

IV. SECTION FOUR – ANALYSIS

A. Problems, Needs and Opportunities within Geographic Sub-Areas

The purpose of this section of the Redevelopment Plan is to provide a list of problems, needs and opportunities identified within each of the geographic sub-areas of the Community Redevelopment Area. These items are addressed within the Community Redevelopment Program through sub-area redevelopment strategies, which include the implementation of specific programs and projects of the Community Redevelopment Agency, the City of Pompano Beach, and other governmental agencies operating within the Community Redevelopment Area.

As discussed in Section III of this Plan, the East CRA was divided into two sub-areas of differing character: the Atlantic Boulevard commercial corridor located on the mainland, and the beach/barrier island area characterized by a high incidence of mid- and high-rise residential buildings. The differing issues and opportunities for each sub-area are described below.

1. Sub-Area 1: Atlantic Boulevard Commercial

This sub-area, containing approximately 86 acres of land, consists of the city's primary commercial artery. Although it was originally the primary commercial center in Pompano Beach, the focus of commercial activity has shifted to US 1 and large commercial centers like the Pompano Citi Centre. Many of the buildings are quite old and outdated, although there has been some recent development activity of smaller scale buildings near the US-1 intersection.

Near the US 1 intersection, the buildings are smaller, stand alone structures, while further east, they transition to long, auto-oriented strip centers. Near US-1, the buildings tend to be built directly abutting the sidewalk, while the strip centers are set back behind a parking lot. The smaller buildings seem more successful at attracting niche uses, while the strip centers have a noticeable vacancy rate.



Figures 4.1-4.2 – Views of the Atlantic Boulevard Commercial Sub-Area

Problems

- A surplus of older, obsolete buildings.
- High vacancy rate and many marginal tenants in commercial spaces.
- Property assembly for redevelopment will be difficult, particularly in the older areas near US 1.
- Poor visual image.
- McNab Park looks dated and has a sizable area set aside for shuffleboard courts.
- Stalled large scale or high profile development projects by private sector.

Needs

- Consistent approach to redevelopment that will reinforce the sense of the area as a distinctive commercial and entertainment district.
- A better tenant mix with more coordination and synergy between uses.
- The Atlantic Boulevard corridor needs a consistent and coherent image.
- A comprehensive and coordinated strategy for beach and public parking.
- McNab Park needs re-programming and modernization.

Opportunities

- Atlantic Boulevard is the most prominent access point to the beach for several miles.
- This could be a walkable, mixed use service center for local residents, as well as a regional draw for beach-goers and tourists.
- The US-1 intersection could be the gateway and transition to the Atlantic Boulevard district and beach access.

2. Sub-Area 2: The Beach

This sub-area, consisting of 72 acres of land, is located on the barrier island. Although the most prominent uses are mid and high-rise residential condominiums, this sub-area is actually quite diverse. There are a number of small commercial strip centers along Atlantic Boulevard and A-1-A, several civic uses, and two large public parking lots. These serve the beach, which, along with the fishing pier, is the primary public attraction for this area.

The barrier island was first developed in the 1950s and 1960s, and most of the existing buildings date from that time. A prominent exception is Oceanside Plaza of Pompano Beach at the intersection of Atlantic Boulevard and A-1-A, a 17-story luxury condominium development. There are also several vacant tracts, including a large oceanfront parcel just east of the Oceanside project. Some of these were intended for redevelopment, but were suspended due to the recent economic downturn.



Figures 4.3-4.4 – The Beach Sub-Area

Problems

- Lack of visual cohesion; a collection of large, unrelated projects
- Limited vehicular traffic to support commercial uses.
- Area has limited access; only one crossing to mainland.
- Commercial centers are old and obsolete.
- Pedestrian facilities and connectivity are poor.
- Stalled large scale or high profile development projects by the private sector.
- Library is the only cultural amenity in the East CRA (and along a 7.5 mile stretch of the scenic A-1-A corridor).

Needs

- Area lacks a coherent image and character.
- Atlantic Boulevard frontage is substantially under-developed.
- An area-wide strategy for public parking.
- Beach access is limited and could be more attractive.
- Civic Complex with Community Center, Library and Visitor Information Center.

