.

Based on the results of FAU's land use inventory, the primary land use within the Redevelopment Area is commercial which includes retail and office uses. Other uses dispersed within the Redevelopment Area include residential and industrial, however these uses combined account for only fifteen-percent of total parcels surveyed. Another eight-percent could not be categorized in the survey. Figure II.4 illustrates the land use breakdown. The adopted future land use consists of commercial and community facilities, which includes hospitals, schools, churches, civic uses and parks and recreational facilities. Figure II.5 is the existing land use map for the Redevelopment Area. In addition, a survey of use or function of structures within the Redevelopment Area was conducted. Of the 79

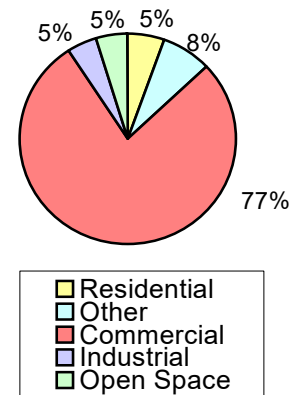


Figure II.4: Land Use

structures observed in the Slum and Blight Study, 44 were used for retail purposes, 12 with office/industrial 13 for more than one use, 5 were non-conforming residential and 5 were vacant. Specific uses within the Community Redevelopment Area include strip shopping centers, new and used automobile dealerships, Plantation General Hospital, small professional offices, storage units and retail uses.

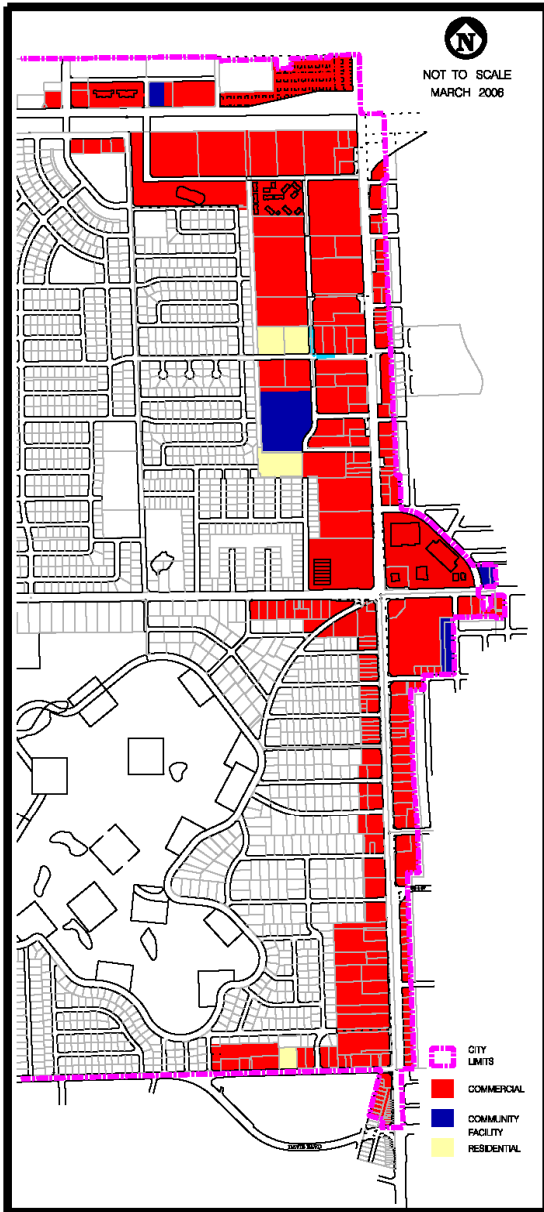
Zoning

The CRA plan does not restrict the type, size, height, number or proposed use of buildings because the governing body of the City of Plantation has reserved all development powers. Any limitations on the type, size, height, number and proposed use of building is a function of the City of Plantation Zoning Ordinances. The Plantation City Council has initiated and is in the process of undertaking a comprehensive rezoning program throughout the Redevelopment Area. This effort is being conducted in accordance with the City Council approved Zoning Analysis for the Gateway 7 Corridor (Carr Smith Corradino, 1999). The Zoning Analysis concluded that the zoning in place at the time consisted of 12 separate zoning district designations within the Gateway 7 district. This system of zoning is in the process of being replaced by a distinct "Gateway 7 Zoning District", designated SPI-2, which will be made up of eight sub-districts that are designed to address the varied existing development and uses within the Corridor, while encouraging the uses and site configurations in the Conceptual Gateway 7 Master Plan. The sub-districts within the SPI-2 designations are presently planned as follows:

- Auto Mall Sub-district
- Hospital Sub-district
- Hybrid Commercial Sub-district
- Four Corners West Sub-district
- Four Corners East Sub-district
- Professional Office Sub-district
- Artisan Commerce Sub-district
- Conventional Commercial Sub-district

At the time of this writing, the City Council had declared the Four Corners East/West sub-districts, Zoning-in-Progress, requiring that any new development activity or significant redevelopment activity within that Area be subject to the new SPI-2 District and appropriate underlying sub-district. As each sub-district is adopted, the next will be rezoned. Currently the Hybrid Commercial and Artisan sub-districts are underway and scheduled for Comprehensive Planning Board review. The SPI-2 sign code is also being developed. The SPI-2 Zoning District should be in place by final adoption of this plan. The SPI-2 Zoning District and Sub-districts are described in more detail in Section IV, The Community Redevelopment Plan. Figure II.6 illustrates the SPI-2 Zoning Overlay District. The City Council has retained jurisdiction to amend zoning ordinances and issue development orders within the Redevelopment Area. The extent of completely implementing this rezoning program cannot be adequately defined at this time, as this process is ongoing at the time of this writing. It is expected that upon completion of the comprehensive rezoning process of the projects established in this plan will be consistent with the area zoning. The existing zoning map is depicted in Appendix B.

CITY OF PLANTATION COMMUNITY REDEVELOPMENT PLAN



EXISTING LAND USE
FIGURE 11.5



SPI-2 ZONING DISTRICT
AND SUBDISTRICT
FIGURE 11.6

Residential Uses

Only 5% of all properties within the Redevelopment Area were utilized as residential. The lot-by-lot survey reported a total of six structures, which were residential in nature, specifically three apartment buildings, a duplex and a mobile home. All of the underlying land use designations, within the Redevelopment Area, as established in the City of Plantation Comprehensive Plan, are non-residential.

The City is experiencing a demand for new housing stock. The demand for newer housing stock both in Plantation and throughout Broward County has resulted in a new planning focus on the mixed use development concept. In addition, communities are both experiencing and promoting residential land usage in areas where residential uses were not allowed by approving complete residential projects in areas that are predominantly non-residential. Reflective of this trend, both Broward County and the City recently amended their respective Comprehensive Plans to create a Local Activity Center Future Land Use Designation for the Community Redevelopment Area. This new designation will further encourage mixed commercial/residential usage.

Dynamic population growth has supported these land use changes. Original Community Redevelopment Plan population projections (P. 6) did not grow beyond an anticipated 88,792 in 2004. As of June 2005, population at the newly projected build out date of 2025 is anticipated to be 109,000. New housing is needed to accommodate the anticipated growth.

In summary, promoting residential land uses will encourage more appealing development that will combat and reduce community blight.

Structural and Site Conditions

The State Road 7 Corridor has experienced business attrition and a decline in the level of business conducted. The proliferation of vacant stores or businesses in certain sections of the Redevelopment Area had kept shoppers away and discouraged new business from locating there. This, in turn, has resulted in a decrease in the level of property maintenance. At the time of the property survey, it was estimated that the average vacancy rate for the Redevelopment Area was 21%, with approximately a 40% vacancy rate in the northwest quadrant. Poor structural and site conditions observed have contributed to these higher than average vacancy rates.

Structural Conditions

A structural conditions survey was conducted as part of the Slum and Blight Study. Assessment standards established in Chapter 163, Florida Statutes were used to determine the condition of specific elements or aspects of properties. Table II.2 shows the specific elements surveyed and their corresponding physical conditions. Definitions of survey standards are provided in the Slum and Blight Study located in Appendix C.

**Table II.2:
Structural Conditions**

| | Excellent | Good | Deteriorating | Deteriorated | Dilapidated |
|----------------------|------------------|-------------|----------------------|---------------------|--------------------|
| Roof | 32% | 44% | 17% | 5% | 2% |
| Exterior Walls | 29% | 48% | 17% | 5% | 1% |
| Exterior Paint | 30% | 42% | 21% | 5% | 2% |
| Stairways | 29% | 50% | 21% | 0% | 0% |
| Windows | 33% | 49% | 11% | 4% | 4% |
| Fence | 21% | 52% | 16% | 0% | 2% |
| Out-buildings | 13% | 45% | 24% | 7% | 3% |
| Median Percentile | 29% | 48% | 21% | 5% | 2% |

Site Conditions

Maintenance and sanitary conditions were observed to be a major problem on several properties. A survey of properties found that 40% had minor scatterings of garbage and 7% had large particles of garbage dispersed on site. In addition, 40% of all properties had visible trash disposal facilities, and only 6% were not properly maintained.

Site amenities were also observed to be either poorly maintained or non-existent. Street lighting, which promotes safety and pedestrian activity, was observed to be lacking on 34% of all properties surveyed and fences were deteriorating on 16%. In addition, pedestrian amenities such as benches were observed to be poorly maintained throughout the Redevelopment Area.

Parking Layout

Parking is a major problem in the Redevelopment Area in terms of layout, quantity and location. As part of the Slum and Blight Study, it was determined that 95.9% of the parking provided within the Redevelopment Area was provided off-street with 80% of that being surface level parking. However, a significant number of businesses, particularly on the east side of State Road 7, experience either a shortage of parking or poor access due to lot dimensions or lot layout. As a result, clients and customers of businesses have resorted to illegal on-street parking practices. Of those parked on-street, 93% were observed to be parked illegally. In addition, parking on the public right-of-way (R.O.W.) was also observed, particularly on used car lots. As a result, pedestrians were forced to walk in the road to avoid automobiles parked on sidewalks and adjoining R.O.W.

Code Enforcement

Code violations along the State Road 7 Corridor were reviewed for a period from March 1997 to January 1998. 30% of all violations were signage and/or lighting infractions. Of the 53 properties on which code violations were reported in 1997, 46 (87%) had 2 violations or less while 13% were cited with more than 3 violations. The City's record showed that properties cited several times were typically cited with the same violation

until it was corrected to the City's satisfaction. However, most violations were corrected within a few days.

Infrastructure

Water and Sewer

The properties located on the west side of State Road 7 and south of Broward Boulevard are currently being serviced by septic tanks. However, the City of Plantation is in the process of replacing the existing septic tanks with a sanitary sewer system for all commercial properties in this quadrant as a result of the Department of Health and Rehabilitative Service no longer issuing septic tank permits for new uses in this area and since sanitary sewer facilities will benefit all property owners in this quadrant. In addition, the City has recently replaced the existing 6" water mains, south of Broward Boulevard and west of State Road 7, with 12" water mains and provided additional fire hydrants.

Public utilities are in operation or are planned throughout the CRA district. An example of a planned public utility that is not yet in operation is the 22' x 19' x 15' Master Vacuum Station to be located at the dead end of S.W. 6th Street in the right of way. Numerous other water and wastewater projects are being implemented in the corridor to provide adequate levels of service.

Drainage

Inadequate drainage, resulting in flooding was observed within the Community Redevelopment Area, specifically following significant rainfall. For that reason, drainage elements, namely drains, curbs and gutters were more thoroughly surveyed site by site, within the Redevelopment Area.

Of the properties surveyed, 32% were reported as having either partial or no curb and gutter. Of the properties that did have curb and gutter, 16% were in poor condition and needed replacement. Drains were also reported lacking on 33% of all properties, while 3% were present but blocked. Of the drains that were observed on site, 54% were reported to either have no grate or structural problems, which can pose potential maintenance and safety concerns. Redesign and rehabilitation of drainage systems will occur on a site specific basis in accordance with Broward County Office of Environmental Services and SFWMD standards as specific redevelopment projects are initiated.

Traffic

Streets, traffic control measures, sidewalks and alleyways were assessed based on condition, safety and layout. Of the roadways surveyed 94% were asphalt and 6% were concrete. Approximately 75% of the street surfaces were reported as having no cracks, while 25% were in very poor or fair condition with major cracks. Pavement markings were poorly maintained within the Redevelopment Area. Of the markings observed, 29% were fading and 22% were faded and in poor condition.

As already eluded to, another concern within the Redevelopment Area is pedestrian safety. Sidewalk separation from vehicular traffic and pedestrian pavement markings were either poorly visible or non-existent, creating unsafe conditions for pedestrians and bicyclists. Discontinuous sidewalks have also contributed to safety concerns with a reported 19% of streets having no sidewalk and 6% reporting partial sidewalks. Furthermore, poor sidewalk maintenance has contributed to the unsafe and alienable

conditions of pedestrian traffic, with a reported 53% of all sidewalks cracked, in either fair or poor condition.

Finally, alleys within the CRA were surveyed to determine level of maintenance. Of the properties surveyed, 31% did have alleys, of which 69% were not paved. Furthermore, 68% of the alleys were overgrown and not maintained.

Parks

There are currently no parks, as defined by the City of Plantation Comprehensive Plan, in the Community Redevelopment Area. However, there is vacant property available that may be developed as a park or open space use. Parks are identified as projects number 5, 21 and 26 on the project list. Recreation improvements are identified as project number 12 on the project list (see page 31).

Additional park and recreation space is not needed in this CRA district to satisfy the comprehensive plan minimum requirements for levels of service for park facilities. This type of space is also not needed to service any residential uses within the CRA area of operation, notwithstanding the fact that the CRA district is not required to have parks and recreation space as per the comprehensive plan. Consistent with the City of Plantation’s commitment to enhanced environmental quality and public aesthetics, the park and recreation projects contained in this plan are additional community improvements above and beyond those required by the comprehensive plan.

Crime

Real and perceived crime is one of the highest contributors to lack of investment in the Redevelopment Area. Based on the subjective point of view of residents and business owners, the Redevelopment Area has the highest frequency and quantity of crimes committed within the City. This was confirmed by a survey of business owners and landlords along State Road 7. In conducting the survey, respondents were asked to rank the three major problems or concerns in doing business in the CRA. Petty crime/robbery was ranked the main concern for number one and number two responses.

A trend analysis of crime statistics, from 1992 to 1997, was conducted for the City of Plantation to substantiate these concerns. Although, the data is citywide, it can be assumed that it typifies crime trends in both residential and commercial areas of the City. As illustrated in Figure II.7, there is no discernible pattern of crime, citywide, to substantiate this claim. However, that does not mean that there is not a higher occurrence of crime in the Redevelopment Area than in other parts of the City.

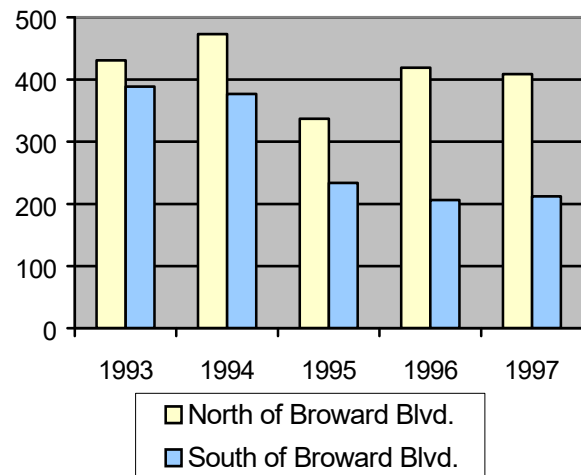


Figure II.7: Annual Crimes Committed

Geographic Sub-Areas

The City of Plantation Redevelopment Area displays very different characteristics in the north, south and central areas. Each sub-area provides a different set of problems and opportunities; therefore, redevelopment projects and zoning districts were developed separately. The following is a general description of the Redevelopment Area.

North Area

The North Area is located from Sunrise Boulevard, south to the Four Corners Area. It is characterized by suburban level development, the hospital complex and large-scale automobile dealerships. Problems in this area include ineffective and small buffers between residential and commercial uses, poor landscaping and intermittent vacancies. In addition, the lack of commercial lot depth on the east side has deterred redevelopment.

Four Corners

The Four Corners are located at the intersection of Broward Boulevard and State Road 7, which is the central intersection of the CRA. This area is characterized by large commercial uses with high vacancy rates and sites not optimally laid out. However, there is commercial redevelopment activity occurring on the northeast corner.

South Area

The South Area is located from SW 2nd Avenue, south to Peters Road. This area is characterized by underutilized strip shopping centers, small used automobile lots, and warehouses; as well as well-leased office and retail space. Currently an adjacent residential neighborhood is interested in acquiring a property to convert to neighborhood serving park space.

III. MARKET ASSESSMENT

A Market Assessment was prepared in 1999 by Lambert Advisory. Refer to Appendix F for a full copy of the 1999 Market Study. This assessment has been updated and the update is included on the following pages in totality.

Executive Summary

Lambert Advisory has completed an update to its 1999 market study as part of the Plantation Gateway Catalytic Investment Strategy. We are concurrently preparing a strategy and implementation plan for the district that will guide development and redevelopment efforts in which the CRA may be able to participate.

Overall, our conclusions indicate that Plantation Gateway is in an even stronger position today from a market perspective than was anticipated in 1999. The continued strengthening of the housing market surrounding the corridor, the quality of the roadway improvements, and the general nature of Broward County development to continue to seek out quality infill locations provide Plantation Gateway with a viable platform for growth. However, the following hurdles continue to exist: the control of key large parcels by entities which appear to not be prepared to begin the redevelopment process despite strengthened market demand; the lack of lot depths on some properties; and, the multiplicity of ownership in the corridor. These factors limit the ability of the area to achieve redevelopment without CRA involvement.

The work completed to date includes a comprehensive analysis of economic, demographic, and real estate market conditions that support redevelopment within the corridor. The market findings herein will be utilized for specific development programming and associated financial analyses to be completed as part of the investment strategy.

The process for completing the market analysis includes a profile of regional economic and demographic trends, inherent market strengths and weaknesses of the district and surrounding areas, as well as competitive implications for commercial real estate activity in and surrounding Plantation Gateway. Furthermore, the analysis provides a profile of current and future demand for key real estate uses including retail/entertainment, office, and residential. Accordingly, any variance and notable impact from data and conclusions derived within the initial market analysis in 1999 have been noted.

Based upon the economic and analyses undertaken by Lambert Advisory, the following provides a summary of research and findings related to the market analysis phase of the Catalytic Investment Strategy, with supporting tables included in the Addendum:

Economic Overview

The economic and market dynamics impacting Plantation Gateway continue to strengthen from the period of positive growth of a few years prior. Specifically:

- Following a population boom in the 1980's, population growth in Plantation slowed to a pace slightly below that of the County (2.2 percent versus 2.6 percent). However, forecasts indicate an increase in the City's annual population growth to 2.4 percent during the next few years. Comparatively, Plantation Gateway population increased 0.6 percent annually during the past decade. However, this growth rate is expected to increase during the next few years; particularly, if accommodation for new housing that is demanded within the area is developed.

- Broward County's employment increased considerably during the past several years, averaging 3.1 percent annual growth from 1992 to 2001. Accordingly, Plantation experienced similar growth trends during the past ten years. The County's employment is projected to remain stable, increasing an annual 2.1 percent per year through 2008. This general growth trend is anticipated for Plantation. The Plantation Gateway corridor represents roughly 10 to 15 percent of the City's total employment. A successful redevelopment strategy should help the Plantation Gateway capture more than its fair share of future growth.
- Plantation's income profile is considerably stronger than that of the region, with a median household income of roughly \$54,000 (versus \$42,000 for the County). Although the City's income growth lagged that of the region during the past ten years (as formerly underdeveloped communities to the southwest were built-out), Plantation is anticipated to remain as one of the top five highest income communities in Broward County during the next five to ten years.
- Home sales in and around Plantation Gateway have increased considerably during the past several years. Based upon single-family home sales for select areas within Zip Codes 33311, 33312 and 33317 (refer to map in Section Ic. of the report), the average price of a home increased nearly 20 percent from 1998 and 2001. As such, average home prices increased from \$89,000 in 1998 to \$106,000 in 2001.

Real Estate Market Overview

Beyond a broader analysis of economic trends in Plantation, a competitive analysis by real estate use (for the corridor) was completed which provides some indication of the redevelopment potential for Plantation Gateway. Key findings by real estate use include:

Retail

Compared to the market conditions of a few years ago, the retail market along the State Road 7 corridor, as well as some of the broader trade area, has strengthened. Through public investment, and administrative enforcement, the corridor has improved from both a physical and performance perspective; noting, however, that there is still a considerable amount of improvement to occur. Nonetheless, based upon the 1999 and current retail market analyses of approximately 880,000 square feet of space within the corridor and surrounding areas, which includes two major centers on the western periphery, the market has improved from 67 percent occupancy to 89 percent occupancy. Average lease rates increased from approximately \$14.70 to \$17.75 per square foot (gross) for the select properties. It is important to note, however, that both analyses are heavily impacted by the two large retail centers located west of the corridor (Plantation Marketplace and Plantation Towne Square). Although these properties are not situated within the corridor (and are actually west of the Florida Turnpike), they are believed to represent direct competitive supply to the corridor given their proximity to a significant portion of the housing market situated just east of the Turnpike. However, even if these two centers were extracted from the analysis, the Gateway would still show significant improvement from the 1999 market study. To this extent, occupancy improved from below 52 percent to roughly 87 percent, the majority of which represents absorption within the three major centers (that collectively comprise more than a total of 425,000 square feet) situated at the "Four Corners." With the increased occupancy,

lease rates appear to have strengthened within the past few years. The majority of the retail within the corridor leases in the \$12.00 to \$15.00 per square foot (gross) range, an improvement from the \$10.00 to \$14.00 per square foot (gross) range indicated three years prior. Even with the improved activity directly in the corridor, lease rates are 20 to 40 percent lower than the major centers to the west.

Office

As documented within the initial market analysis, the need to broaden the economic foundation of the corridor through the development of new office space is important to the success of a redevelopment plan. Overall, Plantation's office market remains one of the strongest in the County. Since 1995/6, it is estimated that roughly 1 million square feet of new space has been built (or 140,000 square feet annually), with a net absorption during the period of approximately 550,000 square feet (or nearly 100,000 square feet annually). As such, the market comprises more than 4.5 million square feet, with occupancy of 92 percent. Although there has been a slight decline in leasing rates during the past twenty-four months, the City's Class A/B office market has achieved average rates of more than \$21.50 per square foot (gross), compared to the County average of \$20.50 per square foot (gross). Particularly strong demand can be found in the Class B professional office market that reports occupancies in the range of 85 to 90 percent and rates in the \$16 to \$18 per square foot (gross) range.

