Downtown CRA Plan
AMENDMENT
TO THE
COMMUNITY REDEVELOPMENT PLAN
FOR THE
CENTRAL CITY AREA
OF
HOLLYWOOD, FLORIDA

COMMUNITY REDEVELOPMENT AGENCY
OF
HOLLYWOOD, FLORIDA

Prepared by

Downtown Hollywood Center, Inc.
Hammer, Siler, George Associates
Kimley-Horn and Associates, Inc.
Projects for Public Spaces, Inc.
Wallace, Roberts & Todd
Casella and Associates

November, 1985
Amended July, 1991
Amended July, 1993
Amended June, 1995
ORDINANCE NO. 0-87-60

AN ORDINANCE OF THE CITY OF HOLLYWOOD,
FLORIDA, AMENDING THE COMMUNITY REDEVE-
LOPMENT PLAN AS ADOPTED IN ORDINANCE NO.
0-81-3; PROVIDING A SEVERABILITY CLAUSE;
AND PROVIDING AN EFFECTIVE DATE

WHEREAS, in Resolution No. R-79-8 the City Com-
mission of the City of Hollywood, Florida, declared that slum
and blighted areas exist within the corporate limits of said
City; and

WHEREAS, the City Commission of the City of Holly-
wood, Florida, determined that a Community Redevelopment Agen-
cy was necessary to carry out the Community Redevelopment
purposes of the Community Redevelopment Act of 1969, as amen-
ded, within said City; and

WHEREAS, in accordance with the authority conferred
to it by the Board of County Commissioners of Broward County,
Florida, the City Commission of Hollywood, Florida, in Ordin-
ance No. 0-79-46, created a Community Redevelopment Agency to
carry out the Community Redevelopment purposes of the Community
Redevelopment Act of 1969, as amended, within the corporate
limits of said City; and

WHEREAS, after due consideration and public hearings
as required by law, the City Commission of the City of Holly-
wood, Florida, deems it appropriate to amend the Community
Redevelopment Plan based upon the recommendaion of the Com-
munity Redevelopment Agency of Hollywood, Florida; and

WHEREAS, notice of the proposed amendment has been
forwarded to each taxing authority if affected by the subject
amendment, consistent with the terms set forth in Section
163.346 of the Florida Statutes;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION
OF THE CITY OF HOLLYWOOD, FLORIDA:

Section 1: That in accordance with Section 163.361,
and based on the recommendations of the Community Redevelopment
Agency of Hollywood, Florida, the Community Redevelopment Plan adopted by the City Commission by the enactment of Ordinance No. 0-81-3, is hereby amended by incorporating therein the amendment to the Community Redevelopment Plan prepared by Hammer, Siler, George Associates, Kimley-Horn and Associates, Inc., Projects for Public Spaces, Inc., Wallace, Roberts & Todd, and Casella and Associates, a copy of which is attached hereto and incorporated specifically herein as Exhibit A.

Section 2: That it is the intent of the Community Redevelopment Agency and the City Commission of the City of Hollywood, Florida, that all redevelopment efforts to be financed by tax increment revenues be completed on or before December 31, 2011; said time period being a date of thirty (30) years after the fiscal year in which the subject amended Plan was approved and adopted.

Section 3: If any word, phrase, clause, subsection or section of this ordinance is for any reason held unconstitutional or invalid, the invalidity thereof shall not affect the validity of any remaining portions of this ordinance.

Section 4: That all sections or parts of sections of the Code of Ordinances, all ordinances or parts of ordinances, and all resolutions or parts of resolutions, in conflict herewith, be and the same are hereby repealed to the extent of such conflict.

Section 5: That this ordinance shall be in full force and effect immediately upon its passage and adoption.

PASSED AND ADOPTED on first reading this 6th day of


PASSED AND ADOPTED on second reading this 28th day of


ATTNCT:

Mayor

CITY CLERK

10/28/85-ADeGicee
RESOLUTION NO. R-85-127

A RESOLUTION OF THE HOLLYWOOD, FLORIDA COMMUNITY REDEVELOPMENT AGENCY RECOMMENDING THAT THE CITY COMMISSION FORMALY AMEND THE COMMUNITY REDEVELOPMENT PLAN FOR THE CENTRAL CITY AREA ADOPTED BY ORDINANCE NO. 0-81-3 ON JANUARY 7, 1981 TO INCLUDE THE DETAILS OF THE REDEVELOPMENT IMPLEMENTATION PROGRAM RECENTLY PREPARED BY THE COMMUNITY REDEVELOPMENT AGENCY AND DOWNTOWN HOLLYWOOD CENTER, INC.