Opportunities

- Substantial amounts of city owned land could be used to better advantage.
- A deep beach and fishing pier make this one of the more attractive public beaches in the area.
- Large vacant redevelopment tracts could have a significant impact on the character of the area when developed.
- Beach parking lots could be consolidated and the land used to greater advantage for public amenities.
- Civic Complex could include a display of The Hillsboro Lighthouse Preservation Society's collection of artifacts and programming for seniors and tourists.

B. Functional Needs of the Community Redevelopment Area

As opposed to specific needs identified within the various sub-areas of the East CRA, these functional needs are area-wide in scope and encompass some of the more serious problems that contribute to the overall state of decline.

1. Removal of Slum and Blight

The East CRA contains a substantial number of deteriorated structures that impact the health, safety or welfare of area residents. The existence of these blighted conditions contributes substantially to the spread of crime, decrease the tax base and substantially impair or arrest sound growth. The major charge of the Community Redevelopment Agency is the removal of these conditions and to subsequently preserve and enhance the tax base of the East CRA.

2. Land Use Patterns

Pompano Beach is a diverse community. Land uses within the city should be balanced so that the commercial, recreational and public service needs of all its residents can be conveniently provided within the community. The East CRA contains a concentration of the City's older, less mobile population who are very dependent upon convenient commercial and recreational facilities within their neighborhood. Although some properties will be redeveloped and some removed for new development, some residents may be moved. The CRA will ensure that adequate facilities remain available to meet the needs of area residents when implementing its redevelopment programs and will ensure that residents who are relocated will find adequate replacement facilities.

3. Economic Development

The City's survival as a solvent governmental entity is dependent upon the generation of adequate tax revenues to meet the service needs of its residents. Projects that increase the overall marketability of the City as a commercial, recreational, tourist and residential area will ultimately increase the tax base.

Slum and blight have a negative impact on the tax base of the City and are self-propagating. Although there is often a tendency to focus on individual redevelopment projects at the expense of resolving underlying problems in order to set the stage for redevelopment, the existing and planned CRA projects and programs stress the importance of both. The success of this community redevelopment effort is largely dependent upon the economic vitality of the area. Through programs aimed at the elimination of slum and blighted conditions and improving the standard of living of its residents, the CRA hopes to provide the catalyst for the revitalization of the entire area. Additional projects aimed at increasing jobs, retail sales and other business activity in the area will complement the process and hopefully solve many of the underlying problems that originally resulted in creating slum and blight.

4. Housing



Figures 4.5-4.6 - Most housing options in the East CRA are located in multifamily buildings

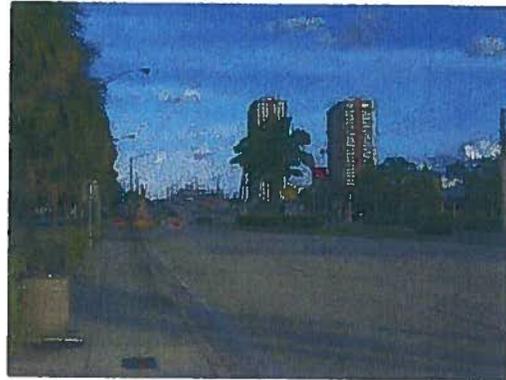
The provision of adequate housing is one of the key determinants of a community's success. The older profile of the majority of the housing in the East CRA indicates that development interest has concentrated elsewhere in recent decades. One area where the City has seen some recent activity has been in multi-family housing. Most of the housing in the East CRA is multi-family, however, little of it could be considered affordable. Most of the housing serves an older, retired population, and many are only seasonal residents. Since the East CRA serves a large seasonal and tourist population, workforce housing should be a key part of a strategy for reinforcing the commercial and retail services in the area.

The housing market nationwide, but particularly in Florida, has gone through a turbulent boom and bust cycle in the last ten years. Housing was overbuilt, yet easy credit kept the prices high. The inevitable downturn, which began in 2006, has been particularly painful in Florida. Yet, it is important for public policy to look beyond short term market fluctuations and concentrate on long-term fundamentals. Housing will remain a universal need, and a community needs to position itself to provide an adequate supply of the right types of housing in the right locations.