Included within the City's office inventory is older office space, characterized by a mix of professional, medical and traditional low-rise office (referred to as "professional office"). A significant portion of this space is positioned within the Gateway area (specifically surrounding the Hospital). While not as strong as the traditional Class A/B market further to the west, this particular market is experiencing fairly strong demand, with occupancy averaging 88 percent; more importantly, this represents an increase in occupancy from 77 percent reported in 1999 for a select sample of more than 330,000 square feet. Accordingly, leasing rates have increase modestly during the past few years from \$15.00 to \$16.00 per square foot (gross).

Residential

Since the initial report in 1999 (and consistent with the 1999 report's conclusion), there has been interest expressed with regard to potential residential (for-sale, townhome) product within the corridor. With the continued improvement of the corridor, for which new housing would provide an impetus for on-going redevelopment, the State Road 7 area is capable of attracting further residential development that is compatible with professional office development and quality retail services.

- *For-Sale Residential* - As summarized above, the resale market continues to strengthen, increasing in terms of volume and pricing. Average home prices for the select areas on both sides of the corridor are \$106,000, up from \$89,000 in 1998. For the Plantation neighborhood to the west of the corridor (and east of the Turnpike), average home prices are more than \$130,000, up from \$104,000 in 1998. Importantly, average sales per square foot increased from \$60 to \$72, with home values within the west side of the corridor exceeding \$80 per square foot. Overall, the strength in home value marks a significant change in the

potential residential development strategy whereby the current pricing is rapidly approaching the level to support new construction (or at least minimize any required financial subsidy to effectuate the plan). We believe new product in the \$130,000 to \$160,000 price range can now be supported on key parcels within the District. This has tremendous implications for the broader redevelopment effort as well.

- *Rental Residential* – The Plantation rental apartment sub-market comprises more than 7,000 apartment units and represents slightly more than 5 percent of the total inventory in Broward County. The sub-market has a reported occupancy greater than 96 percent (First Quarter 2002), which is consistent with all sub-markets in Broward County. Accordingly, the Plantation sub-market is achieving average lease rates of almost \$970 for all unit types, compared to \$925 for the County. Apartments in the Gateway area are older than in other areas of the City but have maintained high occupancies and stable rates. Apartment developments in the area are more than 92 percent occupied with an average lease rate of \$700 to \$800, or \$0.80 to \$1.00 per square foot. Nonetheless, the City’s rental apartment market remains strong and is expected to continue strengthening during the next few years.
- *Hotel* – The City of Plantation’s hotel market comprises nearly 2,000 hotel rooms made up of three full-service properties totaling 850 rooms (including the recently completed Renaissance Hotel). The remaining balance of hotel inventory, or more than 1,000 rooms, consists of limited-service and/or extended stay product. Since 1998, more than 850 hotel rooms have been built in the City, including 600 rooms of limited-service and extended stay product. As a result, occupancy declined from the mid-70 percent range in the late 1990’s, to 68 percent in 2001; however, it is important to note that annual room night demand increased significantly during the period. Accordingly, average daily rates remained in the \$90 range during the past four years. In terms of the Gateway area, the only notable hotel is the 76-room Plantation Inn. The property, which has undergone recent renovation, is reporting average annual occupancy of 55+ percent and an estimated average rate of \$42. Overall, the hotel market in the area is expected to remain stable; however, addition to supply during the near term is unlikely considering the fact that there are three “brand” hotels currently in planning within the greater market area.

Conclusions and Development Potential

Plantation’s Gateway is in a position to leverage relatively strong market dynamics and trends to capture demand for retail, office, and residential development. However, the success of some if not all of this effort will be dependent upon a viable implementation plan, strategy, and a focus on “anchor projects” which will be detailed in the next phase of work. Specific conclusions by use are as follows:

- *For-Sale Residential* – Based upon our analysis of existing and new home sales the Plantation Gateway can support 100 to 150 units of for-sale housing principally in a townhouse design with pricing between \$120,000 and \$145,000. At this price point, and if well positioned and designed, the units should be able to be absorbed at a pace of 5 to 10 per month.

- *Apartments* – The market can support additional apartment units at an average rental rate of \$650 to \$750, or \$0.75 to \$0.95 per square foot. However, we believe given the limitations in land availability and the relative economic impact, a focus on for-sale product should be a principal priority.
- *Retail* – It is clear that there is now demand for, at minimum, a repositioning of retail at the “four corners” of Broward Boulevard and State Road 7. This is likely to include a supermarket anchored center and potentially a single “big box” user one of the corners although our experience and discussions indicates that almost all sites at the four corners are too small for the majority of big box users who would be interested in the properties¹. Non-anchor average rental rates for newly constructed space would be on the order of \$16 to \$20 per foot gross.
- *Office* – Despite a general downturn in office demand in Broward County due to the recent economic slowdown, we believe that the Gateway 7 corridor can still support the development of between 40,000 and 60,000 square feet of professional office space that would be oriented to a broader group of users than are currently located within the corridor (i.e. medical, government, etc.). However, because achievable rents are in the \$17 to \$18 per square foot gross range, it is unlikely that office development on this scale could occur immediately without modest CRA financial support for this effort.

A summary of current demand by use for the Plantation Gateway includes:

| | <u>Retail</u> | <u>For-Sale Residential</u> | <u>Rental Residential</u> | <u>Office</u> | <u>Hotel</u> |
|---------------------|-------------------------------|-----------------------------|-----------------------------------|----------------------------|--------------|
| <i>Units/Sq.ft.</i> | 100,000 sq.ft. (repositioned) | 100-150 units | 150-250 units | 40,000 to 60,000 sq.ft. | N/a |
| <i>Price/Rent</i> | \$16 to \$20/sq.ft., net | \$120,000 to \$145,000 | \$750/mo (1/1) \$950/mo. (2/2) | \$17 to \$18/sq.ft., gross | N/a |
| <i>Comment</i> | Repositioning Period | Townhome product | Low/Mid rise | Class B+ office | N/a |

Overall, given market dynamics, we believe that the Plantation Gateway has the potential to become a leading example of how redevelopment along an older commercial corridor can occur. However, the hurdles that still need to be overcome require activist CRA participation in this process. The next phase of our work focuses on detailing the specific focused strategies that the CRA can take to encourage the redevelopment process to flourish.

¹ The possible exception is a number of these retailers who will build a two-story facility.

I. Economic and Demographic Trends

The general economic and demographic dynamics that impact the City of Plantation, and specifically the Plantation Gateway, are strong. In order to understand the potential for redevelopment within the corridor, we conducted an economic and demographic overview of the City of Plantation, as well as the surrounding metropolitan area. The summarized analysis is based upon research related to population, income, employment, and housing trends.

Ia. Population

General Growth Trends. From 1980 to 1990, Plantation's population increased significantly, growing by nearly 40 percent during the period. The City was one of the strongest growth markets in Broward County, growing an average 3.2 percent annually, considerably higher than the County's 2.1 percent average annual growth rate during that period. However, during the past decade, the population growth trend in Plantation has slowed. Population in the City of Plantation increased an average 2.2 percent annually from 1990 to 2000, to reach approximately 83,000 inhabitants. In comparison, during the last decade, Broward County population increased at an average annual rate of 2.6 percent, surpassing 1.6 million inhabitants in 2000. The tremendous growth in the County was particularly fueled by development in the southwestern areas of Broward in the post-Hurricane Andrew period.

| Demographic Overview & Trends | | | | |
|--|---------------------------|-------------|-----------------------|-------------|
| 1990 to 2000 | | | | |
| | <u>City of Plantation</u> | | <u>Broward County</u> | |
| | <u>1990</u> | <u>2000</u> | <u>1990</u> | <u>2000</u> |
| Total Population | 66,692 | 82,934 | 1,255,488 | 1,623,018 |
| Annual Avg. Change | | 1,624 | | 36,753 |
| Annual Percentage Change | | 2.2% | | 2.6% |
| Total Households | 26,552 | 33,244 | 527,860 | 654,445 |
| Annual Avg. Change | | 669 | | 12659 |
| Annual Percentage Change | | 2.3% | | 2.2% |
| Average Household Size | 2.50 | 2.48 | 2.35 | 2.45 |
| Est. Median HH Income (2000 \$'s) | \$55,178 | \$53,746 | \$40,325 | \$41,691 |
| Median Age | N/A | 37.9 | N/A | 37.8 |
| Age Cohort | | | | |
| 0 to 24 | 30% | 30% | 28% | 31% |
| 25 to 44 | 33% | 32% | 32% | 31% |
| 45 to 64 | 23% | 25% | 19% | 22% |
| 65+ | 14% | 13% | 21% | 16% |

Source: US Bureau of Census 2000; Lambert Advisory

From a broader perspective, the County's population growth during the past decade has been supported by strong in-migration trends. Based upon county to county migration data from the Internal Revenue Service, Broward County averaged more than 13,000 net new migration during 1990, 1995 and 2000 with an in-migration peak of over

24,000 persons from Miami-Dade County alone during 1994-1995 following Hurricane Andrew.

| Migration in Broward County | | | |
|-------------------------------------|-----------|-----------|-----------|
| | 1989-1990 | 1994-1995 | 1999-2000 |
| <u>Total Domestic Migration</u> | | | |
| Inflow | 73,560 | 75,477 | 79,469 |
| Outflow | 58,526 | 62,134 | 67,039 |
| Net Migration | 15,034 | 13,343 | 12,430 |
| <u>Median Adjusted Gross Income</u> | | | |
| Inflow | N/A | 21,082 | 24,512 |
| Outflow | N/A | 19,874 | 24,167 |

Source: Lambert Advisory and Internal Revenue Service

For the past ten years, the strongest inflow into the County was from Miami-Dade County, while the largest outflow went to Palm Beach. Although regional migration is significant for Broward County, population moving from Northeast counties in New York and New Jersey represents roughly over 40 percent of total migration to Broward County.

| Principal In and Out Migration by Counties in Broward County | | | | | | | | | |
|---|-----------|-------|---------|-----------|--------|---------|-----------|--------|---------|
| County of Origin/Destination | 1989-1990 | | | 1994-1995 | | | 1999-2000 | | |
| | IN | OUT | NET | IN | OUT | NET | IN | OUT | NET |
| Miami-Dade, FL | 16,845 | 9,281 | 7,564 | 24,394 | 8,660 | 15,734 | 27,321 | 10,950 | 16,371 |
| Palm Beach, FL | 5,081 | 6,776 | (1,695) | 6,120 | 10,447 | (4,327) | 7,452 | 11,847 | (4,395) |
| Queens, NY | 2,491 | 404 | 2,087 | 1,859 | 423 | 1,436 | 1,734 | 446 | 1,288 |
| Kings, NY | 2,117 | 353 | 1,764 | 1,578 | 282 | 1,296 | 1,303 | 380 | 923 |
| Nassau, NY | 1,832 | 309 | 1,523 | 1,352 | 315 | 1,037 | 808 | 376 | 432 |
| Suffolk, NY | 1,300 | 334 | 966 | 1,027 | 271 | 756 | 678 | 367 | 311 |
| Cook, IL | 986 | 554 | 432 | 809 | 475 | 334 | 846 | 505 | 341 |
| Hillsborough, FL | 812 | 772 | 40 | 717 | 903 | (186) | 869 | 1,109 | (240) |
| Bronx, NY | 907 | 127 | 780 | 604 | 150 | 454 | 691 | 202 | 489 |
| New York, NY | 701 | 227 | 474 | 621 | 271 | 350 | 579 | 353 | 226 |
| Orange, FL | 593 | 1,189 | (596) | 841 | 1,264 | (423) | 1,122 | 1,692 | (570) |
| St. Lucie, FL | 265 | 1,110 | (845) | 296 | 738 | (442) | 375 | 785 | (410) |
| Brevard, FL | 405 | 973 | (568) | 412 | 800 | (388) | 418 | 783 | (365) |
| Pinellas, FL | 659 | 596 | 63 | 570 | 694 | (124) | 548 | 533 | 15 |
| Los Angeles, CA | 604 | 473 | 131 | 823 | 340 | 483 | 631 | 480 | 151 |
| Westchester, NY | 652 | 142 | 510 | 599 | 149 | 450 | 454 | 177 | 277 |

Source: Lambert Advisory and Internal Revenue Service

Although the in-migration helped fuel population growth throughout the County, communities in the southern portion of the County including Miramar, Pembroke Pines and Weston captured a significant portion of this growth. This was largely the result of the ample, more competitively priced land that offered more affordable housing; value that Plantation had exceeded as a result of a diminishing supply of land within its highly desirable environment. Nonetheless, the City's growth during the past decade has been stable, and population forecasts indicate that Plantation's population is likely to follow regional trends over the next five years. To this extent, the City's population growth is anticipated to increase an average 2.2 percent annually to reach nearly 95,000 inhabitants by 2006, while Broward County is expected to increase in average 2.4 percent annually during the same period.

Another positive trend for the city can be observed in an average increase of 2.3 percent annually in the number of households, growing from 26,500 in 1990 to 33,200 in 2000. Total households in Plantation are estimated to continue increasing an average of 2.2 percent annually during the next five years, or roughly 700 to 800 households per

annum through 2006. Contrary to population trends, the City's household growth rate will be faster than the County's. In 2000 Broward County had 654,445 households after having increased an average 2.2 percent annually during the last decade. For the next five years an average annual increase of 2.1 percent is projected and by 2006 the county will almost reach 715,000 households.

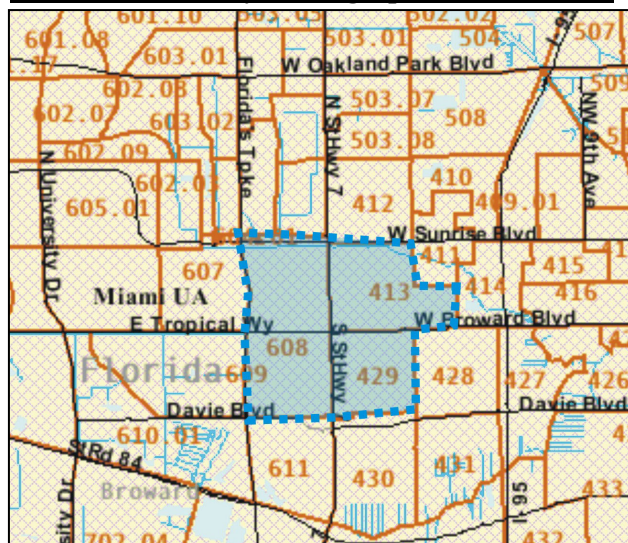
Concurrent with the climb in the number of households, the average household size in the City of Plantation decreased from 2.51 persons per household in 1990 to 2.48 persons per household in 2000. Household size for Plantation is estimated to increase to 2.49 by 2006. For Broward County average household size increased from 2.35 to 2.45 during the last decade and is estimated to rise to 2.49 by 2006.

Overall, population in Broward County is diversifying; a study released by the Center of Immigration Studies in October 2001 indicated that there were a large number of immigrants who settled in Broward County between 1991 and 1998. Among the immigrant population, 35.7 percent were originally from Haiti and Jamaica. Other significant countries of origin were Colombia, Canada, Cuba, Portugal, Cape Verde, and China. Although it is difficult to ascertain comprehensive data on at the municipal level, cultural diversification in Plantation is evident, particularly nearest the Plantation Gateway. This diversification trend enhances the prevalence in cultural richness of the county and subsequently the city generating unique characteristics that differentiate the corridor from other geographical areas.

In terms of the Plantation's resident age profile, the median age in 2000 was 37.9. The age group with the most significant change is 45-62, while 0 to 24, 25 to 44 and 65 and over remained relatively steady. In comparison, Broward County's median age in 2000 was 37.8 with increasing population in the ages of 0 to 24 and 45 to 64 and decreasing population 65 and over (which decreased 5 percent since 1990), while 24 to 44 remained stable. The City's median age trend is anticipated to continue and is projected to reach 39.5 by 2006. To an extent, this portends well from a consumer consumption standpoint, as the higher purchasing power associated with a more mature household profile should have an impact on the redevelopment opportunities for the Plantation Gateway.

Plantation Gateway Demographic Trends. Compared to the broader region, including trends within the City of Plantation, the demographic trends within the Gateway have remained stable. The Gateway area broadly defined by a one mile radius from the center of the corridor and includes Census Tracts 413, 429, and 608 - illustrated herein:

Plantation Gateway–Demographic Market Area



In aggregate, the area's population has increased from 21,457 to 22,681 from 1990 to 2000, or 0.6 percent annually. This is considerably lower than that of the greater area; the result of virtually no new development in the Gateway area for the past decade. Accordingly, household growth has been limited as well, despite a median household size that is considerably greater than that of the City (3.25 versus 2.5 persons per household).

| Demographic Overview & Trends - Plantation Gateway Census Tracts 413, 429 and 608 1990 to 2000 | | | | |
|--|--------------------|----------|--------------------|----------|
| | Plantation Gateway | | City of Plantation | |
| | 1990 | 2000 | 1990 | 2000 |
| Total Population | 21,457 | 22,681 | 66,692 | 82,934 |
| Annual Avg. Change | | 122 | | 1,624 |
| Annual Percentage Change | | 0.6% | | 2.2% |
| Total Households | 6,792 | 6,941 | 26,552 | 33,244 |
| Annual Avg. Change | | 15 | | 669 |
| Annual Percentage Change | | 0.2% | | 2.3% |
| Average Household Size | 3.25 | 3.25 | 2.50 | 2.48 |
| Est. Median HH Income (2000 \$'s) | \$40,110 | \$37,312 | \$55,178 | \$53,746 |
| Annual Percent Change | | -0.7% | | -0.3% |
| Est. Per Capita Income (2000 \$'s) | \$14,344 | \$14,218 | \$ 28,626 | 28,250 |
| Annual Percent Change | | -0.1% | | -0.1% |

Source: U.S. Census Bureau and Lambert Advisory

| Demographic Overview & Trends - Plantation Gateway Census Tracts 413, 429 and 608 1990 to 2000 | | | | |
|--|--------------------|--------|--------------------|-------|
| Race and Ethnicity | Plantation Gateway | | City of Plantation | |
| | 1990* | 2000* | 1990* | 2000* |
| White | 7,223 | 3,769 | 60638 | 64967 |
| | 34% | 17% | 91% | 78% |
| Black | 13,635 | 17,235 | 4043 | 11426 |
| | 64% | 76% | 6% | 14% |
| Asian/Pacific Islander | 292 | 265 | 1168 | 2390 |
| | 1% | 1% | 2% | 3% |
| Hispanic | 1,382 | 1,464 | 5344 | 10860 |
| | 6% | 6% | 8% | 13% |
| Age Cohort | | | | |
| 0 to 24 | 39% | 39% | 30% | 30% |
| 25 to 44 | 31% | 29% | 33% | 32% |
| 45 to 64 | 21% | 23% | 23% | 25% |
| 65+ | 9% | 9% | 14% | 13% |

Source: U.S. Census Bureau and Lambert Advisory

* Percentage greater than 100 due to Census race definition

Although the 2000 household income by census tract has not been released, the home price trends in the area indicate that there has been growth in household incomes over the past several years; particularly within the city limits of Plantation. This investment has occurred in conjunction with a significant change in ethnicity in the area.

Ib. Employment

The tables and charts below illustrate the solid employment growth that occurred in Broward County during the past several years. From 1992 to 2001 total employment in Broward County increased an average 18,039 per year, or 3.1 percent annually during the period.

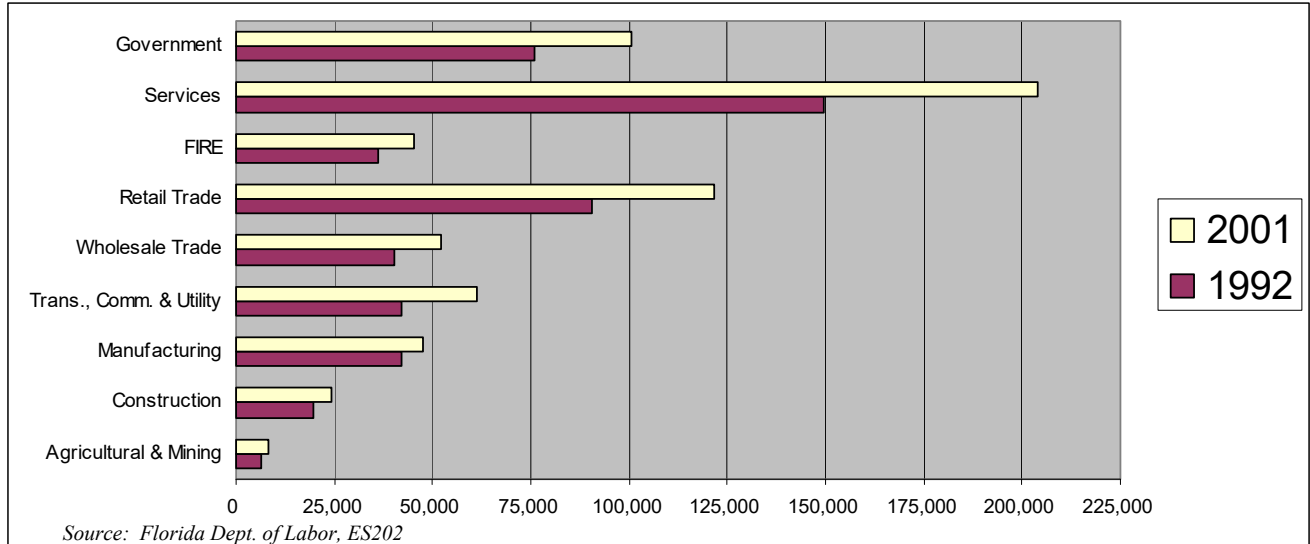
| Broward County Employment Trends: 1992 to 2001 | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 |
| Broward Empl. | 502,512 | 533,176 | 549,290 | 567,100 | 592,001 | 601,333 | 615,080 | 624,729 | 644,347 | 664,869 |
| Chng. In Empl. | - | 30,664 | 16,114 | 17,810 | 24,901 | 9,332 | 13,747 | 9,649 | 19,618 | 20,522 |
| %Ann. Chng. | - | 6.1% | 3.0% | 3.2% | 4.4% | 1.6% | 2.3% | 1.6% | 3.1% | 3.2% |
| State Unemp. | 8.3% | 7.0% | 6.6% | 5.5% | 5.1% | 4.8% | 4.3% | 3.9% | 3.6% | 4.8% |
| Broward Unemp. | - | 4.2% | 3.2% | 1.8% | 2.2% | 2.7% | 1.4% | 1.6% | 2.5% | 2.4% |

Source: Florida Dept. of Labor, ES202

The services sector has done particularly well, accounting for more than 30 percent of the County's total employment growth since 1992, increasing from approximately 150,000 to 205,000 employees. The services sector benefits from the County's tourism; however, small business expansion also helps to fuel the growth. Although the County's retail space market is perceived as somewhat overbuilt, indicated by a reported overall vacancy of 13 percent, retail employers continue to hire new employees in response to both population and tourism growth. As such, the retail sector accounted for nearly 20 percent of the employment growth from 1992 to 2001 (increasing from 90,000 to 121,000 during the period). Government employment also indicate healthy gains and

accounted for roughly 15 percent of total employment growth during the past nine years.