WHEREAS, in Resolution No. R-79-8 the City Commission of Hollywood, Florida declared that slum and blighted areas exist within the corporate limits of Hollywood; and

WHEREAS, The City Commission of Hollywood, Florida in Ordinance No. 0-79-46 created a Community Redevelopment Agency to carry out the Community Redevelopment purposes of the Community Redevelopment Act of 1969 as amended within the corporate limits of Hollywood; and

WHEREAS, The City Commission of Hollywood, Florida in Ordinance No. 0-81-3 approved and adopted the Community Redevelopment Plan for the Central City Area of Hollywood, Florida; and

WHEREAS, in recent months the Community Redevelopment Agency in cooperation with Downtown Hollywood Center, Inc. and a group of national downtown development consultants prepared an aggressive and detailed redevelopment implementation strategy; and

WHEREAS, the Community Redevelopment Agency desires that the elements of said redevelopment implementation strategy be included in the Community Redevelopment Plan for the Central City Area of Hollywood, Florida;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMUNITY REDEVELOPMENT AGENCY OF HOLLYWOOD, FLORIDA THAT:

Section 1: The City Commission of Hollywood, Florida is respectfully requested to formally amend the Community Redevelopment Plan for the Central City Area of Hollywood, Florida by ordinance in accordance with Section 163.361 of the Florida Statutes by approving and adopting the Amendment to the Community Redevelopment Plan for the Central City Area of Hollywood, Florida. A copy of said Amendment is attached hereto and made a
part hereof by specific reference.

Section 2: In the ordinance amending the Community Redevelopment Plan for the Central City Area of Hollywood, Florida a time certain for completing all redevelopment financed by tax Increment revenues be prescribed in accordance with Section 163.362(10), such time certain being December 31, 2011, a date thirty years after the fiscal year in which the Plan was originally approved and adopted.

READ, PASSED AND ADOPTED this 10th day of September, 1985.

[Signature]
Chairman, Community Redevelopment Agency

ATTEST:

[Signature]
City Clerk
ORDINANCE NO. 0-91-69

AN ORDINANCE OF THE CITY OF HOLLYWOOD, FLORIDA, AMENDING THE COMMUNITY REDEVELOPMENT PLAN AS ADOPTED IN ORDINANCE NO. 0-81-3; AND AMENDED IN ORDINANCE NO. 0-85-60; PROVIDING A SEVERABILITY CLAUSE; A REPEALER PROVISION; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, the Legislature of the State of Florida enacted Part III of Chapter 163, Florida Statutes, (The Community Redevelopment Act of 1975, referred to herein as "the ACT"); and

WHEREAS, in Resolution No. R-79-8 the City Commission of the City of Hollywood, Florida, declared that slum and blighted areas exist within the corporate limits of said City; and

WHEREAS, the City Commission of the City of Hollywood, Florida, determined that a Community Redevelopment Agency (AGENCY) was necessary to carry out the Community Redevelopment purposes of the Community Redevelopment Act of 1969, as amended, within said City; and

WHEREAS, in accordance with the authority conferred to it by the Board of County Commissioners of Broward County, Florida, the City Commission of Hollywood, Florida, in Ordinance No. 0-79-4 created a Community Redevelopment Agency to carry out the Community Redevelopment purposes of the Community Redevelopment Act of 1969, as amended, within the corporate limits of said City; and

WHEREAS, the AGENCY has caused to be prepared a Community Redevelopment Plan known as the Community Redevelopment Plan for the Central City Area of Hollywood, Florida (PLAN); and

WHEREAS, the AGENCY recommended the adoption of the PLAN; and

WHEREAS, the City Commission held a public hearing after public notice in conformance with the requirements of the ACT and
adopted the PLAN; and

WHEREAS, after due consideration and public hearings as required by law, the City Commission of the City of Hollywood, Florida, deems it appropriate to amend the Community Redevelopment Plan based upon the recommendation of the Community Redevelopment Agency of Hollywood, Florida; and

WHEREAS, notice of the proposed amendment has been forwarded to each taxing authority affected by the subject amendment, consistent with the terms set forth in Section 163.346 of the Florida Statutes;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF HOLLYWOOD, FLORIDA:

Section 1: That in accordance with Section 163.361, and based on the recommendations of the Community Redevelopment Agency of Hollywood, Florida, the Community Redevelopment Plan adopted by the City Commission by the enactment of Ordinance No. 0-81-3, and amended by the enactment of Ordinance No. 0-85-60, is hereby amended by incorporating therein the amendment to the Community Redevelopment Plan as attached hereto and incorporated specifically herein as Exhibit A. Said PLAN is hereby designated as the official redevelopment plan for the redevelopment area, the boundaries of which are described in the PLAN. It is the purpose and intent of the CITY Commission that the redevelopment plan be implemented in the redevelopment area.