For the most part, housing delivery systems are driven by the private sector, which depends upon certain local economic and market conditions, including the price of land, the availability of capital, cost of labor and materials, and demand for housing. Local government, particularly redevelopment agencies, can have an effect on the process through maintaining an adequate supply of buildable land and an adequate infrastructure to serve the future development. Local government in many cases must stimulate the housing delivery system by providing incentives and facilitation of the process or by actually being a developer itself.

The role of the East CRA in this process will be one of active participation. By implementing programs that improve the overall area or provide financial opportunities to area residents to improve their living conditions, the East CRA will create the incentive for additional private investment in the area. The programs found in this document are intended to provide incentives to developers and non-profit community development corporations to enhance housing development, both affordable and market rate.

5. Infrastructure



Figures 4.7-4.8 – Streets are generally in good condition, although utilities may need improvement.

The provision of support infrastructure and community services will be the responsibility of the City in most cases; however, the East CRA will participate when needed and in association with specific redevelopment projects. On and off-site infrastructure improvements such as parking, roadway improvements, utility upgrades, and other improvements may be used by the East CRA as incentives to secure private sector redevelopment.



Figure 4.9- 4.10 – Harbor Village proposed parking improvements

Several of these projects are already underway. The Florida Department of Transportation (FDOT,) in conjunction with the East CRA, will be making significant streetscape enhancements to Atlantic Boulevard from East 20th Avenue to A1A. This project will include narrowing the lanes, widening the sidewalks, adding on-street parking, and significant upgrades to lighting and landscaping. Pompano Beach Boulevard is also planned for a major improvement, focusing on pedestrian amenities and beach access.

6. Recreational Facilities



Figures 4.11-4.12 – There are a number of parks throughout the East CRA

As with infrastructure, the City, the County, and others will be responsible for the provision of recreational facilities for the residents except in cases where the CRA develops a specific program to develop facilities that encourage and enhance other programs such as affordable housing. The City's recreational facilities are varied and play an important part of the economic development of the Redevelopment Area, particularly in the major industry of tourism.

The East CRA and the City have already begun to study a significant improvement and reworking of the two large public parking lots on the barrier island. This includes consolidating much of the parking into a structure, thereby freeing land for open space and certain amenities such as a beachfront restaurant.



Figure 4.13 – Proposed Pompano Blvd. realignment

7. Education

Although education is thought to be the sole responsibility of the Broward County School Board, the City, County and CRA will continue to joint venture and assist in the development of educational facilities in the Redevelopment Area. The CRA will act to co-venture in future projects that promote a higher standard of education since high quality educational institutions will attract residents to the Redevelopment Area, which in turn will act to improve the quality of the area and eliminate the blight.

Over the past ten years the School Board has made significant changes to the existing inner city schools by improving the physical condition of the schools. Although there are no schools within the East CRA boundary, the provision and maintenance of quality schools serves all citizens.

C. Market Conditions and Development Potential

The revitalization of all uses has been the focus of the East CRA's efforts for many years. Atlantic Boulevard has served as the traditional "main street" of Pompano Beach for many years, so, to some degree, the fortunes of the entire city are contingent on the revitalization of this corridor. Despite the recent market downturn, the improvement and revitalization of Atlantic Boulevard should remain a priority. Lest recent events discourage further progress, a review of the history of these efforts should serve to re-affirm the redevelopment objectives, and to suggest some modifications to the strategy, if necessary.

1. Retail Market



Figure 4.14 – Atlantic Boulevard retail

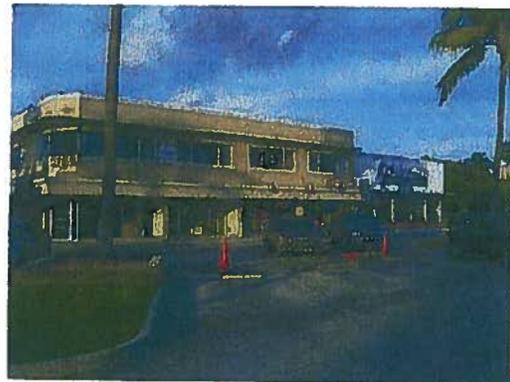


Figure 4.15 – Auto oriented strip retail

Retail within the East CRA today generally takes two forms: auto-oriented strip retail, and to a lesser degree, traditional neighborhood oriented service retail. The latter is found in the older portions of the area, near the US 1 intersection. The auto-oriented strips are generally viable, and serve a wider market, based on the traffic volumes on their respective streets. Atlantic Boulevard, for example, has larger uses that draw their market area from the entire city. They are less dependent on the demographic strength of the immediate area. Neighborhood retail, on the other hand, tends to reflect the needs of the immediate

surrounding area. This kind of retail is difficult to sustain in the East CRA since there is a large seasonal variation in the resident population, particularly on the barrier island.