**Broward County Employment (by Industry)
1992 and 2001**



As highlighted below, the employment forecast for the County indicates a moderate slowdown; however, the overall outlook remains positive. As such, the total number of jobs in Broward County is projected to increase by approximately 15,000 jobs annually or an average 2.1 percent per year during the next several years. The services sector will continue to lead the employment growth, the majority of which will be business services. Despite the recent setbacks nationwide, technology is anticipated to play an increasing role in the region’s economic landscape, as it serves as the primary connectivity point between the US and Latin America.

| Broward County Employment Projections (by Industry) 2001 to 2009 | | | | |
|---|----------------|----------------|-----------------------------------|-------------|
| | <u>2001</u> | <u>2009</u> | <u>Avg. Annual Emp. Chng.</u> | <u>CAGR</u> |
| Agricultural & Mining | 8,259 | 10,076 | 227 | 2.5% |
| Construction | 24,284 | 26,445 | 270 | 1.1% |
| Manufacturing | 47,479 | 46,625 | (107) | -0.2% |
| Trans., Comm. & Utility | 61,305 | 73,750 | 1,556 | 2.3% |
| Wholesale Trade | 52,205 | 61,027 | 1,103 | 2.0% |
| Retail Trade | 121,462 | 138,103 | 2,080 | 1.6% |
| FIRE | 45,175 | 52,584 | 926 | 1.9% |
| Services | 204,186 | 257,479 | 6,662 | 2.9% |
| Government | 100,514 | 118,405 | 2,236 | 2.1% |
| Total | 664,869 | 784,493 | 14,953 | 2.1% |

Source: Florida Dept. of Labor; Lambert Advisory

Relative to the City of Plantation, employment growth has been steady during the past nine years, increasing from approximately 37,500 in 1992 to 46,700 in 2001, or 2 percent annually during the period. The City’s economic base is supported by a

considerable number of large corporations with nation and/or regional headquarters located within the City's boundaries, including American Express, Centex, DHL and Kemper.

Ic. Housing and Income

Income. The City of Plantation has for the past several years had one of the highest median household incomes in the County. During the past ten years, Plantation's median household income increased from \$41,800 to \$53,700, or roughly 2.1 percent per year. Based upon 2000 median household income, the City of Plantation is nearly thirty percent higher than that of the County's (\$41,600) median household income.

| Household Income Trends 1990-2000 | | | | | | |
|-----------------------------------|------------------------------------|---------------|------------------------------------|---------------|-------------------|----------------------|
| | Median HH Income in <u>1990</u> | | Median HH Income in <u>2000</u> | | Percent Change | Avg Annual Change |
| City of Parkland | \$ | 80,254 | \$ | 102,624 | 28% | 2.5% |
| City of Weston | | N/A | \$ | 80,920 | N/A | N/A |
| City of Coral Springs | \$ | 43,428 | \$ | 58,459 | 35% | 3.0% |
| City of Plantation | \$ | 41,832 | \$ | 53,746 | 28% | 2.5% |
| City of Pembroke Pines | \$ | 36,431 | \$ | 52,629 | 44% | 3.7% |
| City of Miramar | \$ | 35,794 | \$ | 50,289 | 40% | 3.5% |
| City of Lauderhill | \$ | 26,722 | \$ | 32,531 | 22% | 2.0% |
| Town of Davie | \$ | 36,843 | \$ | 47,014 | 28% | 2.5% |
| City of Sunrise | \$ | 31,540 | \$ | 40,998 | 30% | 2.7% |
| City of Fort Lauderdale | \$ | 27,239 | \$ | 37,887 | 39% | 3.4% |
| City of Hollywood | \$ | 27,352 | \$ | 36,714 | 34% | 3.0% |
| Broward County | \$ | 30,571 | \$ | 41,691 | 36% | 3.2% |
| Miami-Dade County | \$ | 26,909 | \$ | 35,966 | 34% | 2.9% |
| Palm Beach County | \$ | 32,524 | \$ | 45,062 | 39% | 3.3% |

Source: U.S. Bureau of the Census 2000

The Cities of Parkland, Coral Springs, and Weston, are the only municipalities in the County to have a higher median household income than Plantation. However, it is interesting to note that while although Plantation's income remains one of the strongest in the County, it realized one of the slower growth rates during the past decade, and when expressed in adjusted dollars actually experienced a slight decrease.

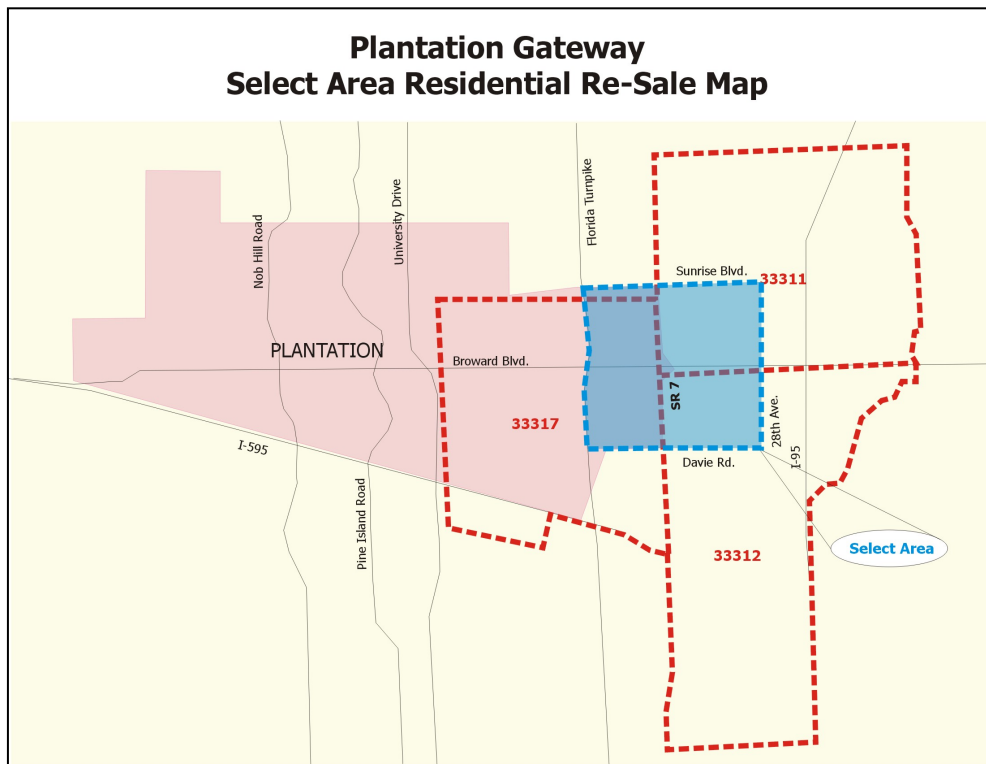
| Household Income Trends 1990 and 2000 Actual | | | | | | |
|--|------------------------------------|---------------|------------------------------------|---------------|-------------------|----------------------|
| | Median HH Income in <u>1990</u> | | Median HH Income in <u>2000</u> | | Percent Change | Avg Annual Change |
| City of Parkland | \$ | 80,254 | \$ | 102,624 | 28% | 2.5% |
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| Palm Beach County | \$ | 32,524 | \$ | 45,062 | 39% | 3.3% |

Source: U.S. Bureau of the Census 2000

As illustrated above, the City of Plantation actually realized negative real household income from the inflation adjusted levels of 1990. Similarly, the surrounding

municipalities of Lauderhill, Davie, and Sunrise realized negative real household income growth during the same period. In comparison, Broward County achieved real rate growth of 3.4 percent during the period, impacted by the strong growth in Pembroke Pines, Miramar and Weston, of which were among the strongest new housing growth areas in the nation during the past decade. We believe that the relatively slow growth in income is the result of the City being generally built-out during earlier decades. Older affluent cities generally do not grow at the same pace as newer communities; more important, though, is the fact that Plantation continues to be placed in the top tier of cities in the region. The actual decrease in household income is likely the result of a decrease in household size that is the opposite trend of the County's. Furthermore, the strength of home price growth in the market indicates that even in the past three to five years, there is a dramatic shift in the profile of Plantation's household. While this is not being picked up by the census, it is indicative of the underlying market strength in the community. These trends are detailed below.

Housing. Although the income growth rate has not been as strong as the greater region, Plantation's income has still been solid and remains at a level well above the surrounding area. In support of the income growth, housing activity in Plantation, and including the eastern portion of the City, indicates positive momentum for Plantation Gateway. For purposes of this analysis, Lambert Advisory conducted a comparative re-sales activity analysis for the residential neighborhoods surrounding the Gateway corridor, and further defined by select areas within Zip Codes 33311, 33312 and 33317. The area is generally defined by one mile both east and west of State Road 7, and Sunrise Boulevard and Davie Road representing the respective north and south boundaries – shown in the map below:



In aggregate, total re-sales activity (volume) among single-family within the select housing areas increased from 205 sales in 1998 to 267 in 2001. More importantly, though, average pricing increased significantly from \$89,000 in 1998 to \$106,000 in 2001, or a total increase of nearly 30 percent during the three-year period.

| City of Plantation - Plantation Gateway Residential "Re-Sale" Activity Select Areas of Zip Code 33311, 33312 and 33317 | | | | | | | | |
|--|-------------------|----------|-------------------|----------|-------------------|-----------|---------------|-----------|
| | Zip Code 33311 | | Zip Code 33312 | | Zip Code 33317 | | Total/Average | |
| | 1998 | 2001 | 1998 | 2001 | 1998 | 2001 | 1998 | 2001 |
| Sales Volume | 17 | 22 | 114 | 169 | 75 | 76 | 206 | 267 |
| Avg. Sales Price | \$71,524 | \$88,459 | \$81,000 | \$96,463 | \$104,681 | \$131,641 | \$88,840 | \$105,816 |
| Avg. Sales Price/Sq.Ft. | \$58 | \$70 | \$58 | \$69 | \$62 | \$80 | \$60 | \$72 |

Source: Lambert Advisory; First American RE Services

Similarly, home value on a square footage basis increased from \$60 per square foot in 1998 to \$72 per square foot in 2001, or total increase of 20 percent during the period. It is evident that the stronger housing market is represented within the western sector of the corridor, which is an area in the City of Plantation between State Road 7 and the Florida Turnpike. However, communities to the east of the corridor have experienced strong value growth during the past few years and provide a stable housing market for supporting redevelopment within the Plantation Gateway.

In all, there is little questioning the fact that the area's re-sale housing activity clearly represents tremendous growth during the past several years that will help establish a foundation for supporting continued economic redevelopment within the corridor. However, the level of pricing within the area is still considerably lower than that of the County's median home price of \$168,000, as well as the City's central area to the west that is approaching an average home price of \$200,000. Furthermore, current pricing in the corridor's resale market appears to be at a level slightly below that of supporting new construction (estimated to be in the \$90 per square foot range). This is not to say that new development in the corridor is not warranted. Indeed, new housing has a certain premium over re-sold homes and this premium should allow new residential construction to occur within the corridor.

Id. Conclusion

Following decades of existence as a "tropical paradise" for retirees and tourists, Broward County has been transformed by a dramatic socio-economic change. Strong economic and business growth, combined with positive cultural diversity has led to significant reinvestment in Broward in both business and home ownership. It has also created a multi-lingual culture characteristic of an international business center that now rivals the Counties to the north and south for corporate regional and international headquarters.

Geographically, the City of Plantation is nearly in the center of the County and proximate to the Fort Lauderdale/Hollywood International Airport and Port Everglades; furthermore, the City has good accessibility to major transportation arteries and area resources. The Plantation Gateway, specifically, shares superior location advantages as it is situated within one-mile of I-595, within two-miles of I-95 and has excellent access to Downtown Fort Lauderdale and surrounding area employment and recreational centers. Moreover, Plantation Gateway, which in the past was a major commercial artery that has been plagued by continuing physical and economic deterioration, is slowly emerging as an improved district and entrance to the City. Therefore, with continued efforts from both the public and private sectors, and with support from the strengthening economic and demographic conditions, the area is now positioned for further growth and improvement. Overall, these factors, among many other trends that will be profiled in the report sets forth a foundation for supporting both a short- and long-term plan to redevelop the Plantation Gateway.

II. General Market Overview by Real Estate Use

IIa. Retail Market Overview

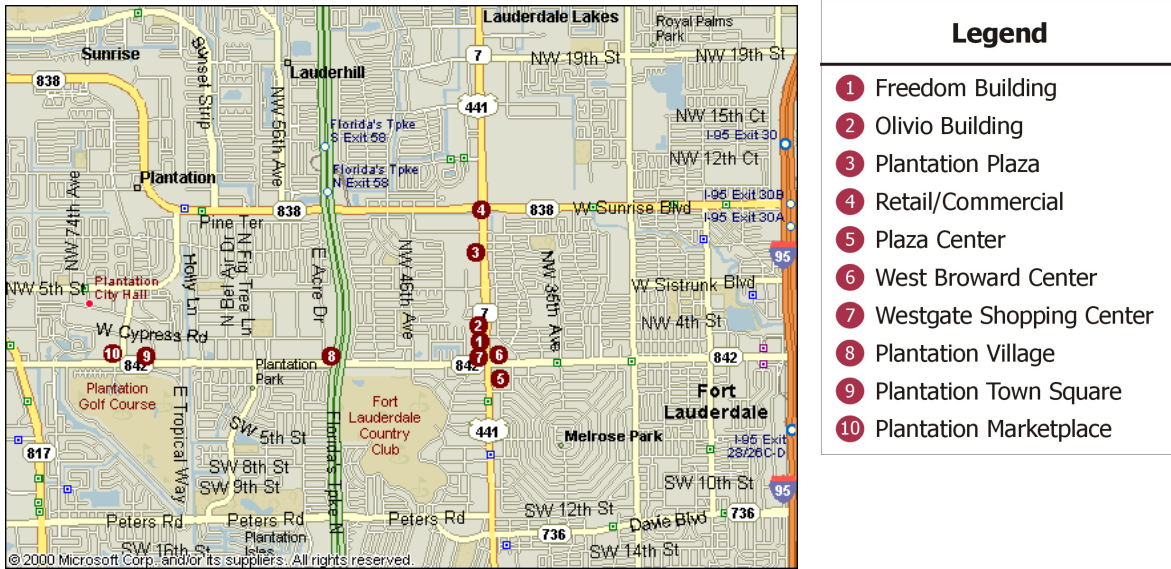
The general market characteristics that impact the retail sector within the Plantation Gateway provide a solid foundation for investment based upon the economic and demographic trends outlined above. In an effort to support continued redevelopment within the area, we completed a retail market profile based upon conversations and interviews with area professionals including leasing agents, managers and/or developers. This includes a comparative profile of changes in condition from the market analysis conducted in 1999 to current present conditions.

IIa. 1 Retail Market Profile

As indicated within the 1999 market analysis, the economic and demographic composition of the Gateway corridor was beginning to strengthen. The dynamics impacting the current economic composition of the area were certainly in motion three years ago. However, despite the positive momentum that was in-place within the corridor in 1999, the area's retail sector was lagging the positive transition. What was once a seemingly healthy retail corridor in the 1970's through the mid-1980's, had more than 250,000± square feet of vacant retail space by 1999, or an estimated 35 to 45 percent vacancy for the area. Furthermore, net retail lease rates directly in the district ranged from \$6.00 to \$10.00 per square foot, gross. This was reflective of the general nature of the area's retail properties, which was (and to a certain extent still is) characterized by older, smaller strip centers and free standing buildings most of which are in fair to poor physical condition. This was the result of dominant mix of automotive related uses, small restaurants and small shops primarily situated in retail buildings that were largely in fair to poor condition and lacked desirable street front appeal.

In 1999, Lambert Advisory conducted a retail market analysis for the Gateway area, categorized by two distinct sub-areas: State Road 7 corridor and West of State Road 7. The purpose for analyzing a separate market west of the corridor was due to the notion that a considerable portion of the population within the "trade area" (primarily those residents within the 33317 Zip Code) would frequent some of the larger retail centers along Broward Boulevard. A detailed profile of the retail survey is included in the Addendum, with a location map provided below:

Plantation Gateway Retail Survey Map



Although these properties are situated west of the Florida Turnpike, they were considered to represent direct competition to the corridor; particularly given the lack of functional retail services (grocery, pharmacy, and other related consumer goods) within the corridor at that time. Therefore, in an effort to provide a relevant comparison in the retail market between 1999 and the present, we completed an update to the 1999 market analysis. For the most part, we were able to complete a direct update of the facilities from the original study, with the exception of a two small facilities. Nonetheless, both retail analyses comprise 880,000±, more than 90 percent of which is “same-store” inventory.

| City of Plantation - Plantation Gateway Retail Space - Comparative Analysis (1999 and 2002) | | | | | | |
|--|--------------------|-------------|--|-------------|----------------------------|-------------|
| | <i>Est. Sq.Ft.</i> | | <i>Est. Average Lease Rate (gross)</i> | | <i>Estimated Occupancy</i> | |
| | <u>1999</u> | <u>2002</u> | <u>1999</u> | <u>2002</u> | <u>1999</u> | <u>2002</u> |
| Gateway Corridor | 479,000 | 492,000 | \$11.00 | \$15.20 | 52% | 87% |
| West of Gateway | 401,700 | 387,000 | \$19.10 | \$21.00 | 84% | 92% |
| Total/Avg. | 880,700 | 879,000 | \$14.70 | \$17.75 | 67% | 89% |

Source: Lambert Advisory, LC

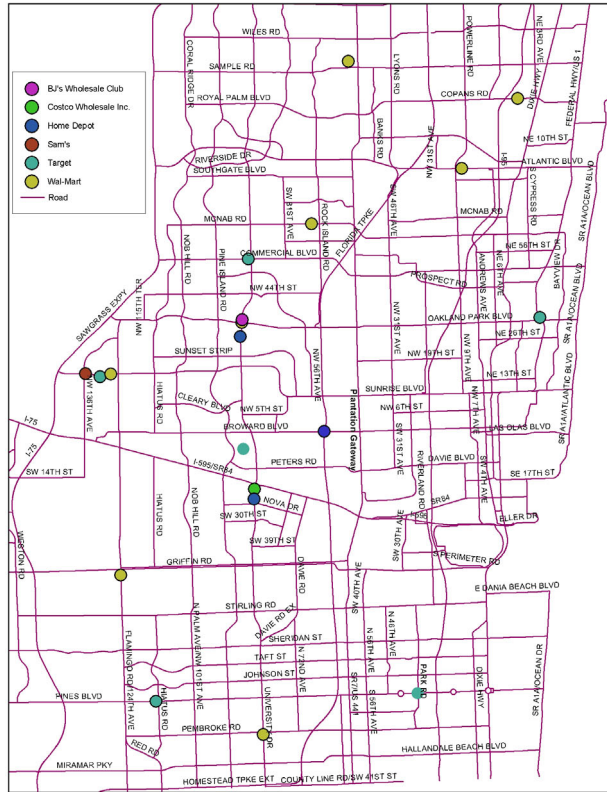
Overall, the retail market in the study area improved considerably during the past few years. Total occupancy increased from 67 percent in 1999 to 89 percent in 2002. Similarly, lease rates improved on average from roughly \$14.70 per square foot (gross) to nearly \$17.75 per square foot (gross), or more than 20 percent during the period. As noted above, the majority of the strengthening retail market occurred within the Gateway corridor, where occupancy increased from 52 percent to 87 percent during the past three years. This improvement was heavily impacted by increases in occupancy among the three major centers at the intersection of Broward Boulevard and State Road

7 (referred to as the "Four Corners"). Between the three centers, more than 145,000 to 165,000 square feet of space has been absorbed. This comprises a few larger tenants including Sav-A-Lot and Walgreens, as well as a number of mid and small tenants. The City's infrastructure and roadway improvements have helped to enhance the area's image, with additional support from upgrades by various landlords - most notably the 150,000± square foot West Broward Center (located on the northwest corner of the Four Corners). With the improved occupancy, lease rates within the corridor strengthened as well, increasing from an average \$11.00 per square foot (gross) to more than \$15.00 per square foot (gross). Importantly, the complexes (such as the West Broward Center) that completed considerable improvements during the past few years realized the strongest increases in occupancy and rate.

As for the centers west of the Gateway, comprised primarily of Plantation Towne Square (which recently completed renovation) and Plantation Marketplace, the market continues to improve. Occupancy increased from 84 percent to more than 92 percent, with average lease rates growing from \$19.00 per square foot (gross) to \$21.00 per square foot gross. Both of these centers are anchored by major grocery chains (Publix and Winn Dixie, respectively), with a mix of national and local in-line tenants.

Specific to the Gateway corridor, the majority of retail inventory is currently centered at the Four Corners. This includes major tenants and services such as Payless, Walgreens, Blockbuster and Badcock Furniture. The remainder of the corridor stretching along State Road, both north and south of the Four Corners, comprises smaller centers and independent stores (including restaurants and automotive). Efforts by both the City and property owner's to improve smaller centers (such as the Vamel Shopping Center located at S.W. 4th Street) as well as the Harley Davidson dealer and other automotive stores have helped enhance the corridors image. At the same time, a slow transition from the heavy mix of automotive to a broader mix of goods and services has helped to transform the corridor. However, there is still a strong need to continue to strengthen some aspects of the retail sector.

Given their size and location, the greatest opportunity to continue the redevelopment effort from a retail perspective is to reposition some of the retail at the Four Corners, which may be contemplated as either a standalone project or part of a mixed-use program. It is evident from the market analysis, as well as direct interest from developers, real estate brokers and retailers, that the area is a strong candidate for a large supermarket and/or "big box" retailer. In terms of a supermarket, the Plantation Gateway is capable of supporting a new facility, even with the existing Publix and Winn Dixie stores that are situated approximately two miles west of the Four Corners. Accordingly, there appears to be demand for a "big box" retailer within Plantation Gateway, for which the following map provides a location overview of prominent "big box" retailers currently positioned within the broader region:



However, our experience and discussions indicates that almost all sites at the four corners are too small for the majority of big box users who would be interested in the properties. Therefore, it may be necessary to also consider the potential for redeveloping other areas of the district such as the intersection of Peters Road and State Road 7. Although this would require a much more complex property assimilation effort, the possibility may be considered from a physical, market and geographical context.

Ia.2 Retail Conclusions

Compared to the market conditions of a few years ago, the retail market along the State Road 7 corridor, as well as some of the broader trade area, has strengthened. The corridor has improved from both a physical and performance perspective; noting, however, that there is still a considerable amount of improvement to be completed. To this extent, even with the improved activity directly in the corridor, lease rates are still 20 to 40 percent lower than the major centers to the west.