Some of the retail, particularly on the barrier island, caters to the beach visitor trade. Much of this consists of small food and beverage vendors, casual restaurants, and recreational products. This niche is fairly stable, although it has some seasonal variation. Houston's restaurant, situated along the Intracoastal Waterway, does very strong business, although it appears to be an exception to the typical level of activity. It does indicate, however, that this location is potentially attractive and successful.

With the high proportion of elderly and seasonal residents, the area has the potential to behave as a more resort-like atmosphere. Although the beach itself is quite attractive, the experience for residents and visitors alike needs to be improved both on the beach and on the landside. The potential certainly exists; the eventual redevelopment of the large beachfront parcel and the city parking lot, coupled with the planned improvements to Pompano Beach Boulevard, could have a dramatic impact on the image and aesthetics of the beach area. The Atlantic Boulevard corridor also has redevelopment potential for a wide variety of commercial uses.



Figure 4.16 – Proposed beach access improvements

The successful reprogramming and merchandising of the retail environment in the East CRA should also be mindful of certain trends and characteristics in traditional, pedestrian oriented retail districts. A few of them are noted below:

- The clustering of similar uses to promote synergy and pedestrian flow. This is important for uses such as art and antiques, where shoppers like to browse a number of similar stores to comparison shop.

- A comprehensive, area-wide approach to parking that relies on the users parking once and then walking. Indeed, the streets should be thought of primarily as pedestrian streets with traffic calmed and routed to consolidated parking facilities as soon as possible.
- Continuity of the pedestrian experience. Dead blockfaces, vacant lots, blank walls, and large parking lots all serve to diminish the interest of the pedestrian. Active, permeable and accessible shopfronts directly on the sidewalk serve to engage the pedestrian.

Since one is typically dealing with a multitude of different property owners and development conditions accomplishing this becomes challenging. It is difficult to compete with the controlled and tightly programmed environment of the mall, yet this, in effect, is what a successful retail district must do.

A good retail environment can also tap underserved markets that are typically not targeted by the typical consumer establishment. Full-time retirees, seasonal residents, students, and business commuters are all potential markets.

The uses best suited to this kind of an environment include:

- Art, antiques, local crafts, and specialty gifts.
- Dining and food specialties such as ice cream, bakeries, cafes, etc., especially those that can offer indoor and outdoor facilities.
- Entertainment, music, bars, and games.
- Specialty apparel and accessories.
- Tourist oriented items such as souvenirs, maritime themed goods, etc.

The Atlantic Boulevard corridor should also be managed as a coordinated retail environment. A consistent image campaign, marketing program, and area-wide promotions are essential. A central business directory and wayfinding system would also serve to unify the area.

2. Office Market

The demand for office space is related to the creation of new businesses as well as to the desire among existing businesses to move up to newer or better office space. If the CRA is successful in redeveloping the Atlantic Boulevard corridor as a vibrant, pedestrian friendly mixed-use district, office uses would have a definite role to play.

Much like the retail market, the office market is a niche market. Pompano Beach is not a large enough town to have the kind of central business district found in larger cities. It is not likely to attract the kind of large tenants that would occupy multiple floors of a traditional

office building. It could, however, serve a variety of smaller professional businesses that generally only require a few thousand square feet of space.

Office space is a good use for the upper floors of a commercial building with ground level retail. Ideally, the ground floor space should be reserved for retail or civic uses. Away from the retail core, a small stand alone office building could also do well.

3. Industrial Market

Pompano Beach has traditionally been associated with a strong industrial market. Indeed, the City of Pompano Beach captures about 30% of the market for all of Broward County for industrial space. Much of this however, occurs outside of the East CRA boundary, in the more westerly areas of the city. The potential for industrial uses is very limited within the East CRA.