Nonetheless, it is clear that given the solid improvement in occupancy, rate and tenant mix among some of the more established centers within the Plantation Gateway, there is now demand for, at minimum, a repositioning of retail at the "four corners" and potentially the intersection of Peters Road and State Road 7; as such, the extent to which new supply may be added to the corridor is marginal. Rather, the potential redevelopment of retail within the Plantation Gateway is estimated to comprise possibly 100,000± square feet of repositioning, which is likely to include a supermarket anchored center and potentially a single "big box" user on one of the corners.

IIb. Office Market Overview

IIb. 1 Office Market Profile

The City of Plantation has emerged as one of the largest and strongest office markets in Broward County. As such, any opportunity to capture this demand within the Gateway corridor will provide support to any redevelopment initiative. The following sets forth the underlying conditions that will influence the prospective office development in the district.

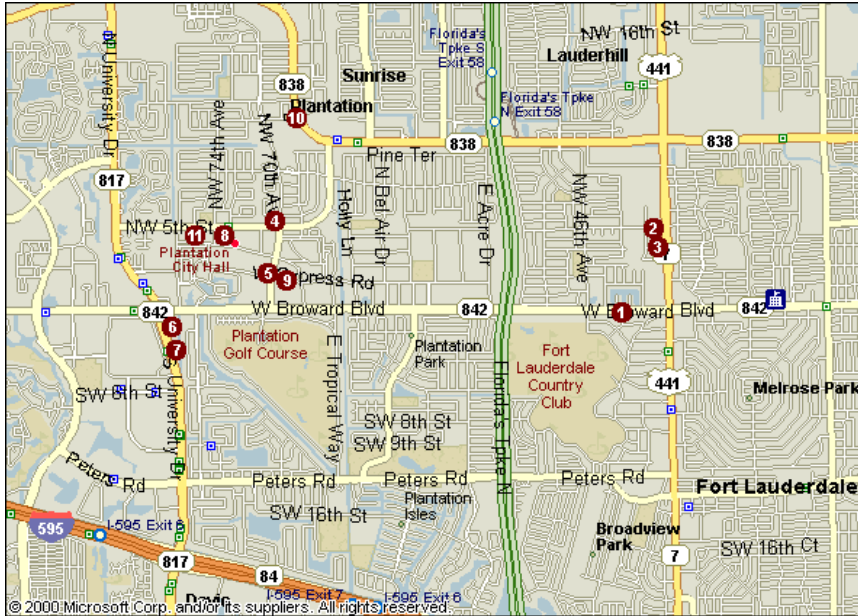
The City of Plantation, which comprises 4.5 million square feet of office space, is the regional and/or national headquarter location for many national/multi-national corporations including American Express, DHL, Centex Homes, and Kemper. Based upon industry publications, as well as discussions with market professionals, the City's 4.5 million square feet of office has an estimated occupancy of 92 percent. There is approximately 1.9 million square feet of Class A product, which is reporting an 83 percent occupancy. However, the Class A market's vacancy includes more than 190,000 square feet of space available within two newer developments (Royal Palm and Crossroads). If these two buildings, which comprise nearly 350,000 square feet of space, are removed from the survey, occupancy for the City's Class A office market increases to more than 95 percent. The balance of the City's office inventory comprises roughly 1.6 million square feet of Class B office space, at an occupancy of 94 percent, and 1.0 million square feet of Class C space at an occupancy of 92 percent. Generally, lease rates for Class A and B office space range between \$18 and \$23 per square foot, gross, while Class C space is in the range of \$12 to \$17 per square foot, gross.

As indicated within the initial market study in 1999, the State Road 7 corridor has experienced modest office development and absorption during the past several years. The corridor's office development is generally characterized by small office complexes and professional medical space, particularly in-and-around Plantation General Hospital. West of the State Road 7 corridor, mainly along east/west arteries (such as Broward Boulevard and N.W. 6th Street) between University Drive and State Road 7, the office market is characterized by mostly older office complexes, dominated by a mix of professional medical and traditional low-rise office (referred to as "professional office").

Similar to that of the retail market, in an effort to provide a substantive office market profile for the Gateway corridor, we included professional office space within the corridor, as well as from surrounding (competitive areas).

In comparison to the 265,000 square feet of office space profiled in the initial study, our updated analysis includes many of the same properties, as well as additional facilities to provide more than 3,300,000 square feet of space (refer to the survey in the Addendum). Although not directly comparable, it is relatively clear that the professional office market has strengthened during the past few years.

Plantation Gateway Office Survey Map



| Legend | |
|--------|--|
| 1 | Plantation Prof. Center |
| 2 | 4121 Prof. Building |
| 3 | Medical Plaza |
| 4 | Atrium Executive Plaza |
| 5 | MIM Professional Plaza |
| 6 | Office Villas |
| 7 | Plantation Executive Building |
| 8 | Professional Medical Plaza |
| 9 | TransAtlantic |
| 10 | Plantation City Center |
| 11 | West University |
| [Icon] | Romark Building / Not included in survey |

While not as strong as the traditional Class A/B market in the City's central district, this particular market is experiencing fairly strong demand. As illustrated above, occupancy has increased from the 77 percent range in 1999 to nearly 88 percent in 2002. Accordingly, gross lease rates within the professional office sector increased from slightly more than \$15.00± per square foot (gross) to nearly \$16.00 per square foot (gross), or more than 5 percent during the period.

| City of Plantation - Plantation Gateway Office Space - Comparative Analysis (1999 and 2002) | | | | | | |
|--|-------------|---------|---------------------------------|---------|---------------------|------|
| | Est. Sq.Ft. | | Est. Average Lease Rate (gross) | | Estimated Occupancy | |
| | 1999 | 2002 | 1999 | 2002 | 1999 | 2002 |
| Gateway Corridor | 21,000 | 72,400 | \$13.20 | \$14.50 | 82% | 88% |
| West of Gateway | 245,000 | 261,000 | \$15.25 | \$16.25 | 76% | 89% |
| Total/Avg. | 266,000 | 333,400 | \$15.10 | \$15.90 | 77% | 88% |

Source: Lambert Advisory, LC

Relative to the State Road 7 corridor, we profiled a total of 72,000 square feet of medical and professional office space - which does not include the Federated National Insurance building (a vacant 14,000 square foot building on N.W. 5th Street) or the Romark building (a 35,000± office building currently under renovation approximately one-half mile east of State Road 7 on Broward Boulevard). Although it is difficult to effectively compare the corridor from 1999 to 2002 given the limited inventory surveyed in the initial study, there does appear to be some strengthening in the market during the past few years. To this extent, occupancy has edged up to 88 percent and is representative of the condition within the surrounding market. Similarly, rates have

increased to \$14.50 per square foot (gross), or an increase roughly 10 to 15 percent; however, lease rates are still 10 to 15 percent below that of the surrounding market.

As the supply of vacant professional (and traditional) office space within the Gateway corridor and surrounding areas continues to decline, the opportunity to attract demand for value oriented professional space that serves both the medical and non-medical community does exist and State Road 7 is increasingly well positioned to capture this market. As lease rates for new/functional office space continues to increase within the central/western Broward markets, there is an increasingly strong opportunity to capture some of the small- and mid-size local tenants who are being "priced-out" of the market for new space. This may be enhanced by the development of a quality office building that offers highly competitive lease terms. This is evidenced by the investment that is currently in process at the Romark office building, which is undergoing a complete renovation and is pre-marketing space as low as \$12.00 per square foot, net.

Since 1995/6, it is estimated that the City of Plantation has experienced roughly 1 million square feet of new development (or 140,000 square feet annually), with a net absorption during the period of approximately 550,000 square feet (or nearly 100,000 square feet annually). During the middle to later 1990's, absorption and new development remained in balance; in fact, absorption during the period appears to have been stronger. Although absorption appears to have slowed recently in concert with the national/regional economy, Plantation's office market remains strong and is expected to strengthen particularly considering the fact that addition to the market's supply will be limited for a least the next twelve to twenty four months. Similarly, despite a recent decline in lease rates within Plantation's higher profile office sector, lease rates for the Class A and B properties continue to rise and are close to thirty percent greater than that of the Gateway corridor.

Based upon employment and office development trends for both the region and the City, Lambert Advisory has prepared an estimate of office space demand for the City of Plantation during the next five years. This considers key assumptions including:

- Broward County office employment is projected to increase at an average of 3,150 to 3,750 office jobs annually for the next five to ten years;
- An estimated 250 square feet of office per employee, which is based upon the Building Owners and Management Association (BOMA) survey of suburban office development in South Florida;
- The City of Plantation should capture between 8 to 10 percent of the County's projected office development, which accounts for a slight decrease from the Plantation office sub-market's historical capture of 12 percent (e.g. the sub-market's 4.5 million square feet out of the County's total 35 million square feet).

| City of Plantation Estimated Office Space Demand Five Year Projections | | | | | | |
|---|---------|---------|---------|---------|---------|------------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| Broward County | | | | | | |
| Estimated Office Employment Growth | | | | | | |
| <i>Estimate</i> | 3,150 | 3,150 | 3,150 | 3,150 | 3,150 | 15,750 |
| <i>Aggressive</i> | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 18,750 |
| Estimate Net Absorption - Sq.Ft. (@ 250 sq.ft./employee) | | | | | | |
| <i>Estimate</i> | 787,500 | 787,500 | 787,500 | 787,500 | 787,500 | 3,937,500 |
| <i>Aggressive</i> | 937,500 | 937,500 | 937,500 | 937,500 | 937,500 | 4,687,500 |
| City of Plantation - Net Absorption Sq.Ft. Capture (@ 8 - 10% of County) | | | | | | |
| <i>Estimate</i> | 70,875 | 70,875 | 70,875 | 70,875 | 70,875 | 354,375 |
| <i>Aggressive</i> | 84,375 | 84,375 | 84,375 | 84,375 | 84,375 | 421,875 |

Source: Lambert Advisory

Based on the estimates of employment and potential capture, the City of Plantation is projected to have total office demand between 350,000 and 425,000 square feet over the next five years. Steady growth in the regional office market provides opportunity for Plantation to continue attracting some of the small- and mid-size local tenants who may be "priced-out" of the Downtown/Central Business District area for new space and would prefer a location closer to the County's residential markets. Moreover, the Gateway corridor should create an opportunity to capture at least some amount of the potential office demand; particularly, if new and highly functional office space is offered at competitive lease rates – estimated to be \$16.00 to \$18.00 per square foot (gross).

IIb.2 Office Conclusions

Potential opportunities to fill existing vacant space can be found in a number of stand-alone office buildings, which can be rehabilitated for single or multiple users. However, we believe new construction is the greatest impetus for redevelopment in the area. A successful new office building will serve as a prominent anchor for future investment.

Based upon employment growth estimates for the County and City of Plantation, and assuming that the Gateway can attract some portion of the City's office demand, we estimate that approximately 40,000 to 60,000 total square feet is currently demanded within the Plantation Gateway. This represents a program that generally includes:

- three to five- story buildings with 15,000 to 20,000 square foot floor plates;
- Class A/B+ construction quality, with built-in security, and protected parking;
- Limited first floor retail/quasi-retail;
- Initial gross lease rates not to exceed \$18.00 per square foot.

IIc. Residential Market Overview

As noted within the initial market study, and further substantiated within the updated economic outlook for the area, the State Road 7 corridor's demographic composition indicates a stable middle income neighborhood supported by strong household income

and home sales trends. Presently, the area's housing comprises mostly single family homes, built in the 1960's and 1970's, with the overall character of the neighborhood and homes considered to be in fair to good condition. With this, the State Road 7 area is capable of attracting further residential development that is compatible with professional office development and quality retail services. The opportunity to redevelop the Gateway corridor may be further enhanced by the ability to broaden the area's existing economic foundation that is highly commercial in nature. For this, the potential inclusion of residential development may be a strong catalyst for on-going redevelopment and investment within the area.

For the most part, residential development would not be a viable or recommended use along major commercial corridors – even if permitted. The exception being, however, potential mid- to higher-density housing in in-fill areas. In an effort to better understand the demand for housing potential within the Plantation Gateway, we have segregated our analysis into two market segmentations: For-Sale and For-Rent housing.

Ic.1 For Sale

The characteristic of the home-ownership market influencing the Plantation Gateway represents a predominately moderate to middle-income resident, the overall character of which is a stable suburban community. The for-sale housing market profiled in the preceding section indicates that the corridor's housing market is strengthening. A more detailed profile of the housing market is summarized in the following table:

| City of Plantation - Plantation Gateway Residential "Re-Sale" Profile by Unit Type Select Areas of Zip Codes 33311, 33312 and 33317 | | | | | | |
|--|---------------------------|--------------|---------------------------|--------------|---------------------------|--------------|
| | Zip Code 33311 | | Zip Code 33312 | | Zip Code 33317 | |
| | 2 BDR | 3 BDR | 2 BDR | 3 BDR | 2 BDR | 3 BDR |
| 1998 | | | | | | |
| <i>Sales Price</i> | \$69,478 | \$73,825 | \$61,720 | \$85,531 | \$82,800 | \$99,006 |
| <i>\$/Sq.Ft.</i> | \$60 | \$57 | \$57 | \$60 | \$68 | \$60 |
| <i>Avg. Sq.Ft.</i> | 1,154 | 1,301 | 1,073 | 1,465 | 1,226 | 1,638 |
| 2001 | | | | | | |
| <i>Sales Price</i> | \$75,500 | \$89,947 | \$89,096 | \$99,362 | \$91,471 | \$122,757 |
| <i>\$/Sq.Ft.</i> | \$75 | \$70 | \$78 | \$76 | \$90 | \$77 |
| <i>Avg. Sq.Ft.</i> | 1,008 | 1,293 | 1,185 | 1,370 | 1,015 | 1,596 |

Source: Lambert Advisory; First American RE Services

General conditions in the housing market on both the local and national level during the past few years is supported by a combination of unprecedented economic growth and an advantageous lending environment. Nonetheless, the Gateway's market appears to have experienced even stronger growth. As previously noted, growth within the select areas surrounding the Gateway has been strong. Of particular note, homes along the east side of the corridor (within Zip Code 33317) have experienced tremendous growth in value, especially among the three bedroom homes that averaged less than \$100,000 in 1998, but increased to nearly \$125,000 in 2001. Accordingly, housing value on a per square foot basis for both area increased from the low \$60 range to the upper \$70 and

lower \$80 range. This represents an increase to a value level that is more in-line with those supporting new development (typically assumed to be in the \$90 per square foot range), an issue that hampered the viability of housing in the area three years ago.

Ic.2 Rental

The Broward County rental market comprises more than 130,000 apartment units, spread among more than 10 major sub-markets. Apartment development in Broward County has been strong during the past few years, with the addition of more than 6,000± total units from 1997 to 2001, or 1,500 units per year. Accordingly, there are more than ten major projects (estimated to represent more than 2,500 units) under construction or in the planning process within the County, the majority of which are situated in the northwest, southwest and downtown sectors of the County. In pace with the addition to supply, occupancy remains very strong at approximately 96 percent. Of the apartment stock in major apartment projects, roughly 34 percent of the units are one bedroom, 52 percent are two bedroom and 14 percent are three-plus bedroom. The average rental rate among all unit types is approximately \$925 per month.

The Plantation rental apartment sub-market comprises more than 7,000 apartment units. The sub-market is one of more than ten sub-markets in Broward County and represents slightly more than 5 percent of the total inventory. The Plantation sub-market has a reported occupancy greater than 96 percent (First Quarter 2002), which is consistent with of all sub-markets in Broward County. However, the sub-market is achieving a stronger average lease rate of \$970 (compared to \$925 for the County) – defined by rates of \$825 for one-bedroom units, \$975 for two bedroom-units, and more than \$1,100 for three bedroom units.

Relative to the Gateway corridor, there is a limited amount of rental housing product. The two notable projects include Kings Point (183 units) and Landmark Towers (166 units); both of which are located along N.W. 42nd Avenue in the area of N.W. 5th Street. These two projects were built more than 25 years ago; however, renovations are either underway or have recently been completed and as such both represent solid Class B-apartment product.

The two apartment complexes primarily consist of one and two bedroom units. One bedroom units rent between \$625 to \$750 per month, or \$0.85 to \$1.00 per square foot. Two bedroom units generally rent between \$795 and \$945 per month, or \$0.80 to \$1.00 per square foot. These rates are roughly 10 to 15 percent below the average for the City and/or County. Collectively, the two Gateway properties are approximately 92 percent occupied (which accounts for an estimated adjustment for the Landmark complex which is currently undergoing renovation). The primary driver for these projects is young workers, or young working family. The properties provide minimum amenities (pool, small fitness area).

Ic.3 Residential Conclusions

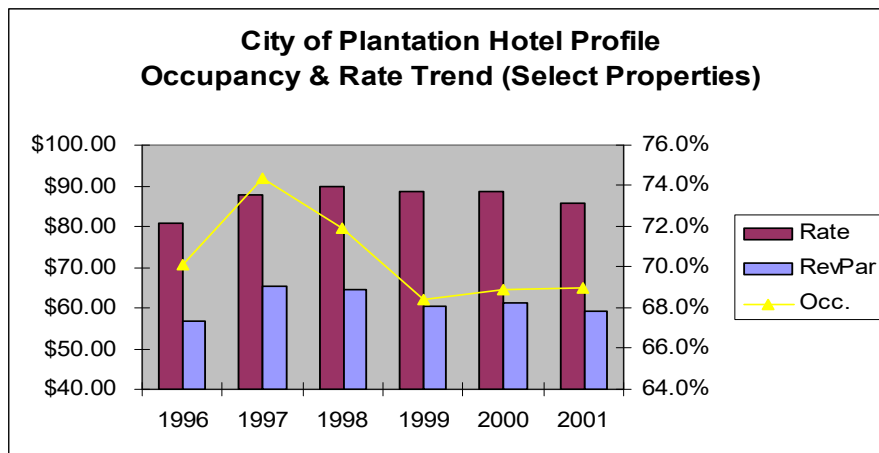
Overall, the housing market in Plantation (and specifically the Gateway area) for the past several years has been strong in both the for-sale and rental market. The growth is anticipated to continue, supported by steady household growth projections (as outlined within the preceding economic/demographic sections) that are estimated to increase by approximately 400 households per year during the next several years.

Therefore, based on historical housing activity trends, as well as projected demand, there is an opportunity for Plantation Gateway to support 100 to 150 for-sale housing units and 150 to 250 rental units.

II.d. Hotel Market Overview

Broward County continues to rise as one of the leading vacation destinations in the US. Nearly seven million people visited Greater Fort Lauderdale in 2001, achieving a steady 3 to 5 percent annual growth during the past few years. Accordingly, passenger arrivals at Fort Lauderdale/Hollywood International Airport reached 15.0 million in 2001, a 30 percent increase from 1998. Port Everglades continues to grow as one of the State’s largest facilities in both cargo and cruise passenger. Furthermore, tourism expenditures in the County exceeded \$4.8 billion, an increase of more than 12 percent over the previous year. Despite the most recent retraction in tourism to the region resulting from the incidences of September 11th, Broward’s visitor industry is expected to rebound given its healthy balance of both business and leisure industry sectors.

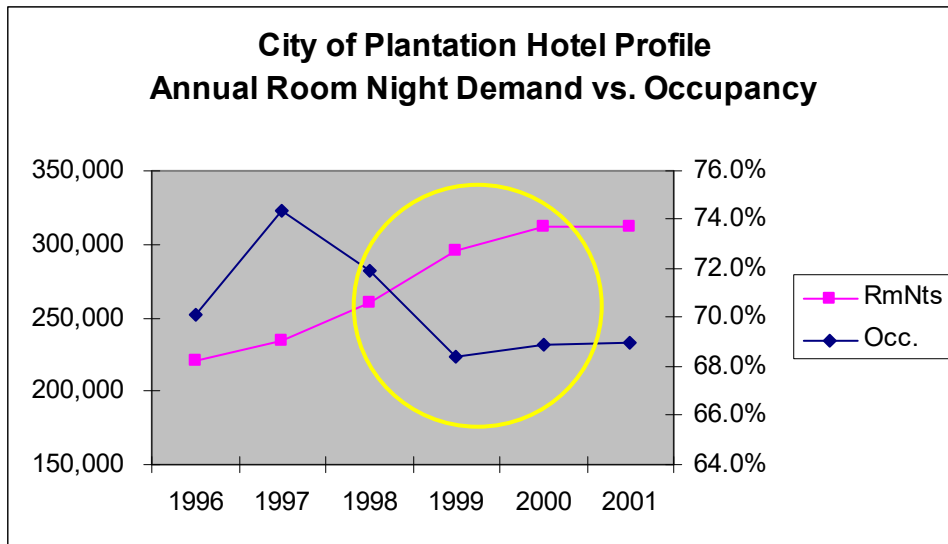
The City of Plantation’s hotel market comprises nearly 2,000 hotel rooms, among more than 12 hotel properties. There are three full-service properties with a total of 850 rooms, which includes the newly developed Renaissance Hotel. The remaining balance of hotel inventory, or more than 1,000 rooms, consists of limited-service and/or extended stay product. The City’s central corridor represents the primary area for hotel development in the City, with approximately 1,500± total hotel rooms (which includes the Renaissance property that is planned to open in September 2002).



Source: Smith Travel Research

Based upon historical trend reports of select hotel properties in the Plantation area provided by Smith Travel Research, the hotel market maintained lower to mid-70 percent occupancy during the mid to late 1990’s. However, in 1999, occupancy declined to 68 percent, where it has since remained at this level. The decrease in occupancy is largely attributed to two conditions: 1.) since 1998, more than 850 hotel rooms have been added to the central district. This includes 600 units of limited-service and extended stay product that was built to support the expanding corporate presence in the greater west Broward region, some of which located in Plantation due primarily to restrictions on permitting for product of this type in surrounding areas – namely the City of Sunrise. In addition to new supply within the district, there has been a considerable amount of recent full-service and limited service hotel development in other suburban

markets such as: Crown Plaza Sawgrass (Sunrise), Residence Inn (Weston) and Comfort Suites (Davie); and, 2.) the recent economic contraction (and events of 9/11) that has impacted both business and leisure travel from a regional and national perspective. Despite the decline in the market occupancy rate, it is important to note that room night demand continued a steady increase during the past several years. As illustrated below, hotel room night demand achieved solid growth nearly every year since 1996, the exception being 2001 that was impacted by national events. Therefore, while the market's occupancy suffered from the addition of supply, room night demand growth remained strong. For this, as the national and local leisure and visitor trends stabilize from recent set-backs and, furthermore, new hotel development is scaled, occupancy among area properties should begin to rise.



Source: Smith Travel Research

In terms of average daily rate (ADR), the market has remained quite steady during the past five to six years, ranging from \$86 to \$90 during the period. The current level of ADR is reflective of the predominate mix of limited-service hotel product. To this extent, the few full service hotels in the market are estimated to have achieved ADR's from \$100± to \$130± during the past few years. As noted, there has been limited growth in the market's ADR; again, this is largely attributed to the rapid expansion in supply during the late 1990's. Furthermore, based upon conversations with select properties that had been established in the market prior to the mid/late 1990's, it is apparent that the recent addition to supply, particularly among the limited-service category has had an impact on the market's rate structure.

Relative to Plantation Gateway, the only hotel in the corridor is the 76-room Plantation Inn, located on State Road 7 at N.W. 4th Street. The property, which has recently undergone renovation, is achieving average daily rates of \$40 to \$45 and an annual occupancy of 55± percent.

Overall, Plantation's hotel market should remain at least at current levels for the next twelve months. Current conditions in the hotel market, coupled with the existing economic and travel related instability of the past several months, has shelved a number of proposed hotel projects. In terms of additional supply (beyond the Renaissance), there is a Marriott hotel in the planning process to be built within the I-595/University

Drive corridor, although construction start and/or prospective opening date have not been released. Therefore, based upon existing conditions, and considering prospective near term development, there appears to almost no hotel development opportunity in the Plantation Gateway, nor other areas of Plantation, in the short-term.

IV. THE COMMUNITY REDEVELOPMENT PLAN

Overall Redevelopment Concepts

In September of 1998, the City of Plantation engaged Carr Smith Corradino to develop a master plan and recommend priority projects for the redevelopment of the State Road 7 Corridor. The master plan identified several public and private projects that would provide a catalyst for redevelopment. As part of the master planning process, Carr Smith Corradino also conducted a zoning analysis of the properties along the State Road 7 corridor. Final recommendations of the analysis included a comprehensive rezoning of the Redevelopment Area and the creation of design guidelines. This rezoning has been completed.

The following "guiding principles"², which were based on primary issues identified for the State Road 7 corridor, were used to develop the master plan and design guidelines:

- *Circulation* – An optimum circulation pattern gives both vehicles and pedestrians alternate route choices, thereby limiting congesting and increasing mobility, and adding vitality to both commercial and residential areas.
- *Building reconfigurations* – Where possible, buildings should be located (or relocated) close to the street with parking on the sides or in the rear of the structures. This creates a more attractive and defined street edge, potentially improves parking, and allows for more varied design options. It also allows opportunities for eliminating the presentation of a continuous wall of "back doors" to adjacent neighborhoods.
- *Land Use* – Land use must be a function of the desires of the community, as expressed through master planning and zoning, and the realities of the local demographics and the market place.
- *Aesthetic Improvements* – Cosmetic improvements create a synergy and consistency among a collection of buildings and areas, which may, otherwise, lack cohesion. These encompass streetscape and landscape design as well as storefront and sign enhancements.
- *Code Enforcement* – In many declining areas, including the State Road 7 corridor, there is evidence of codes not being enforced. Initial code enforcement efforts should be targeted to the District's greatest needs.

Zoning Districts

The SPI-2 Zoning Overlay District will encompass the entire Redevelopment Area. The purpose of this district is to create a commercial district that encourages redevelopment of property, promotes pedestrian activity, provides for a safer environment and revitalizes commercial activities along the State Road 7 Corridor. A service road, parallel to State Road 7 in the Northwest Area, provides an opportunity for alternative access to serve both vehicular and pedestrian traffic. Also, alternative access will be encouraged throughout the District by requiring developers to provide cross-access easements.

² "Guiding principle" definitions excerpted from Master Plan and Design Guidelines for the Gateway 7 District, 1999 by Carr Smith Corradino.

Since lot configurations and clustering of uses differ along the corridor, a series of eight sub-districts were developed to encourage specific uses and design characteristics in specific areas.

Generally, the SPI-2 designation will require buildings to be scaled to the width of the road, provide for building facades, hedges or kneewalls at the frontage line, restrict certain uses and provide parking, landscape and architectural requirements. However, each individual sub-district may have modifications to the general SPI-2 regulations in order to encourage specific uses. Figure II.6 illustrates the Sub-district designations within the SPI-2 District. A brief description of each sub-district is provided below.

- *Auto Mall:* Located in the North Area, the purpose of this district is to encourage high-quality automobile sales and service uses in a planned, integrated fashion. Other uses encouraged include office parks, parks and recreational facilities, and schools. Maximum building heights should be three stories.
- *Health Care Services:* Located in the North Area, the purpose of this district is to concentrate uses complementary to Plantation General Hospital in the vicinity of the hospital. These uses include medical offices, pharmacies and medical supplies, governmental offices and general offices. Maximum building heights should be five stories.
- *Hybrid Commercial:* Located in both the North and South Areas, the purpose of this district is to provide high-quality commercial uses, such as restaurants, office and financial institutions that support State Road 7's goal of becoming a shopping street. Maximum building heights should be three stories.
- *Four Corners West:* The purpose of this district is to provide a focal point of high-quality uses, which exude a sense of place. This includes office, retail and restaurants. Uses should provide internal pedestrian orientation as well as pedestrian connections to adjacent neighborhoods. Site specifications should provide enhanced facades and public open space. Maximum building heights should be six stories.
- *Four Corners East:* Similar to Four Corners West, the purpose of this district is to provide a focal point of high-quality uses, however this district is intended to cater auto-oriented access while incorporating pedestrian access and connections to adjacent neighborhoods. Maximum building heights should be 6 stories.
- *Hybrid Professional Office:* Located in the South Area, the purpose of this district is to provide neighborhood and community serving professional office uses such as veterinary clinics. Parks and municipal parking lots are also encouraged. Narrow commercial lot depths will have to be considered in site configuration in order to provide pedestrian access and enhanced design elements. Maximum building heights should be three stories.
- *Artisan:* Located in the South Area, the purpose of the district is to encourage artisan and craftsmen uses, such as museums and galleries, furniture makers, interior design studios, decorative hardware sales and performing arts uses. Commercial development should relate to adjacent neighborhoods through pedestrian access and design. Maximum building heights should be three stories.

- *Conventional Commercial*: Located in the South Area, the purpose of this district is to provide neighborhood serving commercial along Peters Road. The emphasis is on lower intensity commercial uses, which are compatible with the adjacent neighborhood. Maximum building heights should be two stories.

Design Guidelines

The design guidelines for the Redevelopment Area are based on three of the five “guiding principles” identified in the Carr Smith Corradino Master Plan. These three principles are circulation, building reconfiguration, and aesthetic improvements. Though the previous discussion of the SPI-2 Zoning Sub-districts does address some of these issues, the Carr Smith Corradino Plan recommends the establishment of corresponding SPI-2 Design Guidelines which will enumerate architectural standards, parking and access requirements, landscape requirements, and a sign code for private property owners and public improvements. The following discussion describes the general concepts that these design guidelines and improvements will be based on.

Circulation

The Master Plan and Zoning Districts propose several different clusters of uses within the Redevelopment Area. These separate clusters should be interconnected to optimize pedestrian and vehicular movement throughout the Corridor. Pedestrian amenities should include crosswalks, which are clearly marked and placed frequently, sidewalks wide enough for two persons to walk comfortably side-by-side, and well-lit and landscaped alleyways that lead to parking lots or other destination. In addition, parking lots should be placed behind buildings when possible and should be well configured and landscaped.

Bike paths along the State Road 7 Corridor provide another opportunity for enhanced circulation. Existing bike paths should be continued and connected to the Broward County bikeway system. The extensive system proposed by Broward County could provide additional opportunities for streetscape improvements and retail opportunities.

Building Reconfiguration

Three building types are recommended for the Redevelopment Area and can be described as auto-oriented, pedestrian oriented and mixed orientation (hybrid). The following is a description of these types.

- *Conventional Design* places the parking in the front of single story retail and is appropriate on wide, heavily trafficked roadways.
- *Neo-traditional Design* pulls buildings to the street edge while placing the parking in the rear on narrow streets or alleys.
- *Hybrid Design* places the parking on the sides of building and pulls the building to the street edge.

Building heights should be sensitive to the surrounding neighborhood characteristics. However, lots with greater depths may mitigate the impact of building height, particularly in a neo-traditional setting where height is appropriate.

Building scale refers to the relationship between height width of the street. The difference in scale will dictate what type of buildings will work. Narrower streets can have a tighter, compact feel with buildings smaller in width and to the edge of the street. Buildings on a six-lane roadway can have wider setbacks and use the conventional or hybrid building. However, when buildings are set to far back on a street, public space

becomes less defined. In addition, the backs of buildings should be embellished and include rear entrances, particularly when parking is in the rear.

Aesthetic Improvements

Aesthetic improvements should share a commonality and create a unified appearance for the Redevelopment Area. Common design elements should be chosen which together would evolve into a uniform theme for the Corridor. Aesthetic improvements include design elements related to façade improvements, sign improvements, street furniture and landscaping.

A buildings façade is the visible front of a building. Façade improvements, which include paint, updated architectural elements or change in materials can create a dramatic difference in appearance, especially in older buildings. Recommended improvements include well-framed entrances and storefronts, windows evenly spaced, well defined doorways, and bases to separate storefront windows from floors. Window displays should be kept clean and simple, allowing pedestrians to view the store from the outdoors.

A palette of building materials should be chosen for the Redevelopment Area that will be compatible with existing buildings in the district. This palette should include stucco, brick and wood with corresponding roofing materials such as tin, shingle and tile. All wood trim should be painted and awnings should be encouraged because they provide shade and an aesthetic quality to storefronts.

Signs should be well designed and compatible with building facades. Appropriate sign types will be chosen for the Redevelopment Area. Buildings with multiple storefronts should have a uniform sign program and allow outdoor display areas. However, outdoor displays should never interfere with pedestrian traffic.

Street furniture refers to outdoor objects that define space and provide amenities for pedestrians. This includes benches, trash receptacles, bike racks and street lighting. Street furniture should be chosen to reflect the proper image for the Corridor and elements should be uniform. Street furniture should be located at pedestrian activity nodes and used to enhance parks and open space. It is important to note that pedestrian scale lighting and cobra streetlights are currently being installed by the Florida Department of Transportation concurrent with their State Road 7 Road Widening project.

Additional aesthetic improvements that will be required or encouraged in the Redevelopment Area include landscaping and/or street walls at the frontage line, outdoor café's, landscape buffering, and entry signs. All of these improvements are used to define outdoor space and provide for a safer, pedestrian friendly environment.

Public Improvements

With regard to public improvements, the CRA plan describes some of the many community improvements that are planned for implementation in the CRA district. These improvements may include, but are not limited to, streetscape improvements, landscape improvements, transit enhancements, inter-property architectural improvements, street vacations, façade treatments, and other similar projects to be undertaken as opportunities arise for beautification and attribute projects.

Priority CRA Projects

Catalytic Project at Broward Boulevard and State Road 7 (Four Corners)

As a means of stimulating public/private redevelopment initiatives and private sector investment the CRA will undertake a signature catalytic project. The project will be located on either the southeast or northwest corner of Broward Boulevard and State Road 7. The CRA initiative will require significant initial capital investment based on the potential to generate both direct (tax increment generated as a result of the specific project) and spin-off (increased revenue resulting from development and redevelopment activities resulting from public investment) tax increment revenues.

In June 2002, the Community Redevelopment Agency contracted with Lambert Advisory, LC to develop a Catalytic Investment Strategy. The purpose of this strategy was twofold; first Lambert prepared an update to the 1999 Gateway 7 Market Study for the Plantation Gateway Redevelopment District. Second, based on the market study, a strategy was developed to outline the process for encouraging private reinvestment and guide financial decisions for CRA participation in private development.

Market Highlights³

Overall, the conclusions of the market study found that Plantation Gateway is in an even stronger position than was anticipated in the 1999 Market Study. In general, the continued strengthening of the housing market in the Plantation Gateway area⁴, combined with the roadway and aesthetic improvements and the general nature of Broward County development to seek infill sites, provide Plantation Gateway with a viable platform for growth.

- Demographics surrounding the corridor strengthening - Single-family home sales in the Plantation Gateway area have increased by 20% since 1998. Based on this growth, it can be inferred that household incomes of new purchasers are greater than their predecessors.
- New Retail Demand – The retail market in terms of occupancies (from 52% to 87%) and rental rates (from \$12 to \$15 per s.f.) has significantly strengthened since 1998 and it is now at a point where the mix and quality of retail in the District can be upgraded. There is current demand for approximately 100,000 s.f. of retail and a repositioning of the “Four Corners” to include big box retail and/or large scale grocery store.
- Residential Demand Continues to Strengthen – The 2002 Market Study indicates that demand for new residential development, both for-sale and rental, has significantly strengthened since 1999. There is current demand for approximately 100 to 150 market rate for-sale townhome units and 150 to 250 rental units.
- *Professional Office and Flex Space Demand Continues to Strengthen* - Low rise and smaller “professional office” continues to strengthen in Plantation and Plantation Gateway. The District’s central location with easy access to downtown Fort Lauderdale, Central Plantation, courthouses, and the adjoining hospital district, is well positioned to capture growth in the smaller/Class B office market. However, this

³ Comparisons reference the difference between the findings of the initial 1999 Market Study and current conditions.

⁴ Plantation Gateway area is within a one square mile radius of the intersection of Broward Boulevard and SR 7.

would require some initial public investment. With little or no public investment the District is immediately primed for the flex type office/light industrial development. This could serve as a catalyst and anchor for future development specifically in the south end of the District.

- *Mixed Use Potential Exists* – Although more difficult from a development perspective, a number of properties in the District lend themselves to mixed-use development (office, residential and/or retail). This should be encouraged due to the limited availability of suitable sites for residential, the positive impact of residential in attracting and supporting retail, and the prominent nature of these properties from a physical perspective and their ability to serve as signature projects for the District.

The following table highlights primary land uses, their relative market potential and the likelihood for need of CRA financial assistance:

| Land Use | Relative Market Demand | Need for CRA Investment |
|--------------------------------|------------------------|-------------------------|
| For-sale Residential | Strong | Low |
| For-rent Residential | Strong | Low |
| Flex Space (Office/Industrial) | Good | Low |
| Retail | Moderate | Limited |
| Office | Moderate | Likely |
| Sit down Restaurant | Moderate | Likely |
| Hotel | Poor | Highly Likely |

Financing, Resources and Limitations

There are several financing options available to the CRA to support the implementation of the Plantation Gateway Catalytic Investment Strategy. Some of these resources were included in the CRA Plan, however financing strategies have been explored in more detail as part of the CIS.

- *Existing Bond Funds* – Currently, the CRA has available \$2.1 million, which accounts for the private use portion of a \$22 million general obligation bond. The \$2.1 million can be targeted to support any type of development. However, it can only be leveraged as a grant when used for a private purpose as opposed to a loan or land purchase. As a second phase effort, enhanced funding on the order of \$6 - \$8 million will be necessary to develop 3 – 4 major catalytic projects.
- *Tax Increment Revenues (TIR)* – Tax Increment can be promised in order to front fund projects without City general fund backing or bond issuance. This would most likely occur with a credit worthy for sale residential development or major retail development with long-term commitments from anchors. The retailer or developer would bond for the funds (with City Council approval and oversight), using the present value of the TIR over the next 20 years, without the City’s issuance or guarantee.
- *Short-term financing*– This would include a short-term loan, bridge loan or letter of credit. This should be used primarily for acquisition of property, specifically when the property(s) can be quickly resold, i.e. assembling several small properties to be resold to a single developer.

- *Funding of Capital Improvements* – Capital improvements can be funded through bonds or other sources if the long-term cash flow related to user fees and anticipated revenues can cover the actual cost of the improvements.
- *Other Sources* – The CRA should continue to pursue grants and other funding sources as they become available. These include EDA, CDBG, Gas Tax, and infrastructure grants. The City can also leverage CDBG dollars for Section 108 loans from the federal government.

Catalytic Strategy

The catalytic strategy is a series of tasks and guidelines associated with evaluating and funding projects. The following strategy elements have been prioritized with regard to their importance to overall strategy effort:

- *Grants First/Acquisition Second* – To the extent possible, the CRA should provide grants to private entities first as opposed to acquiring property. In general, government tends to pay more for private property and there is no need if private entities can work the terms of acquisition independently. However, there are two exceptions, 1) when the CRA can acquire and assemble several smaller properties through the use of public power and quickly resell, and 2) when the acquisition addresses a physical planning goal, which in turn will create a development opportunity.
- *Target Self Funding Projects to the extent they Fit into the CRA Plan* – While the initial \$2.1 million is available to be spent on projects, the CRA should attempt not to spend a significant percentage of this funding on one set of large projects. The intent is to attract projects, which will produce tax increment at a level, which will fund the needs of the project.
- *Split pool of funding: Large and Small* – Split funding availability into two pools, one for larger projects (incentives exceed \$1 million) and one for smaller projects (incentives are less than \$250,000). The ratio for funding large and small projects should be 2/3:1/3, to ensure that the largest projects do not dry up all of the funding available in the early years of development.
- *Concentrate Initially on Visible Projects* – The initial concentration should be on visible projects, those on SR 7, Broward Boulevard and Sunrise Boulevard. The exception would be residential projects, which regardless of where they are located create their own form of visibility by attracting retailers.
- *Develop a Competitive Structure for Awarding District Funds on an Annual Basis* – A dual Request for Interest/Request for Proposal (RFI/RFP) should be issued to detail the availability of funding, terms of use, criteria for ranking, and proposal submittal requirements. Two RFI/RFP's should be developed, one for large projects and one for small. It is recommended that evaluation be a two-stage process with minimum criteria, which must first be met, before the project is evaluated for feasibility and funding. It is critical that the RFI/RFP be widely distributed throughout South Florida, the commercial brokerage community and to targeted developers, which have experience in infill development. The RFP will serve as the main vehicle for marketing opportunities and evaluating projects.

- *Analyze Every Deal on a Case-by-Case Basis* – Every deal and proposal will be different and may require special needs. It is important that the CRA evaluate every deal on a case-by-case basis for financial and/or technical need.
- *Don't "Fall in Love" with a Particular Deal or Project* – The CRA Plan and market analysis, indicate that it would be preferable to see development at specific parcels in the early stages of redevelopment. However, these parcels do not provide the only option for Catalytic Projects and if the CRA focuses all of it's attentions on a single deal, it is likely that it will over-invest its resources.
- *Façade Improvement Program* – The CRA should continue to maintain a pool of money for the façade improvement program due to the importance of overall District aesthetics.
- *Identify Users as well as Sites* – The CRA should work closely with the commercial brokerage community to identify potential retail and office users for the District.
- *Maintain a Marketing Orientation* – The CRA should be continually marketing oriented, through continued contact with the commercial brokerage community, property owners, local developers, obtaining press coverage as projects come to fruition and continued participation in key trade shows and development community events.

Next Steps

The next step in realizing the catalytic investment strategy is to develop a competitive structure for awarding funds. This process will provide a structure for evaluating projects in a standard format and will provide the real estate community with a venue to understand the advantages and opportunities available in the Plantation Gateway Redevelopment District.

Competitive Structure

The Catalytic Investment Strategy suggested developing a competitive structure for awarding grant funds. A structure for awarding larger scale grants for larger scale projects was developed and implemented as part of the Catalytic Investment Strategy grant RFP process initiated on March 10, 2003. The following criteria were used as part of the RFP and guided the developer and project selection process. These criteria should also be used to guide future City investment as may be amended from time to time.

Eligibility Requirements

Projects must meet the following requirements to be eligible for participation in the program:

1. Must be located within Plantation Gateway Redevelopment District.
2. Available only to projects that conform to SPI-2 zoning permitted uses.
3. Property owners must provide the Plantation Gateway Landscape/R.O.W. easement.
4. Available only to properties that agree to comply with all State of Florida and City of Plantation Building Codes and Ordinances.

Ineligibility

1. Redevelopment activities that are already underway (i.e. permitting, under construction) are ineligible.
2. Tax-exempt properties and uses are ineligible.

3. Property owners who received compensation from the Florida Department of Transportation in excess of project costs are ineligible.
4. Projects previously funded under the Plantation Gateway Economic Incentive Program are ineligible.

Selection Criteria

Projects will be evaluated based on their ability to meet the goals of the CRA plan. The following are criteria that will be used in the evaluation of each project:

- The developer's experience with similar projects.
- The developer's track record in implementing projects on time and on budget.
- Ability of development team to fulfill its identified responsibilities.
- Project incorporates recommendations of Gateway 7 Master Plan and CRA Plan.
- Project is consistent with Plantation Tropical Design Guidelines and SPI-2 Zoning Districts.
- Project is highly visible to a large number of people.
- Project assembles two or more parcels under same ownership.
- Extent to which Project removes existing conditions that negatively affect redevelopment
- Extent to which the project reduces crime and/or incorporates crime reducing design techniques
- Level of site control and ability to complete the project quickly.
- Level of employment and wages created.
- Ability to generate "spin off" development.
- Financial and Market feasibility of project.
- Amount of private capital leveraged through participation in CIS Grant Program.
- Anticipated tax increment value added.
- Investment must provide long-term return and real value to the District
- Level of economic and strategic value added (i.e. better products and services, connections with customers, category positioning.
- Minority and/or Women Owned Business.
- Other factors as deemed relevant by the Evaluation Committee.

If due to funding constraints, not all projects submitted are funded, or if any projects are withdrawn, staff will approach the initial qualified respondents to determine if they are still interested in participating in the grant program. If they are, due to the passage of time they will be given a chance to update their initial application. Next, the updated application will be reviewed by the evaluation committee. If the project is recommended by the committee for funding, the recommended terms will be forwarded to City Council for approval. Staff will then proceed to negotiate a development agreement for the project. If there are no modifications to the terms and/or no substantive modifications to the standard development agreement, the development agreement will not need to return to City Council for subsequent approval. If there are changes to the terms and/or substantive modifications to the standard development agreement, the final development will need to return to City Council for approval.

If funding is available after all initial qualified respondents have been approached, staff would again issues a Request for Proposals to allocate the remaining funds.

Future CRA Projects

The following projects were identified and described in the Gateway 7 Implementation Plan, December 1999, and form the basis, with some minor modifications and additions, of the capital projects that will be implemented under the auspices of the Community

Redevelopment Agency. The projects are described in detail in the Gateway 7 Implementation Plan and for the purposes of consistency with the Community Redevelopment Plan uses the nomenclature established in the December 1999 Implementation Plan. Detailed descriptions of projects excerpted from the Implementation Plan are included in Appendix D, listed by project ID number.

Any parcel of property within the Redevelopment Area may be acquired, improved, demolished or rehabilitated in order to accomplish the projects listed below.

The CRA Board of Commissioners may add other projects to the foregoing without a formal plan amendment provided the project is consistent with the other Provisions of the Plan, the project is consistent within the City of Plantation Comprehensive Plan, and the project presents a special opportunity to promote redevelopment and economically revitalize the area or a special opportunity to eradicate blight. The project may be added by Resolution which will include these findings and which will then be filed with the City Clerk and appended to this Plan.