4. Hotel and Tourism Market

Pompano Beach's future as an economically viable community is clearly linked to one of Florida's strongest industries, the tourism market, particularly in the areas of eco-tourism, sports tourism and cultural/heritage tourism. Yet it has not had a very strong hotel market. With all of the competition from other coastal communities to the north and south, it is difficult to stand out. There had been a hotel on the large vacant oceanfront redevelopment tract on the north side of Atlantic Boulevard, but this was an older facility with a middle-market focus. It did not fully capitalize on its location, although for it to do so, the character of the surrounding area would also have to be substantially improved. Most of the small, older mom and pop lodgings are just outside the East CRA District boundaries.

A full service resort hotel could do well on a waterfront location, but this would be contingent on the overall revitalization of the surrounding area. Good hotels should be close to good restaurants, retail, and recreational amenities.

5. Housing Market

Ultimately, the success of the redevelopment plan will be determined by the amount of residential development within the East CRA. Residential uses drive demand for all other uses, especially retail and other commercial uses. As noted earlier in this plan, population growth in this area has lagged well behind the pace in the rest of the city and county. Indeed, this was one of the principal drivers behind the formation of the East CRA. As a mature, largely built out community, the housing stock was old and slowly deteriorating, with little potential for new development.

The housing market in the East CRA is not typical compared to other parts of the city. The predominant housing typology is high density, multi-family buildings catering primarily to older, empty nest couples and seasonal residents. Although the units are relatively small and some are aging, they are relatively expensive compared to other neighborhoods in the city. On the other hand, they serve a broad market, attracting buyers from many other states, particularly those with severe winter climates.

Yet this unusual housing situation is not necessarily healthy. It is concentrated on the barrier island, and relatively isolated from the more commercial mainland area. There is very little housing on the mainland portion of the CRA, although the areas immediately north and south of the Atlantic Boulevard corridor are predominantly residential. Much of this is low density, and being near water and a network of inland canals, much of it is relatively expensive. There is a definite lack of workforce housing, both on the mainland and the barrier island. If the East CRA is to become a vibrant, mixed use area with a number of commercial establishments, quality nearby housing will be in demand.

D. Neighborhood Impacts of Redevelopment Efforts

The following section describes the potential impacts of redevelopment efforts on the residential neighborhoods of the East CRA. While neighborhood impacts have been considered for the specific redevelopment actions recommended in the Plan, it should be noted that many of these projects are in the early stages of planning. Therefore, some impacts resulting from their implementation may be determined at a later date, particularly as projects become more clearly defined.

1. Relocation of Displaced Residents and Businesses

The Plan contemplates the relocation of residents and businesses in connection with redevelopment projects. While very limited relocations are anticipated, it is important to note that changing conditions and modifications to planned projects may result in some residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be submitted as a component of the project as part of the official action by the Board of Commissioners on the project.

It is also important to note that through the combined efforts of the East CRA, the City, and private development, the neighborhood housing stock will be expanded and thereby provide opportunities for the relocation of residents elsewhere in the neighborhood.

To protect the residents and businesses within the Community Redevelopment Area, the East CRA will formally adopt a relocation policy containing procedures for relocation. When required by redevelopment actions, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted procedures. Expenses and financial assistance required by these procedures will become the responsibility of the East CRA.

2. Traffic

Although redevelopment actions will tend to increase overall traffic, the Community Redevelopment Area has an existing roadway network that serves the entire city. The City and the CRA have made substantial investments over the past ten years in improving the roadways, including street reconstructions, lighting, beautification, landscaping, traffic calming, and pedestrian walkway enhancement. These improvements will result in better

traffic flow and, for smaller neighborhood streets, enhanced mobility for pedestrians and non-motorized transport.

The major impacts of the CRA's redevelopment efforts on the existing roadway network will occur through its efforts to revitalize the Atlantic Boulevard corridor and the beach area. It should be noted that continued development and redevelopment of this relatively compact area should also encourage alternate means of transportation, particularly where employment and housing are within walking distance of each other. A component of the redevelopment effort is the provision of housing units near commercial concentrations so that many of the residents of these new housing units will be able to walk or bicycle to shopping or to work.