Consistent with the Plantation City Council discussions and direction established at the January 26, 2000 Plantation City Council meeting the projects have been prioritized for funding and will be implemented as follows:

| <u>Project Name</u> | <u>Project ID #</u> | <u>Project Cost</u> |
|---|----------------------------|---|
| Projects Presently in Progress | | |
| Gateway Entrance Features at Sunrise Boulevard and Peters Road | 8 | \$53,500 |
| Gateway/Beacon/Landscape Features At Broward Boulevard and SR7 | 13 | \$50,000 |
| Country Club Estates and Park East Sustainability Studies | 22 | General Revenues In-house City Personnel |
| High Priority Projects (Initiated in Years 1-3) | | |
| Façade and Signage Improvement in Accordance with the "Master Plan and Design Guidelines for Gateway 7" | 1 | \$50,000 |
| Landscape Element – A continuous ±21,000 lineal foot hedge or knee-wall | 2 | \$340,000 |
| Enhanced Streetscape Improvements | 3 | \$147,000 ⁵ |
| Create and Enhance Vehicular and Circulation in the NW Quadrant | 10 | \$410,000 |
| Enhanced Pedestrian Crossing at Broward Boulevard and SR 7 | 14 | \$50,000 |

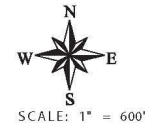
⁵ Estimated \$2.0 million will be required for power line relocation.

| <u>Project Name</u> | <u>Project ID #</u> | <u>Project Cost</u> |
|--|----------------------------|--|
| CRA Catalytic Projects | | See Previous Section IV Priority CRA Projects page 47 |
| Street and Rear Building Architectural Enhancements at NW 38 th Way | 19 | \$167,000 |
| Peters Road Park | 26 | \$648,000 |
| Enhanced Code Enforcement <i>*Function of City Personnel</i> | A | N.A. |
| Medium Priority Projects (Initiated in Years 4 –6) | | |
| Stimulation and Construction of Residential Development Within the Community Redevelopment Area so as to utilize all or Most units appropriate under Local Activity Center Land Use | 6 | CRA Grants/Loans Private Development |
| Recreational Amenities and Landscape Improvement to the SFWMD Retention Pond | 12 | \$299,000 |
| CRA Catalytic Project Including but not limited to | | See Previous Section IV Priority CRA Projects page 47 |
| <ul style="list-style-type: none"> • GT McDonald Enterprises \$50,000 • Plantation General Hospital \$560,405 • S & D Motels \$155,000 • Altman Development • Potential rehabilitation of NW Corner of State Road 7 and Broward Blvd Consistent with the City of Plantation Comprehensive Plan and Community Redevelopment Plan • Up to two large scale mixed-use projects To be developed consistent with the Comprehensive Plan and Community Redevelopment Plan with a minimum gross Square footage of 45,000 square feet | | TBD TBD TBD TBD |
| Rear Access Road and Plan in the Professional Office District | 24 | \$765,000 |
| Dead End Street Parking and Landscaping Improvements Consistent With Demonstration Project | C | \$560,000 |
| Low Priority Projects | | |
| Potential Greenway and Park | 5 | \$96,000 |

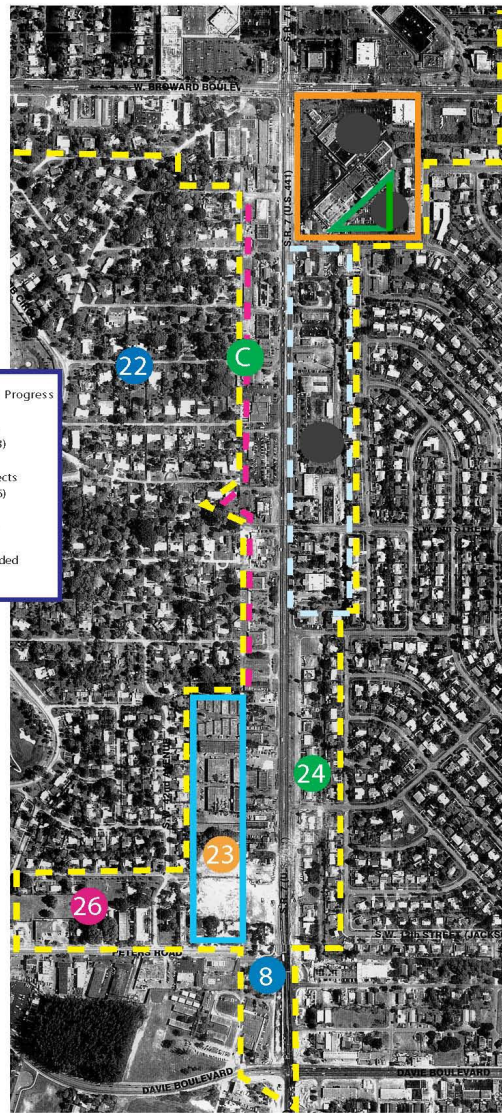
| <u>Project Name</u> | <u>Project ID #</u> | <u>Project Cost</u> |
|--|----------------------------|----------------------------|
| Reuse of Frontage Properties in Proximity to Plantation General | 11 | N.A. |
| Create Circulation System for Commercial Properties on the W Side of SR 7 Between SW 9 St. & Peters Rd. | 23 | \$375,000 |
| Housing as may be determined appropriate To address affordable housing shortages not Being met elsewhere | | Undetermined |
| <u>Other Projects Included for Consideration</u> | | |
| Visual or Performing Arts District Development <i>*Based on future RFP or Public/Private Initiative</i> | 7 | N/A |
| Circulator Road at N.W. 42 nd Avenue and Broward Boulevard | 15 | \$370,000 |
| Gridded Circulation Network/Neo-Traditional District | 17 | \$1,395,000 |



North of Broward Blvd. to South of Davie Blvd.



- X Projects Presently in Progress
- X High Priority Projects (Initiated in Years 1-3)
- X Medium Priority Projects (Initiated in Years 4-6)
- X Low Priority Projects
- X Others Projects Included for Consideration



Project Name

Project ID #

CRA Catalytic Projects

- Dead End Street Parking and Landscaping Improvements Consistent With Demonstration Project Low Priority Projects C
- North/South Gateway Entry at Sunrise Boulevard and SR7 8



Country Club Estates and Park East Sustainability Studies 22

Create Circulation System for Commercial Properties on the W Side of SR 7 Between SW 9 St. & Peters Rd. 23

Rear Access Road and Plan in the Professional Office District 24

Peters Road Park 26



V. COMMUNITY REDEVELOPMENT IMPLEMENTATION

Funding Mechanisms

Potential Funding Sources

A wide variety of potential sources are available to fund the Capital Improvement Program set forth above. The projects contained in the CRA plan will be partially or entirely funded with public funds. These potential funding sources include:

- Community Development Block Grants (CDBG)
- Economic Development Loans which may include, but not be limited to, federal, state, county, or local sources
- Tax Increment Revenues
- Tax-exempt Bond Proceeds (based on the pledge of one or more of the funding sources enumerated here)
- Gas Tax Proceeds
- Gateway 7 Special Assessment Funds
- Property Disposition/Lease Proceeds
- General Obligation Funds
- Grants

With respect to the funding sources listed above, the following points are noted:

- The City of Plantation is a newly designated entitlement community. In the current year, the City will receive CDBG funds in the amount of \$477,000. Use of these funds for infrastructure improvements or land acquisition within the Redevelopment District would be permitted. The CDBG funds could also be used as the basis to apply for a Section 108 Economic Development Loan up to \$2,385,000 in accordance with the loan program's 5 to 1 ratio.
- A significant power of any CRA is the ability to manage future incremental ad valorem revenues within the Redevelopment Area. In the case of the City of Plantation CRA, tax increment revenues would annually be equivalent to 95 percent of the ad valorem tax receipts of Broward County, the City of Plantation and the North Broward Hospital District on the incremental growth in property values within the Redevelopment Area over the base year. In order for the CRA to receive tax increment revenues, Broward County must authorize the establishment of a Redevelopment Trust Fund after approval of the Redevelopment Plan. Tax increment revenues, by themselves or in combination with funds from other sources, could be pledged to pay debt service on tax-exempt revenue bonds, assuming the issuance of such bonds is authorized by the CRA, the City of Plantation and Broward County.
- The City of Plantation receives gas tax revenues on an annual basis, based on a funding formula established by State Law. These funds can be used for qualifying capital improvements. The proposed improvements to the circulation system within the Redevelopment Area would qualify.
- The area within the Redevelopment Area is congruent with the area comprising the Gateway 7 Special Assessment District. Although no assessment is currently being levied, the Gateway 7 Special Assessment Fund contains approximately \$800,000 from prior levies that could be used for redevelopment purposes with the approval of

the Special Assessment District Board. The members of the Plantation City Council comprise the Board. The members of the City Council, together with the Mayor of the City, also constitute the CRA.

- The Redevelopment Plan envisions the acquisition of parcels of land within the Redevelopment Area and the disposition of those parcels, possibly on a discounted basis, to private developers who would undertake projects that would stimulate additional new investment. The disposition of these parcels, which would be done through an established process, could generate sales proceeds or lease revenues that could, in turn, be used to fund redevelopment activities.
- The City of Plantation City Council could, through its normal budgetary process grant or loan moneys from its general fund to the CRA to further the process of redevelopment within the Redevelopment District.
- The CRA could apply to a variety of State and County agencies for grants to fund specific redevelopment activities. Illustratively, the Secretary of State maintains a grant fund for local park and recreation improvements (Projects 12 and 26) and there are potentially urban and community forest grants available for landscaping improvements (Projects 2/3, 19 and C). The CRA could submit a grant application to the South Florida Water Management District for the improvements envisioned for the area around the SFWMD pond (Project 12) and to Broward County for traffic calming improvements envisioned in the Four Corners intersection (Project 14). Through an aggressive grant management program, additional grant opportunities may be identified.

Preferred Redevelopment Financing Plan

Based on a detailed analysis of the various funding alternatives that would potentially be available to the CRA, the preferred financing program of the City of Plantation CRA consists of the following elements:

- The \$800,000 in the existing Gateway 7 Special Assessment Fund would be used to establish a revolving loan program that would enable property owners in the Gateway 7 Redevelopment District to obtain below-market rate loans to make façade and signage improvements to their properties in accordance with design guidelines established by the CRA. Repayment of the loans would be required within five to seven years depending on the size of the loan. New loans would only be made for a defined period in order to encourage property owners to act expeditiously. Interest earned on the loans would be used by the CRA to promote the district. Once the loan program ends, the funds would be available for maintenance of public improvements within the Redevelopment District.
- The City's gas tax revenues would constitute the primary sources of funding for the two circulation-related projects (10 and 24) within the Capital Improvement Program that were characterized as High and Medium Priority on pages 29 and 30. The total cost of these projects is estimated to be \$1,175,000. The extent to which Projects 15 and 17, which would cost an estimated \$1.8 million in combination, are undertaken would be dependent on the manner in which the northwest quadrant of the Four Corners intersection is redeveloped. The possibility may also exist to negotiate a contribution toward the funding of Projects 15 and 17 from the developer of the northwest quadrant property. However, if these projects are undertaken, gas tax revenues may be used to fund them, at least partially.

- The total cost of the Capital Improvement Program described above --- exclusive of the circulation-related projects --- approximates \$13.7 million. This figure does not include the projects labeled "Other Projects Included For Consideration" on page 30. The City of Plantation will commit \$250,000 to \$350,000 of its annual allocation of CDBG funds toward the cost of the program. The proceeds of a tax-exempt revenue bond issue would be used to fund the remainder of the program costs. The funds available for the payment of debt service would include: 1) tax increment revenues; and 2) the proceeds from land sales and/or leases. Additional funds available for the payment of debt service would include interest income on unexpended funds and a debt service reserve fund. Other aspects of the proposed bond issue would be as follows:
 - The City of Plantation will seek approval from Broward County for the issuance of up to \$20 million of revenue bonds. It anticipates initially floating between \$15 and \$17 million of bonds, inclusive of the costs of issuance and funds required for the debt service reserve fund. The actual issue will be sized based on advice from the bond underwriter taking into consideration the interest rate environment at the time of issuance. The remainder of the \$20 million authorization would take the form of a secondary offering within the same term as the initial offering. The secondary offering would occur at such time as decisions to undertake the "Other Project Included For Consideration" on page 30 are made, or if the costs of the High, Medium and Low Priority Projects enumerated on pages 20 and 30 exceed current estimates.
 - Insurance would be purchased, if necessary, to assure the proposed issue obtains an AAA rating. The cost of such insurance will be included in the cost of issuance.
 - The term of the bond issue will be between 20 and 30 years, depending on the size of the issue and the interest rate environment at the time of issuance. Given the upward trend of interest rates currently underway, a term of 30 years is likely.
 - The funds raised through the bond issue that are not yet expended will be invested in interest bearing securities paying interest at a rate approximating the rate of the bond issue itself to the maximum extent possible within the context of prudent money management.
 - To the extent that a pledge of additional revenue sources is required, the City of Plantation would be solely responsible to offer such guarantee.

Tax Increment Revenues

As discussed above, one source of funds to pay the debt service on the proposed bond issue would be tax increment revenues. In formulating the preferred financing plan described above, estimates of the tax increment that would be generated during the first ten years of the redevelopment process were considered. These estimates included the potential tax increment that would result from the following factors:

- The normative growth trends of the District's tax base;
- Current and proposed development in the District;
- The impact of the "catalytic" projects identified in the Redevelopment Plan; and
- The likely additional growth of the tax base stimulated by the Redevelopment Plan.

Each of these sources of increment is discussed below.

Normative Tax Base Trends

During 1991-1995, the tax base in the Gateway 7 Community Redevelopment District evidenced a pattern of decline and/or stagnancy, with the tax base in 1996 valued at less than 85 percent its assessment in 1991. However, since 1996, a pattern of growth in terms of the tax base has been re-established.

The increase in the tax base between 1996 and 1997 was primarily attributable to an increase in the assessed value of Plantation General Hospital, the single largest taxpayer in the Redevelopment Area. In the subsequent two years, the value of the hospital remained unchanged. Therefore, the increases in the overall taxable value of the Redevelopment Area in 1998 and 1999, evidenced above, were comprised by upward adjustments in the assessed value of numerous properties.

In order to project the potential future growth of the Redevelopment Area tax base, a detailed analysis of each folio was performed. This analysis showed that even while the overall tax base of the Gateway 7 area increased in value during the 1997-1999 period, the assessed values of many of the higher value properties in the area were still being adjusted downward in one or both years. It was also found that values of most the higher value properties with reduced assessed values in 1998 experienced increases in value in 1999, indicating that values in the area have likely bottomed.

Based on the preceding findings, it is anticipated that the tax base of the Redevelopment Area will increase at a normative rate of between 3 and 4 percent during the next decade. In structuring the financing plan described above, a normative rate of growth of 3.5 percent was assumed.

Revenue received by the CRA in the form of Tax Increment Financing or otherwise may be made available as economic incentives and grants to encourage private enterprise investment which furthers the CRA's purpose of rehabilitating, redeveloping and arresting the spread of blight in the CRA district. The framework for accomplishing this program will be established by the agency.

Current and Proposed Development

There is one project underway and two projects that are proposed in the Redevelopment Area that would generate significant tax increment for the CRA. These projects are as follows:

- The West Broward Shopping Center, located in the northeast quadrant of the Four Corners intersection, which is presently being renovated and expanded. The plans for the project include the addition of two new fast food restaurants. The total investment being made in the property approximates \$7.0 million. Based on the

**Table V.1:
1990-1999 Redevelopment Area
Taxable Value**

| <u>Year</u> | <u>Taxable Value</u> | <u>Percent Change</u> |
|-------------|----------------------|-----------------------|
| 1990 | \$ 109,483,888 | --- |
| 1991 | 123,652,178 | 12.9 |
| 1992 | 115,638,090 | (6.5) |
| 1993 | 109,872,580 | (5.0) |
| 1994 | 110,652,070 | 0.7 |
| 1995 | 104,009,430 | (6.0) |
| 1996 | 104,071,410 | 0.1 |
| 1997 | 109,118,370 | 4.8 |
| 1998 | 113,868,620 | 4.4 |
| 1999 | 117,197,140 | 2.9 |

projected timetable for the renovation and expansion project, it is expected to impact the taxable value of the property in FY 2001.

- Plantation General Hospital is planning to expand its out-patient surgical facility with a project that will commence in late 2000 or early 2001. The project, which is funded, is expected to add \$5.0 million to the taxable value of the Redevelopment District in 2002.
- A flex-space project approximating 40,000 square feet in size is undergoing site plan review by the City of Plantation at the present time. The project which will be located on the west side of S.R. 7 just north of Peters Road, is expected to add \$4.0 million to the taxable value of the Redevelopment District in 2002.

Stimulated Growth

It is anticipated the implementation of the Redevelopment Plan will stimulate further increases in the tax base of the City of Plantation Redevelopment Area. In this regard, it is anticipated that the rate at which the value of existing properties within the Area appreciate will increase from the normative level of 3.5 percent to 3.75 percent in 2001 and to 4.0 percent throughout the remainder of the 2001–2010 period. Factors contributing to this enhanced level of growth in property values will include:

- Completion of the FDOT S.R. 7 roadway improvement project now underway;
- Recognition of the existence of the CRA and the commitment to the area it represents;
- The landscaping and streetscape program proposed for the S. R. 7 frontage;
- The completion of the West Broward Shopping Center project;
- The implementation of the catalytic projects described above; and
- The façade and signage improvement program undertaken by the area's property owners.

Implementation of the Redevelopment Plan described above is also expected to stimulate investment in new projects that can not be specifically identified at this time. In the analysis performed to structure the Redevelopment Financing Plan outlined above, it was assumed that the taxable value of these unspecified projects during the 2001 – 2010 period would total \$46.0 million. The following factors were considered in formulating this estimate:

- The façade and signage improvement program undertaken by the area's property owners;
- Plans by Plantation General Hospital to expand and renovate on a phased basis its maternity facilities, operating rooms and pharmacy at a cost that may exceed \$20 million; and
- The interest that is being expressed in a 5 to 6 acre property in the northwest quadrant of the Redevelopment District that could result in residential development approximating \$4.5 million in taxable value.

Tax Increment Estimates

**Table V.2:
2001-2010 Redevelopment Area Estimated Tax Increment**

| Year | Taxable Value | Change | Broward County Increment | City of Plantation Increment | N. Broward Hospital Increment | Total Increment |
|------|---------------|---------------|--------------------------|------------------------------|-------------------------------|-----------------|
| 1999 | \$117,197,140 | ---- | ---- | ---- | ---- | ---- |
| 2000 | 121,299,040 | ---- | ---- | ---- | ---- | ---- |
| 2001 | 132,247,754 | \$ 10,948,714 | \$ 78,748 | \$ 39,005 | \$ 25,894 | \$ 143,647 |
| 2002 | 151,626,664 | 30,327,624 | 218,129 | 108,042 | 71,726 | 397,897 |
| 2003 | 172,689,731 | 51,390,691 | 369,625 | 183,079 | 121,540 | 674,244 |
| 2004 | 182,057,320 | 60,758,280 | 437,001 | 216,451 | 143,695 | 797,147 |
| 2005 | 194,338,253 | 73,039,213 | 525,331 | 260,202 | 172,740 | 958,273 |
| 2006 | 213,237,783 | 91,938,743 | 661,265 | 327,532 | 217,437 | 1,206,234 |
| 2007 | 228,592,294 | 107,293,254 | 771,701 | 382,232 | 253,751 | 1,407,684 |
| 2008 | 248,686,986 | 127,387,946 | 916,231 | 453,820 | 301,276 | 1,671,327 |
| 2009 | 262,012,748 | 140,713,708 | 1,012,076 | 501,293 | 332,791 | 1,846,160 |
| 2010 | 275,183,194 | 153,884,154 | 1,106,804 | 548,212 | 363,940 | 2,018,956 |

Based on the information and assumptions presented above, it is estimated the CRA will receive tax increment funds that increase from \$143,647 in 2001 to \$2,018,956 in 2010. The estimated increments are 95 percent of the tax on the annual change in taxable value over the base year, 2000. The millage rates used in the analysis are as follows:

Broward County: .0075710
City of Plantation: .0037500
North Broward Hospital District: .0024895

CRA Projects Costs

Capital Improvement Project Costs

As discussed previously in this plan, a number of infrastructure projects, identified in the program of interrelated projects, that are designed to improve the physical appearance, functionality and/or livability of the Area will be implemented. The Plan also envisions the possible acquisition of several parcels that could serve as the sites for "catalytic projects". The objective of the projects comprising the Capital Improvement Program is to stimulate the private investment necessary to enhance the District's tax base and improve the quality of life of nearby residents. As shown below, the total cost of the Capital Improvement Program not yet funded is an estimated \$17,035,000. More detailed costs will be developed as projects are implemented due to market trends and material demands over time.

**Table V.3:
Funding Requirement for Redevelopment Area
Capital Improvement Projects (000's)**

| | |
|---|-----------------|
| High Priority Projects (Initiated Years 1 – 3) | \$ 8,353 |
| Medium Priority Projects* (Initiated Years 4 – 6) | 6,264 |
| Low Priority Projects** | 471 |
| Other Projects ** | 1,947 |
| Total | \$17,035 |

* Based on materials presented in Appendix B D.

** Does include land acquisition costs associated with Low Priority or Other Projects, if any.

The Capital Improvement Program presented above includes the expenditure of \$50,000 for the formulation of design guidelines for facade and signage improvements on the privately owned properties throughout the District (Project 1). The actual cost of these improvements would be the responsibility of the property owners. However, the financing plan presented above contains a mechanism to encourage the property owners to make the desired improvements on an expedited basis.

The largest infrastructure expenditure within the Capital Improvement Program presented above relates to landscaping and streetscape improvements along the State Road 7 frontage. The estimated cost of \$3.4 million includes \$2.0 million to relocate the existing power line in the northeast quadrant of the corridor below ground. An alternative approach would be to relocate the power line above ground into the canal maintenance easement on the eastern edge of the district. However, this alternative was eliminated due to concern about the impact that such action would have on the adjacent residential neighborhood to the east.

Priority CRA Project Costs⁶

As highlighted within the market overview, a number of development opportunities have been identified as target programs to incite redevelopment along State Road 7. The ability to accommodate these significant improvements requires a substantial investment to upgrade land and existing structures. Furthermore, the underlying market demand that will support these new developments must, to an extent, be “pulled” from other surrounding commercial nodes which will require some type of leasing incentive to attract prospective tenants. Therefore, in an effort to support both development and operating costs associated with redevelopment initiative, the City will most likely have to provide some type of financial investment to entice a developer to undertake these ventures so they can realize an acceptable market-driven investment return. For this, Lambert Advisory has prepared an illustrative cash flow analysis to understand the potential financial support the City may have to provide to promote the redevelopment effort.

For purposes of this analysis, the financial gap/subsidy represents a capital contribution provided to the developer, which will be utilized to directly off-set estimated total capital costs (defined below). The subsidy may be provided as either a lump-sum cash contribution in the form of equity; or, may represent a land contribution whereby the City purchases a specific site and transfers title to the developer at no cost. In either case, the gap/subsidy is the City’s required investment that provides sufficient leverage to reduce total capital costs to a level that provides the developer with an adequate

⁶ Priority Project Costs excerpted from City of Plantation Gateway 7 District, Financial Analysis, by Lambert Advisory

investment return – herein determined to be a 15 percent internal rate of return, not including developer’s fee.

In an effort to provide a general understanding of the City’s potential financial support required for the area’s redevelopment, two primary development scenarios have been created: a *Hybrid Retail/Marketplace/Shopping Center* and an *Office Building*. The financial analysis of these two scenarios takes into account estimated revenues, expenses, land acquisition, development costs, as well as standard financing assumptions. Furthermore, the calculated gap/subsidy was prepared on the basis of information and assumptions derived from market research and/or industry benchmarks conducted by Lambert Advisory, as well as specific site acquisition and development cost estimates provided by Keith and Schnars, PA.

The following is a highlight of the primary assumptions and general conclusions for the Hybrid Retail and Office developments, with supporting cash flow models provided within the Addendum:

Hybrid Retail/Marketplace/Shopping Center

A Hybrid Retail/Marketplace/Shopping Center scenario provides general insight into the financial gap that may be realized by introducing a 120,000± square foot shopping center to the corridor. The project is assumed to comprise a mix of traditional retail tenants (apparel and accessories), grocery store, and marketplace (food court).

- *Capital Costs* - includes land costs, demolition, site work, and hard and soft construction costs. Additionally, this includes construction interest, leasing commissions and tenant improvements associated with the initial program lease-up. Site acquisition and construction estimates are based on information provided by Keith and Schnars, PA.
- *Effective Gross Income* – is primarily derived from a Year 1 gross rental rate of \$16.00 per square foot, a stabilized occupancy of 92.5 percent and an expense pass-through/recovery of \$2.00 per square foot. Additionally, the property will have 10 marketplace stalls charging \$50 per stall per day. These assumptions are based upon competitive market parameters.
- *Expenses* – includes standard operating expenses for this type of retail property and is based upon a compilation of competitive profiles and industry benchmarks. Total expenses in the first stabilized year (Year 4) is estimated to be approximately \$8.25 per square foot, which includes a reserve for capital expenditures, tenant improvements, and leasing commissions.
- *Construction and Permanent Loan Financing* – construction is assumed to take one year, with a construction loan interest rate of 10 percent. This construction loan will convert to permanent financing with an interest rate of 8.5 percent. The permanent loan assumes a 25-year amortization.
- *Capitalization Rates and Disposition Costs* - are based on national and local market trends and are 10 percent and 4.5 percent, respectively.
- *Developer’s Equity Contribution/Minimum Return* - the cash flow model calculates the developer’s equity based upon a 75 percent loan-to-value ratio (LTV), whereby the loan amount is adjusted to equal total capital costs less the gap (subsidy) funding.

- *Inflation rate* – an annual rate of 3.0% is assumed for rent and cost increases.

Based upon the cash flow analysis set forth in the Hybrid Retail Center following this section, the City's financial investment in this type of project is estimated to be between \$2.8 million to \$3.8 million.

Office Building

An office building scenario derives the potential gap or subsidy that will be required to introduce new office product to the corridor. This proposed development considers a 49,000 square foot, multi-floor professional building. This project is assumed to include approximately 9,000 square feet of ground floor retail that will provide services geared to both office users and neighborhood residents.

- *Capital Costs* - includes land costs, demolition, site work, and hard and soft construction costs. Additionally, this includes construction interest and leasing commissions and tenant improvements associated with the initial lease-up. Construction estimates are based on information provided by Keith and Schnars, PA.
- *Effective Gross Income* – is primarily derived from a Year 1 gross rental rate of \$15.00 per square foot, a stabilized occupancy of 92.5 percent and an expense pass-through/recovery of \$3.50 per square foot. These assumptions are based upon competitive market parameters.
- *Expenses* – includes standard operating expenses for this type of retail property and is based upon a compilation of competitive profiles and industry benchmarks. Total expenses in the first stabilized year (Year 4) is estimated to be approximately \$7.11 per square foot, which includes a reserve for capital expenditures, tenant improvements, and leasing commissions.
- *Construction and Permanent Loan Financing* – construction is assumed to take one year, with a construction loan interest rate of 10 percent. This construction loan will convert to permanent financing with an interest rate of 8.5 percent. The permanent loan assumes a 25-year amortization.
- *Capitalization Rates and Disposition Costs* - are based on national and local market trends and are 10 percent and 4.5 percent, respectively.
- *Developer's Equity Contribution/Minimum Return* - the cash flow model calculates the developer's equity based upon a 75 percent loan-to-value ratio (LTV), whereby the loan amount is adjusted to equal total capital costs less the "gap" (subsidy) funding.
- *Inflation rate* – an annual rate of 3.0% is assumed for rent and cost increases.

Based upon the cash flow analysis set forth in the Office Building (Phase I) following this section, the City's financial investment in this type of project is estimated to be between \$5.5 million to \$6.5 million. It is important to note, however, that the financial subsidy is likely overstated due to the fact that the site considered to be acquired under the Keith & Schnars, PA analysis can accommodate a multi-phase office development; therefore, site acquisition cost and site improvement costs would be appropriately allocated to the subsequent phases. Correspondingly, the investor's return on

investment for a subsequent phase would be significantly enhanced and the City's investment would likewise be reduced.

Overall Conclusions

The two investment scenarios highlighted above provide a general understanding of the financial investments the City may be required to contribute to initiate Redevelopment Plan. This is not to say that the recommended hybrid retail and office projects represent the only viable development scenarios. However, taking into account the market dynamics that will influence and support the corridor's future, as well as the physical composition of the corridor and characteristics of strategic sites, these two scenarios appear to be the most viable and catalytic development types. Furthermore, these two developments represent large-scale projects that may help to identify the "upper-end" of the financial obligations required by the City with regard to specific development projects.

Implementation Schedule

The following project schedules are consistent with the redevelopment direction that the City of Plantation has established through adoption of the Gateway 7 Implementation Plan in December 1999, as well as the public hearing held relative to this Community Redevelopment Plan in November and December 1999 and January and February 2000. The schedules address those projects to be undertaken by the CRA from the time of Plan Adoption through year three, and the CRA's medium priority projects expected to be initiated in years four through six. The CRA has also identified low priority projects and projects identified as other. These projects are included in the Redevelopment Plan however, as a result of the probable (greater than six years) longer-range implementation period, have not been programmed.

The schedules are intended to conceptually depict the actions necessary to implement the CRA projects. The CRA recognizes that as opportunities arise the Agency needs to be flexible in its ability to react positively to redevelopment initiatives not envisioned or within the timeframes indicated in this plan. The Agency reserves the right to initiate actions to accommodate these opportunities within the context of this Plan and the overall redevelopment effort.

CRA Redevelopment Plan Implementation Schedule

The Community Redevelopment Agency has identified 22 projects to be implemented through the R Redevelopment Plan. The Agency has prioritized these projects by their significance in aesthetically improving the corridor's appearance, promoting the functionality on the redevelopment areas circulation and infrastructure, promoting community sustainability, funding availability and the level of public-private sector partnerships can be utilized to promote the redevelopment effort.

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|---|----|---|---|------|---|----|----|---|
| High Priority (Action Initiated in Years 1-3) | | | | | | | | | |
| Facade and Signage Improvements | | 1 | | | | | | | |
| Landscape Element | | 2 | | | | | | | |
| Enhanced Streetscape | | 3 | | | | | | | |
| Circulation System N.W. Quadrant | | 15 | | | | | | | |
| Enhanced Pedestrian Crossing/Four Corners | | 13 | | | | | | | |
| Catalytic Project | | 19 | | | | | | | |
| Street Enhancement/ N.W. 38th Way | | A | | | | | | | |
| Enhancement Code Enforcement/Hospital District | | 26 | | | | | | | |
| Peters Road park | | | | | | | | | |
| Medium Priority (Action Initiated Years 4-6) | | | | | | | | | |
| Program Assistance to Residential Developers | | | | | N.A. | | | | |
| Recreation and Aesthetic to the SFWMD Property | | | | | 12 | | | | |
| Catalytic Project | | | | | B | | | | |
| Professional Office District | | | | | C | | | | |
| Lower Priority (initiated 6+ Years) | | | | | | | | | |
| Dead-end Street Improvements | | | | | | | | | |
| Greenways and Parks | | | | | | | 5 | | |
| Frontage Property Reuse/Hospital District | | | | | | | 11 | | |
| Circulation Systems/S.W. 9th & Peters Road | | | | | | | 23 | | |
| Other Projects for CRA Consideration* | | | | | | | | | |
| Visual or Performing Arts District | | | | | | | | 7 | |
| Circulator Road/N.W. 42nd Ave. Broward Blvd. | | | | | | | | 15 | |
| Gridded Circulation/Neo-Traditional District | | | | | | | | 17 | |

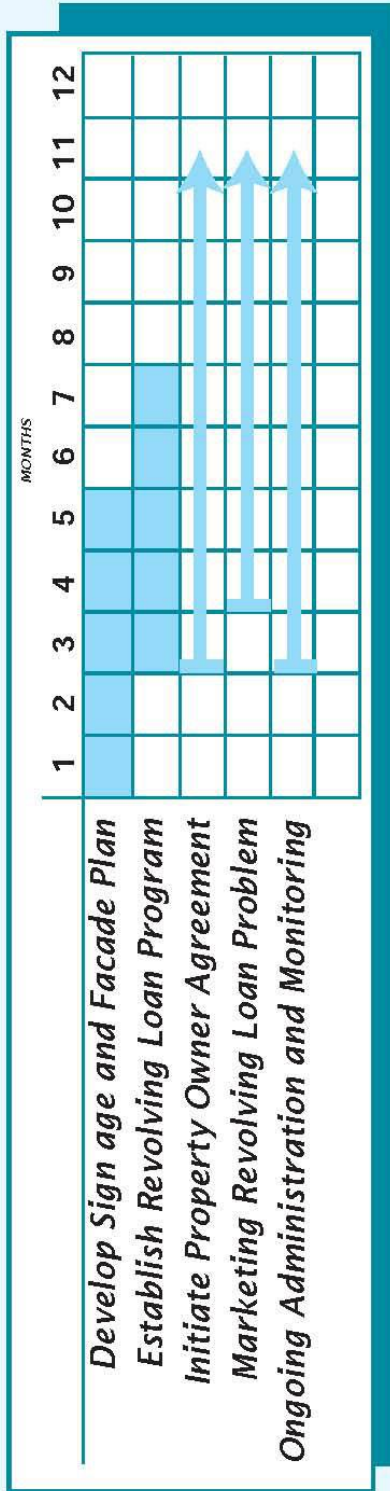
* Implemented as redevelopment opportunities arise or funding becomes available



Catalytic Project Implementation Schedule - Facade and Signage Improvements



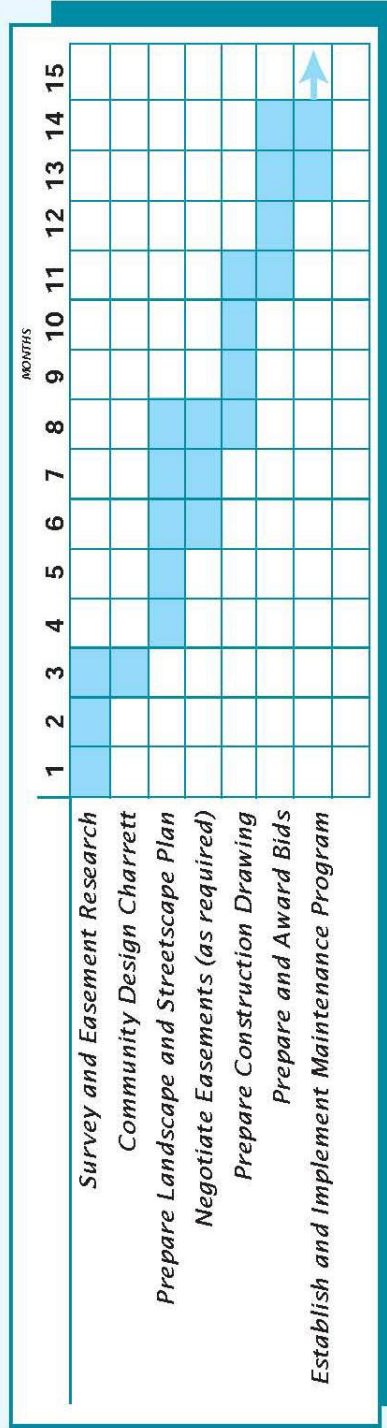
The Facade and Signage Improvements Program will be initiated upon approval of the County Commission and Plan adoption by the City Council. The facade and sign improvements program will provide immediate and consistent visual quality improvements to the corridor. Preliminary analysis was undertaken and included in the "Master Plan and Design Guidelines for the Gateway 7 District", 1999, and the detailed sign and facade improvements plan will be consistent with this study. Implementation funding will be provided through a revolving low interest loan program available to the property owners.



Catalytic Project Implementation Schedule - Landscape Element and Enhanced Streetscape

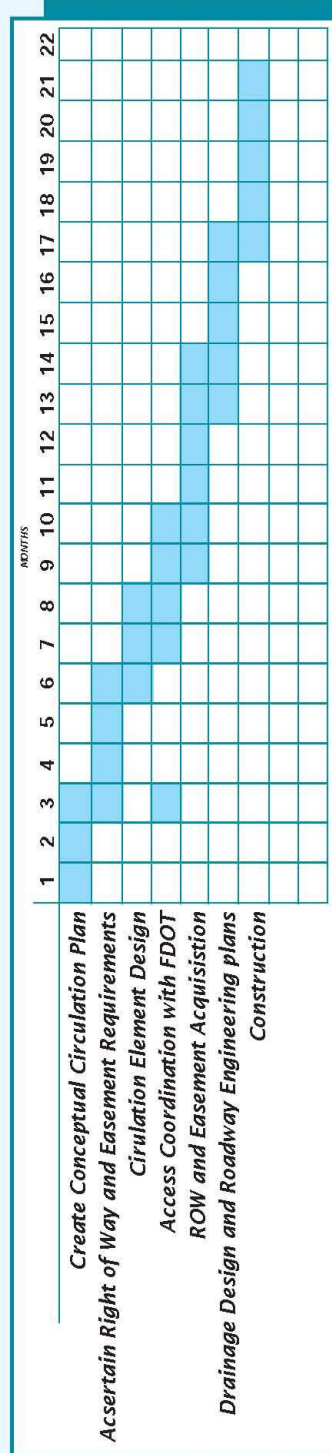


This schedule combines Project 2-Landscape Element and Project 3-Enhanced Streetscape as described in the Gateway 7 Implementation Plan, December 1999. The projects have been combined to allow for simultaneous and consistent design and construction. The Enhanced Streetscape Project requires that a detailed streetscape plan be developed that creates a unified design theme that can be applied consistently throughout the corridor. A major component of the design theme that will promote a sense of continuity throughout the corridor is a ± 21,000 linear foot or headwall. Upon completion of the design plans implementation of this project is expected to require three years.



Catalytic Project Implementation Schedule - Circulation System for Northwest Quadrant

The project goal is an enhanced circulation system for the northwest quadrant of the community redevelopment area that will provide more controlled access throughout the property, including pedestrian amenities. The enhanced circulation system should serve to stimulate property values and levels of occupancy. Implementation of the circulation system should be coordinated with the CRA's NW corner major redevelopment effort to maximize construction efficiency and serve as a site enhancement and marketing tool. Construction responsibility will be dependent on the ultimate public/private partnership agreement related to the NW corner redevelopment.



Catalytic Project Implementation Schedule- Enhanced Pedestrian Crossing at Broward Boulevard and SR-7



The enhanced pedestrian crossing at Broward Boulevard and SR - 7 will complement the major investments the Community Redevelopment Agency will be undertaking at the south-east and north-west corners of this intersection. The project will be designed to facilitate pedestrian movement to and from the major CRA redevelopment projects as well as other sites in proximity. The project should be initiated to coincide with the construction phase of one of the CRA catalytic projects located at this intersection.

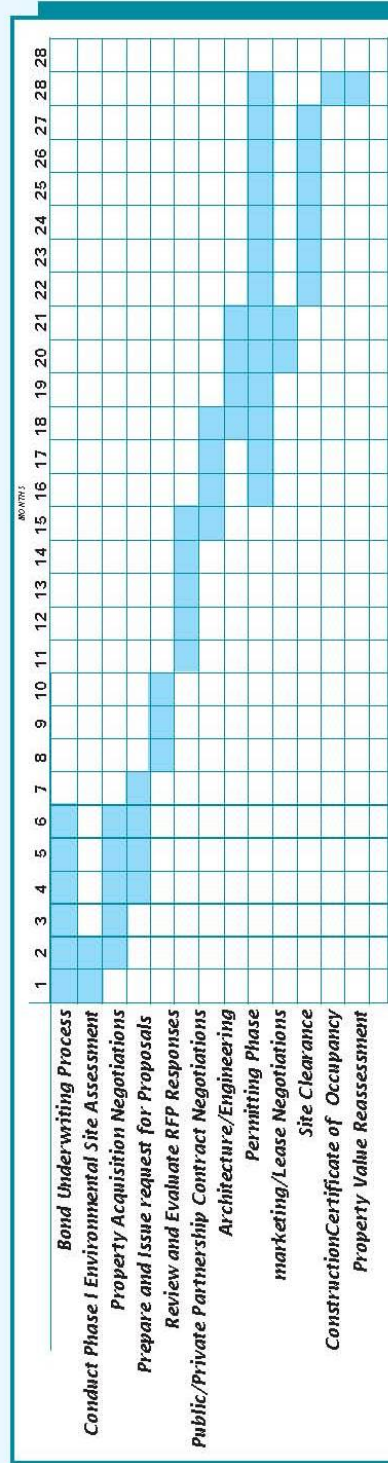
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | |
|--------------------------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|---|
| Traffic Study | █ | | | | | | | | | | | | | | | | | | |
| Conceptual Design | | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| Inter local Agreement (County, FDOT) | | | | | | | | | | | | | | | | | | | |
| Maintenance of Traffic Plan | | | | | | | | | | | | | | | | | | | |
| Engineering | | | | | | | | | | | | | | | | | | | |
| Prepare and Issue Bid Documents | | | | | | | | | | | | | | | | | | | |
| Award Bid | | | | | | | | | | | | | | | | | | | |
| Construction | | | | | | | | | | | | | | | | | | | |



Catalytic Project Implementation Schedule



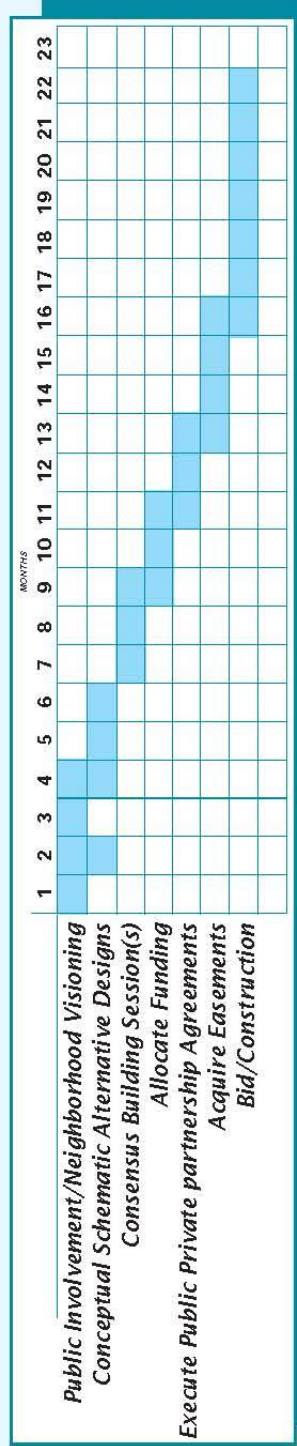
Implementation of the catalytic project should be initiated immediately upon County Commission approval and City Council and CRA adoption of the Community Redevelopment Plan. Based on the responses to the CRA initiated RFP, the project will be developed consistent with approved plans.



Catalytic Project Implementation Schedule- Street Enhancement to SW 38th Way



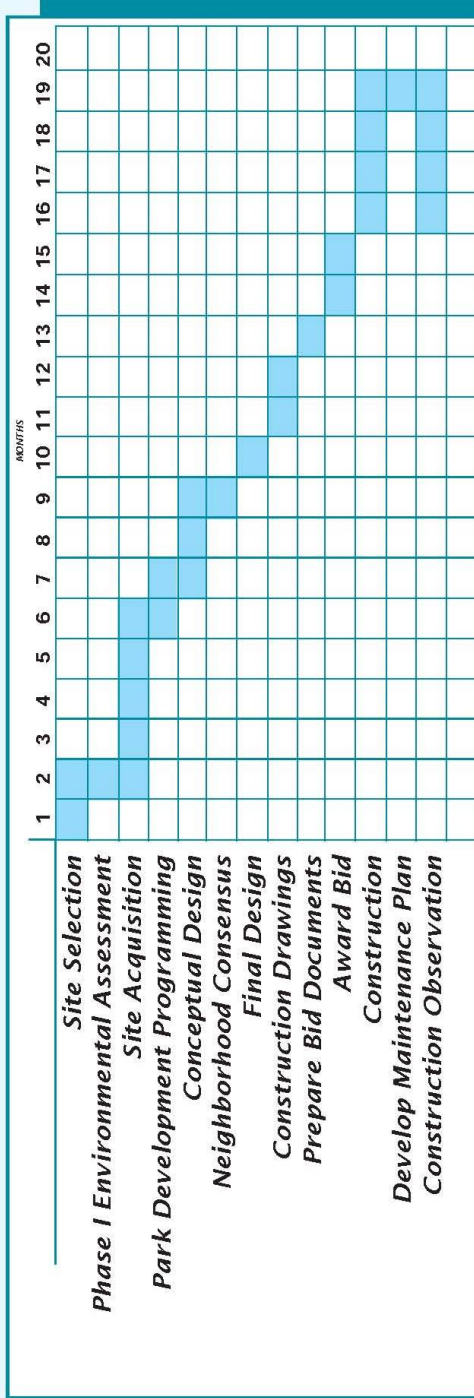
The project involves architectural, pedestrian and landscape improvements along SW 38th Way including architectural embellishments to the rear wall of the large commercial structures fronting the street. The goal of the project is to create an aesthetic user-friendly appearance that visually buffers the commercial uses yet creates safe pedestrian inviting access to the shopping center from the Broward Estates Neighborhood.