Figure 4.17 – Proposed infrastructure improvements along Atlantic Blvd

Although implementation of individual redevelopment projects may require improvements or modifications to the existing roadway network, these localized impacts will be reviewed when specific project designs are undertaken. It is also recommended that architectural and site-specific design solutions be considered to mitigate potential traffic and parking impacts of certain projects on adjacent residential neighborhoods.

3. Environmental Quality

The redevelopment actions proposed in the Plan are intended to improve the environmental quality within the Community Redevelopment Area. Several programs, such as the Loan Program and the Façade Program, allow residents and businesses in the area to make exterior improvements to their properties which they could not otherwise afford. It is expected that

improvements associated with these programs will foster a new sense of community pride and spur additional revitalization efforts throughout the area, thus reducing slum and blighted conditions.

Streetscape and landscape improvements associated with many of the redevelopment projects will, when completed, upgrade the overall appearance of the area. Several projects, involving removal of existing uses, followed by full-scale redevelopment, will improve the appearance of several blocks within the downtown area.

4. Demand for Community Facilities and Services

Since the Community Redevelopment Area contains some older sections of the city, it has the availability of a full range of community services and facilities usually associated with urban areas. However, due to the age of these facilities, there is a potential problem with their conditions and obsolete design. Therefore implementation of individual redevelopment projects and streetscape beautification projects may require improvements or modifications to existing systems. In recent years, the City has expended considerable funds on infrastructure improvements and beautification efforts. Many of these improvements were paid for with bond funds.

The East CRA is reasonably well supplied with park facilities, mostly in good condition. Opportunities to augment this with smaller pocket parks could present themselves as residential infill moves forward. Recreational projects have been funded and will continue to be funded by the City and the County as well as the CRA.

At the present time there are no public school facilities within the East CRA. As noted before, the resident profile is older and does not contribute many school age children. The residential programs identified within the Plan will likely represent only a small percentage of the overall County population growth and therefore will not have an effect on school population.

The CRA programs in this Plan will supplement those infrastructure projects of the City and County that it feels are important to fund in order to encourage private development in the area.

One important City building, leased by the County, the beach branch library, may be relocated or removed from its current location across from the City Pier. The CRA, City and County will work together to preserve the facility in an alternative location.

E. Consistency with the City's Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan be consistent with the City's Comprehensive Plan. In order to remain current in the fast-paced actions of the City and CRA, the Community Redevelopment Plan will have to be amended when programs are changed or as new programs and projects that were not included in the original plan are

proposed. To maintain consistency with the City's Comprehensive Plan a two-tiered approach will be used during the amendment process.

The first step in the process is an administrative determination by the City Manager, or his designee, as to whether the proposed amendment is procedural/technical (e.g. changes to dates, amount of project funding, updating the program, etc.) or substantive (e.g. adoption of a new program). Under the former determination, the amendment would go directly to the City Commission accompanied by a written staff "finding." Under the latter, the amendment would first be reviewed by the Planning and Zoning Board (LPA) for determination of consistency with the City's Comprehensive Plan and then forwarded to the City Commission with recommendations.

Since amendments to the City's Comprehensive Plan require a time consuming process and are allowed only twice a year except in cases of emergency or as otherwise statutorily provided, the Community Redevelopment Plan may not at all time be completely assimilated into the Comprehensive Plan. Those portions of the CRA Plan and subsequent amendments, which involve only the resources of the CRA, will not be included within the City's Comprehensive Plan. The CRA plan and subsequent amendments will be consistent with the City's Comprehensive Plan, particularly the City's capital improvements element.

F. Hurricane Preparedness:

In January, 2010 the Comprehensive Plan of the City of Pompano Beach was amended by Ordinance No. 2010-19 based on the City's most recent Evaluation and Appraisal Report (EAR). New hurricane protection policies were added to the Land Use Element of the Comprehensive Plan. The Pompano Beach Community Redevelopment Agency will ensure that CRA sponsored projects will comply with Section 01.19.00 - *Objective: Hurricane Preparedness*, and its associated policies of the City of Pompano Beach, Florida, Comprehensive Plan.