Catalytic Project Implementation Schedule- Peters Road Park

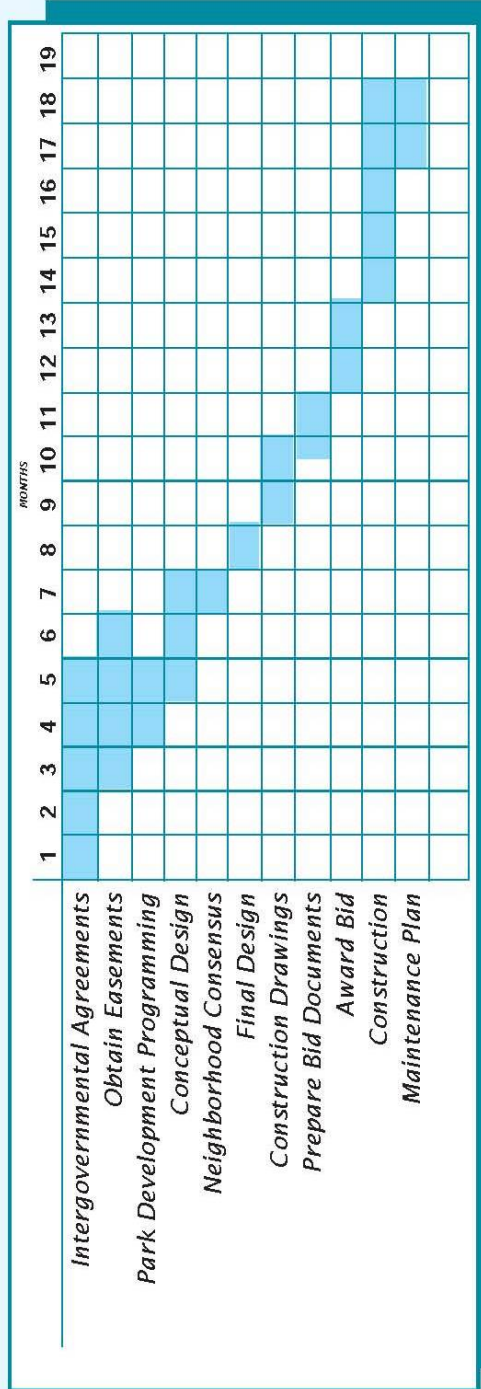
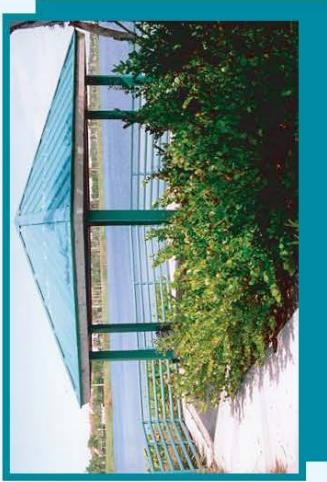


As a result of the Peters Road Corridor having a number of nonconforming properties and as the area is devoid of open space and recreational amenities, the CRA will acquire property to construct a park. The park will be designed for the needs of residents of Country Club Estates and other neighborhoods in the vicinity



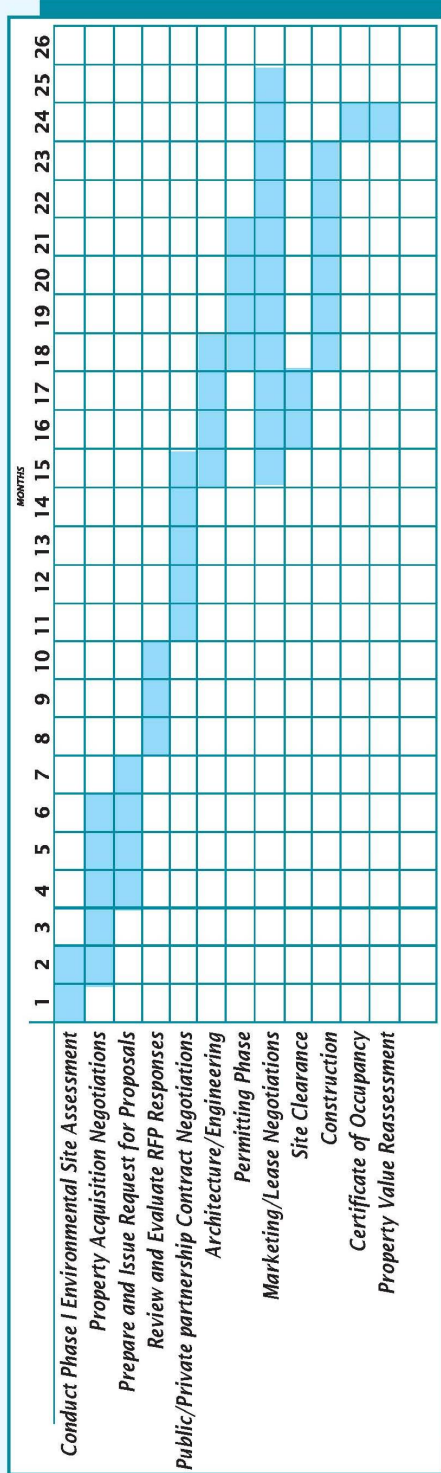
Medium Priority Implementation Schedule - Recreation and Landscape Improvements to the SFWMD Property

The project involves the placement of aesthetic and recreational amenities at the SFWMD property located at the extreme northeast corner of the Redevelopment Area. Based on the design criteria the site can be improved to accommodate bike and pedestrian circulation paths and other passive park amenities. The project can be a continuation of the design identity established at the northern entrance to the corridor or designed to provide identity to the neighborhoods south and east of the site



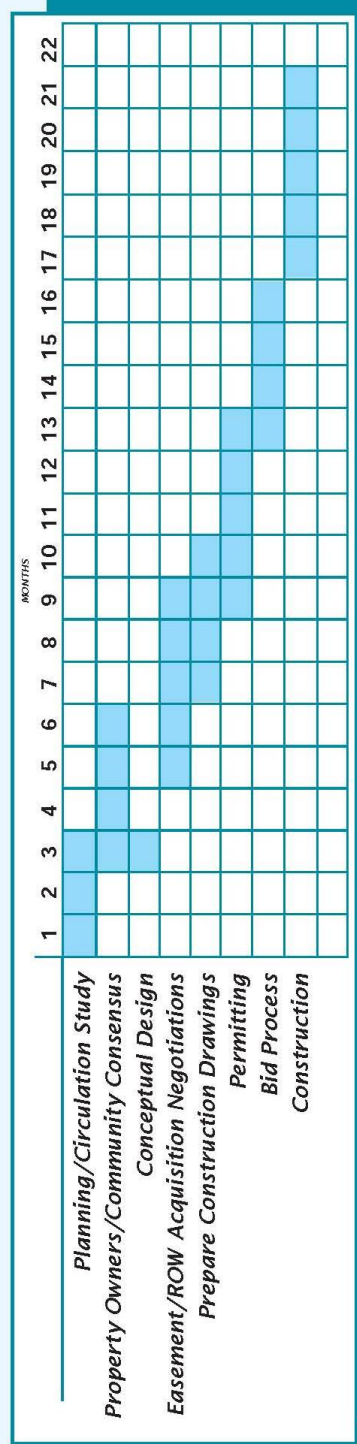
CRA Medium Priority Project - Catalytic Project Site Redevelopment

This project will occur on a site not selected as the initial priority project site and be initiated in the event that the initial CRA catalytic projects do not stimulate enough private sector initiative to warrant CRA involvement. The CRA involvement entails site acquisition or acquisition assistance as it's role in the public/private sector partnership redevelopment of the site. The project financing will be incorporated in the initial bond structuring that will occur in conjunction within initial CRA major catalytic project.



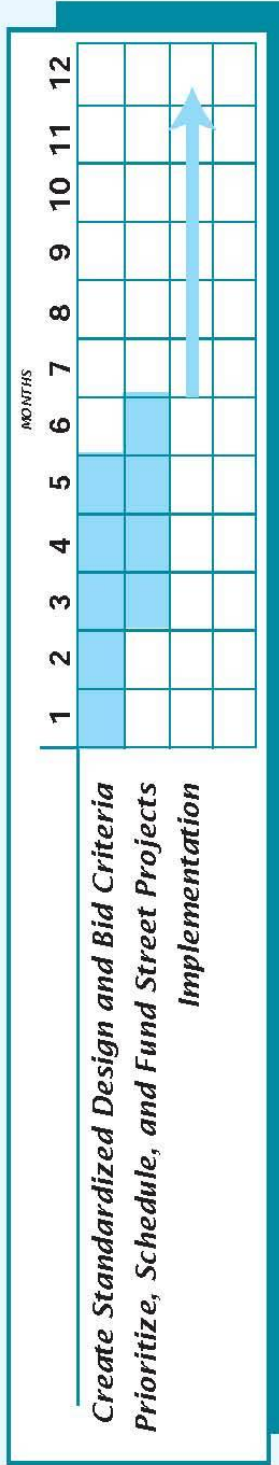
CRA Medium Property Project - Access and Parking Plan in the Professional Office District

The Redevelopment Area, south of SW 8th Street, consists of narrow lots having platted depths of approximately 100 feet. The structures on the lots are primarily commercial operations located in what were formally residential structures. This project would entail conducting a planning and circulation study resulting in the reconfiguration of the parcel to provide circulation and parking along the rear of the parcels and enhanced pedestrian circulation and streetscape along the SR 7 frontage. Utilization of the drainage canal easement immediately east of the properties would be integrated into the circulation design in order for the project to be feasible.



CRA Medium Property Project - Dead End Street Improvements

The City of Plantation, utilizing its CDBG funds is implementing a demonstration street enhancement project, which includes landscape treatments, and parking enhancements to the dead-end street located on the west side of SR 7. Based on the design criteria established through the demonstration project, the parking and streetscape of the remaining dead-end street can be enhanced within a five to six year period. Consideration should be made to prioritizing dead-end street enhancement in proximity to CRA construction projects to minimize disruption.



Administrative and Regulatory Actions

Redevelopment Trust Fund

Immediately following Plan adoption the CRA will establish a Redevelopment Trust Fund in accordance with the provisions established in Chapter 163.387, Florida Statutes. Funds allocated to and deposited to this fund will be used by the CRA to finance or refinance any community redevelopment the Agency undertakes pursuant to this Plan.

The Trust Fund is established by adoption of an Ordinance by the Plantation City Council. The CRA may not spend any increment revenues unless and until the City Commission has provided for funding of the Redevelopment Trust Fund for the duration and life of the Plan.

Safeguards/Retention of Control

The CRA shall provide adequate safeguards to ensure that the provisions of the Plan will be implemented. The leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed by the CRA shall contain restrictions, covenants, covenants running with the land, or such other provisions if necessary to carry out the objectives of the Plan. Development Agreements will also be used where appropriate. The CRA has staff that oversee the implementation of the Plan and who monitor the CRA's performance of its' Plan. The Plan is also evaluated and monitored by the City of Plantation Planning, Zoning, and Economic Development Department. Finally, it should be noted that the Plan is regularly evaluated and appropriate amendments will be made to keep the Plan current. The governing body of the City of Plantation will also maintain its authority over the approval of development and redevelopment in the area of operation pursuant to ordinances and other regulatory authority.

The City's multi-departmental discipline strategy also accomplishes business objectives. Thus, relatively few decisions are concentrated in one person and this is an effective internal control. Additionally, all significant Plan decisions are reserved for the Commission which must meet and make decisions in the public. Additionally, all CRA finances are supervised by the City Finance Department and are subject to both internal and external audit procedures.

Upon approval of the plan by the City Council, the City will cooperate with the CRA in carrying out this Plan and will take actions necessary to carry out the intent and objectives of this plan and to prevent the spread or recurrence within the Redevelopment Area of conditions causing blight. The City of Plantation CRA intends to exercise all rights, privileges and powers provided to CRAs under Florida statutes, subject to all prior approvals and powers retained by Broward County, for purposes of completing and fulfilling the objectives of this plan.

Plan Amendment Process

The Plantation Planning and Zoning Board, acting as the Local Planning Agency, found this plan to be consistent with and in conformance with the City's Comprehensive Plan on April 4, 2000. The Plan as subsequently amended shall be in effect for thirty years or a longer duration, if so amended. The Plan may be terminated earlier if the redevelopment projects outlined herein are completed, or if the City Council determines it is no longer appropriate or there is no longer a need for a Community Redevelopment Agency to function in this area.

The Plan will need to be amended from time to time in order for it to maintain its relevancy and currency; to respond to priorities and to opportunities as they emerge; to add needed specificity as projects, tax increment revenues, and expenditures are defined over time.

Amendments to this Plan can only be made by the City Council upon recommendation of the CRA. The Amendment process is established through Chapter 163.361, Florida Statutes and Broward County Resolution 1999-1398. The CRA will initiate any amendment action by adopting a resolution recommending that the City Council amend the plan in a certain specified manner. The City Commission can then hold an advertised public hearing on the proposed modification or amendment and approve the modification by passage of an appropriate resolution or ordinance. Any amendment action also requires prior notification of the affected taxing jurisdiction by registered mail. At the time of amendment approval, the original "findings" made at the time of Plan adoption [F.S. 163.360 (6) (a-d)] should be reaffirmed with regard to the proposed amendment or modification. In the event one or more of the following conditions occur in conjunction with any Redevelopment Plan Amendment the amendment shall require the approval of the County Commission:

1. A boundary change.
2. An extension of the terms of the Plan involving the continuing contribution by the taxing authorities beyond the original plan adoption, as may have been amended.
3. A change in the plan of such magnitude as would require a County or Municipal Land use Plan Amendment.

If any provision of this Plan is found to be invalid, unconstitutional, or otherwise legally infirm, such provisions shall not be affecting the remaining portions of the Plan.

The Length of the Term of the Community Redevelopment Agency

The Plantation CRA will be operational for a period of 30 years commencing at the time of final plan adoption, and thus, all implemented projects must be complete by this time certain. The length of the CRA's term is consistent with that established in Chapter 163.362 (10), Part III, Florida Statute and will afford the CRA the greatest potential for successfully implementing and completing the redevelopment program established in this Plan. This timeframe will also allow the Agency the maximum flexibility in negotiating the terms and conditions relative to any revenue bonds that the CRA may issue. In addition the Agency expects to enter into public/private sector partnership redevelopment and development ventures. It can reasonably be expected that some of these joint ventures will be undertaken some time after the CRA initiates its priority catalytic projects and there is physical evidence of redevelopment momentum in the corridor becomes evident. The statutory term will allow the Agency to enter into contracts and other agreements to participate in redevelopment efforts as the Agency matures. In the event that the CRA determines that Agency's mission has been accomplished or if for other reasons there is a need for the Agency to cease operation the term may be less than 30 years.

Annual Budget, Auditing and Reporting

The CRA will prepare and approve an annual budget addressing both operating and capital expenses on or before October 1st of the year during which the budget will be in effect.

In accordance with Chapter 163.356 (3)(C), F.S., and Chapter 163 (387).(8) F.S., the CRA will secure an independent financial audit of the trust fund each fiscal year. The report will describe the amount and source of deposits into, and the amount and purpose of withdrawal from the trust fund during the fiscal year. The audit will also indicate the amount of principal and interest paid during the fiscal year on any indebtedness to which increment revenues are pledged and the remaining amount of indebtedness. Upon delivery to the CRA this audit will provided by the CRA to each of the taxing authorities contributing to the trust fund.

VI. NEIGHBORHOOD IMPACT OF REDEVELOPMENT

Land Use

The Community Redevelopment Agency and this Plan requires that all projects and implementation activities conform to the adopted County and City Comprehensive Plans.

Acquisition/Demolition

The Redevelopment Act of 1969 authorizes a CRA to acquire, demolish, and dispose of property in accordance with State Statutes and the adopted Community Redevelopment Plan. The CRA may acquire real property in the Redevelopment Area as may be required to carry out the intents and purposes of the Plan. The CRA may demolish, clear rehabilitate, or move buildings or structures or any real property in the Community Redevelopment Area that the Agency has acquired as may be necessary to carry out the purposes of the plan. Although the CRA has included projects, which involve the acquisition of real property in the Redevelopment Plan, the Plantation City Council has elected to retain all powers associated with eminent domain and to act on these matters on behalf of the CRA. It is important to recognize that there is virtually no property in the Redevelopment Area that has never been developed, and thus, would be considered "open land." Some parcels have been cleared of prior commercial or nonconforming or illegal uses and these properties can be expected to be reasonably recycled to new development consistent with the City of Plantation Comprehensive Plan, development guidelines, and the Community Redevelopment Plan.

Displacement/Relocation/Assurances

At the time the Plan was approved, there were very few existing residential uses within the area. Thus, the displacement and relocation issues are not expected to ever occur. However, as part of any legally authorized condemnation action or settlement, the recoverable element of damages otherwise provided by law provides assurances for displaced persons to obtain appropriate legal housing. No other assurances are contained in this plan. Some relocation or reimbursement of displaced commercial activities or families may potentially be required in conjunction with the CRA catalytic projects. If required, the CRA will provide for the relocation and or reimbursement of commercial property owners, lessees or renters. Any relocation necessitated by direct activities of the CRA will be the responsibility of the developer receiving grants for projects, or if there is none, the CRA.

Traffic Circulation

As a result of the linear configuration of the Community Redevelopment Area the movement of the majority of traffic takes place along the two major corridors, State Road 7 and Broward Boulevard, both of which serve the CRA's catalytic projects. Both of these trafficways have or are in the process of being constructed to their ultimate buildout configuration. The CRA has included seven projects, which will specifically enhance traffic circulation and pedestrian and bicycle movement within the Redevelopment Area. These traffic circulation enhancements are as follows:

- Potential Greenway and Park (Project ID # 5)
- Circulation System for Northwest Quadrant (Project ID # 10)
- Enhanced Pedestrian Crossing at Broward Blvd. And SR. 7 (Project ID # 14)

- Circulator Road at N.W. 42nd Ave And Broward Blvd. (Project ID # 15)
- Gridded Circulation Network Neo-traditional District (Project ID # 17)
- Circulation System Between SW 9th and Peters Road (Project ID # 23)
- Rear Access Road and Parking Plan Professional Office District (Project ID # 24)

The existing street layout of the CRA district is shown on the aerial maps contained in this plan. Street layout will not be substantially changed by the implementation of this plan. If opportunities arise, the CRA may vacate segments of right-of-way to assemble or aggregate smaller parcels of property into larger parcels that are more conducive to development or reuse.

It is also important to note, that the entire Redevelopment Area lies within a Broward County Traffic Concurrency Exception Area. This means that new developments will not be required to mitigate the impacts of the additional trips generated by a proposed use, which would be placed on over-capacity roadway segments. Instead, developers are required to pay transit impact fees, which are often times less costly and more expedient than the alternative.

Environmental Quality

The projects being undertaken by the CRA will have a positive effect on the environment of the redevelopment area and surrounding areas. The CRA has specifically adopted the following project, which will substantially increase the amount of landscaping and open space throughout the corridor:

- Landscape Element (Project ID # 2)
- Enhanced Streetscape Improvements (Project ID # 3)
- Potential Greenway and Park (Project ID # 5)
- North Gateway Entry at SR7 and Broward Boulevard (Project ID #8)
- Recreational Amenities and Landscape Improvements to the SFWMD Retention Pond (Project ID # 12)
- Gateway/Beacon/Landscape Features at Broward Boulevard and SR7 (Project ID # 13)
- Street and Rear Building Architectural Enhancements at SW 38th Way (Project ID # 19)
- Peters Road Park (Project ID # 26)

In addition to the projects cited above, as the CRA major catalytic projects and many of the other CRA sponsored projects are implemented, the landscape and open space requirements contained in the City of Plantation Code in effect at that time will need to be met.

The area contained within the CRA district contains no passive or active public parks or parcels of property specifically designated as open space. However, open space is provided for through the City of Plantation's site plan approval process on a site by site basis. The projects listed above would contribute to the amount of open space as defined as open vistas, parks, and greenways.

There are no tracts of open land, i.e., parcels that have never been developed or improved, in the CRA district proposed for redevelopment.

Groundwater quality within the redevelopment area will be improved as redevelopment and development occurs and drainage systems will need to be upgraded or installed to

meet the present day retention and discharge requirements established by Broward County Department of Planning and Environmental Protection and the SFWMD.

Availability of Community Facilities and Services

The Community Redevelopment Plan establishes projects, which will positively enhance community facility availability. It is the intention of the CRA to provide additional park and recreational amenities, pedestrian and traffic circulation improvements and additional public open space.

Community Oriented Policing Initiatives:

The Plantation Police Department has been involved in department-wide community oriented efforts throughout the City of Plantation, including the Community Redevelopment Area.

The City utilizes patrol officers in this area that are involved consistently with pro-active citizen contacts, including attendance at homeowners association meetings and advisory panels. Through permanent zone assignments, the officers become intimately aware of residents and business people, as well as establishing on-going communications. The Administration of the police department has an "open door" policy regarding citizen concerns in this area, as well as regular contact with community leaders in this area.

Alternative methods of patrol are often utilized in this area, including bicycle patrols, walking beats and plain-clothes officers. A police "field office" is in operation in the 300 block of North State Road 7. Bicycle officers and School Resource Officers often conduct programs at the elementary school in this area. Zone officers are well aware of activities in this section of the city and concentrate on certain areas designed to prevent or displace criminal activity; ie, parks, business centers.

The longer-range policing initiatives for this area include continuing these efforts as well as exploring additional ways to effectively deliver police services, while continuing to remain pro-active

VII. CONSISTENCY WITH THE COMPREHENSIVE PLAN

The majority of the Redevelopment Area is designated "Local Activity Center" in the City of Plantation, Comprehensive Plan. According to this plan, Objective 1.8 states, that the "Commercial" designation provides for "...convenience, and general shopping and services for the City's residents and visitors; this shall occur in neighborhood, community and regional scale centers." Policy 1.8.5 establishes State Road 7 as a "unique commercial area..." and calls for the area to be considered a "unified Planned Commercial District with distinct functional areas, a unifying design concept, and provision for special features."

The area in and around Plantation General Hospital is designated "Community Facility". This designation permits institutional and governmental uses including educational facilities, churches, hospitals, and other civic and cultural facilities. Under the new SPI-2 Zoning District that area has been designated as Health Care Services Sub-district which is intended to specifically encourage the above mentioned uses.

The Local Activity Center Land Use Amendment finalized in September 2004 will accommodate both market rate and affordable housing within the Community Redevelopment Area.

The City's adopted future land use map and the December 1999 Implementation Plan, from which the CRA's projects were developed, encompass the above-mentioned objectives and policies. Furthermore, other goals, objectives and policies within the City of Plantation land use element of the Comprehensive Plan identify a general vision for the City. They specifically encourage redevelopment, promote compatible land use, and implement a Redevelopment Area urban design plan. Therefore no additional modifications to the Comprehensive Plan would be required, and this Community Redevelopment Plan is consistent with the City's Comprehensive Plan.