Section 2: That it is the intent of the Community Redevelopment Agency and the City Commission of the City of Hollywood, Florida, that all redevelopment efforts to be financed
by tax increment revenues be completed on or before December 31, 2011; said time period being a date of thirty (30) years after the fiscal year in which the subject amended PLAN was approved and adopted.

Section 3: It is hereby found and determined that said redevelopment plan for redevelopment of the community redevelopment area:

1. Provides a feasible method for the location of families who will be displaced from the community redevelopment area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families;

2. Conforms to the general plan of the City of Hollywood as a whole;

3. Gives due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the general vicinity of the site covered by the plans;

4. Will afford maximum opportunity, consistent with the sound needs of the City as a whole, for the rehabilitation or redevelopment of the community development area by private enterprises; and;

5. Is necessary and in the interest of public health, safety, morals and welfare of the residents of the City of Hollywood, and will effectuate the purpose of the ACT
by revitalizing the area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions, and eliminating the conditions which the Florida Legislature has found in the ACT to constitute a menace which is injurious to the public health, safety, welfare and morals of the residents.

Section 4: If any word, phrase, clause, subsection of section of this ordinance is for any reason held unconstitutional of invalid, the invalidity thereof shall not affect the validity of any remaining portions of this ordinance.

Section 5: That all sections or parts of sections of Code of Ordinances, all ordinances or parts of ordinances, and all resolutions or parts of resolutions, in conflict herewith, be and the same are hereby repealed to the extent of such conflict.

Section 6: That this ordinance shall be in full force and effect immediately upon its passage and adoption.

PASSED AND ADOPTED on first reading this 25\textsuperscript{th} day of September, 1991.

PASSED AND ADOPTED on second reading this 16\textsuperscript{th} day of October, 1991.

\[\text{MAYOR}\]

ATTEST:

\[\text{CITY CLERK}\]

Approved as to form and legal sufficiency:

\[\text{CITY ATTORNEY}\]
ORDINANCE NO. 0-93-3

AN ORDINANCE OF THE CITY OF HOLLYWOOD, FLORIDA, AMENDING THE COMMUNITY REDEVELOPMENT PLAN AS ADOPTED IN ORDINANCE NO. 0-81-3; AND AS PREVIOUSLY AMENDED IN ORDINANCE NO. 0-85-60; AND ORDINANCE NO. 0-91-69 IN ACCORDANCE WITH SECTIONS 163.346 AND 163.361 FLORIDA STATUTES, AS AMENDED; PROVIDING A SEVERABILITY CLAUSE; A REPEALER PROVISION; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, the Legislature of the State of Florida enacted Part III of Chapter 163, Florida Statutes, (The Community Redevelopment Act of 1975, referred to herein as "the ACT"); and

WHEREAS, in Resolution No. R-79-8 the City Commission of the City of Hollywood, Florida, declared that slum and blighted areas exist within the corporate limits of said City; and

WHEREAS, the City Commission of the City of Hollywood, Florida, determined that a Community Redevelopment Agency (AGENCY) was necessary to carry out the Community Redevelopment purposes of the Community Redevelopment Act of 1969, as amended, within said City; and

WHEREAS, in accordance with the authority conferred to it by the Board of County Commissioners of Broward County, Florida, the City Commission of Hollywood, Florida, in Ordinance No. 0-79-46, created a Community Redevelopment Agency to carry out the Community Redevelopment purposes of the Community Redevelopment Act of 1969, as amended, within the corporate limits of said City; and

WHEREAS, the AGENCY has caused to be prepared a Community Redevelopment Plan known as the Community Redevelopment Plan for the Central City Area of Hollywood, Florida (PLAN); and
WHEREAS, the AGENCY recommended the adoption of the PLAN; and;

WHEREAS, the City Commission held a public hearing after public notice in conformance with the requirements of the ACT and adopted the PLAN; and

WHEREAS, after due consideration and public hearings as required by law, the City Commission of the City of Hollywood, Florida, deems it appropriate to amend the Community Redevelopment Plan based upon the recommendation of the Community Redevelopment Agency of Hollywood, Florida and in accordance with Sections 163.346 and 163.361 Florida Statutes, as amended; and

WHEREAS, notice of the proposed amendment has been forwarded to each taxing authority affected by the subject amendment, and due public notice was given to the public consistent with the terms set forth in Section 163.346 of the Florida Statutes;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF HOLLYWOOD, FLORIDA:

Section 1: That in accordance with Sections 163.346 and 163.361, Florida Statutes, as amended, and based on the recommendations of the Community Redevelopment Agency of Hollywood, Florida, the Community Redevelopment Plan adopted by the City Commission by the enactment of Ordinance No. 0-81-3 and amended by the enactment of Ordinance No. 0-85-60 and Ordinance No. 0-91-69, is hereby amended by incorporating therein the amendment to the Community Redevelopment Plan as attached hereto and incorporated specifically herein as Exhibit "A". Said PLAN is hereby designated
as the official redevelopment plan for the redevelopment area, the boundaries of which are described in the PLAN. It is the purpose and intent of the City Commission that the redevelopment plan be implemented in the redevelopment area, as said area is herein amended.

Section 2: That it is the intent of the Community Redevelopment Agency and the City Commission of the City of Hollywood, Florida, that all redevelopment efforts to be financed by tax increment revenues be completed on or before December 31, 2023; said time period being a date of thirty (30) years after the fiscal year in which the subject PLAN was last amended and that the base year for calculating tax increment revenues from the redevelopment area, as herein amended, remains the same.

Section 3: It is hereby found and determined that said redevelopment plan for redevelopment of the community redevelopment area, as herein amended:

1. Provides a feasible method for the location of families who will be displaced from the community redevelopment area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families;

2. Conforms to the general plan of the City of Hollywood as a whole;

3. Gives due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of
children residing in the general vicinity of the site covered by the plans;

4. Will afford maximum opportunity, consistent with the sound needs of the City as a whole, for the rehabilitation or redevelopment of the community development area by private enterprises; and

5. Is necessary and in the interest of public health, safety, morals and welfare of the residents of the City of Hollywood, and will effectuate the purpose of the ACT by revitalizing the area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions, and eliminating the conditions which the Florida Legislature has found in the ACT to constitute a menace which is injurious to the public health, safety, welfare and morals of the residents.

**Section 4:** If any word, phrase, clause, subsection or section of this ordinance is for any reason held unconstitutional or invalid, the invalidity thereof shall not affect the validity of any remaining portions of this ordinance.

**Section 5:** That all sections or parts of sections of Code of Ordinances, all ordinances or parts of ordinances, and all resolutions or parts of resolutions, in conflict herewith, be and the same are hereby repealed to the extent of such conflict.
Section 6: That this ordinance shall be in full force and effect as of January 1, 1994, so as to coincide with the Property Appraiser’s preparation of the tax rolls as of January 1, 1994.

PASSED AND ADOPTED on first reading this 744 day of July, 1993.

PASSED AND ADOPTED on second reading this 21st day of July, 1993.

MARA GIULIANTI, MAYOR

ATTEST:

CITY CLERK

Approved as to form and legal sufficiency:

ALAN B. KOSLOW, CITY ATTORNEY
ORDINANCE NO. 0-95-32

AN ORDINANCE OF THE CITY OF HOLLYWOOD, FLORIDA, AMENDING THE COMMUNITY REDEVELOPMENT PLAN, AS ADOPTED IN ORDINANCE NO. 0-81-3 AND AS PREVIOUSLY AMENDED IN ORDINANCE NOS. 0-85-60, 0-91-69 AND 0-93-31 IN ACCORDANCE WITH SECTIONS 163.346 AND 163.361, FLORIDA STATUTES, AS AMENDED; PROVIDING A SEVERABILITY CLAUSE; A REPEALER PROVISION; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, the Legislature of the State of Florida enacted Part III of Chapter 163, Florida Statutes (the Community Redevelopment Act of 1969, referred to herein as "the ACT"); and

WHEREAS, in Resolution No. R-79-8, the City Commission of the City of Hollywood, Florida, declared that slum and blighted areas existed within the corporate limits of said City; and

WHEREAS, the City Commission of the City of Hollywood, Florida, determined that a Community Redevelopment Agency (AGENCY) was necessary to carry out the community redevelopment purposes of the Community Redevelopment Act of 1969, as amended, within said City; and

WHEREAS, in accordance with the authority conferred upon it by the Board of County Commissioners of Broward County, Florida, the City Commission of Hollywood, Florida, in Ordinance No. 0-79-46, created a Community Redevelopment Agency to carry out the community redevelopment purposes of the Community Redevelopment Act of 1969, as amended, within the corporate limits of said City; and

WHEREAS, the AGENCY has caused to be prepared a Community Redevelopment Plan known as the Community Redevelopment Plan for the Central City Area
of Hollywood, Florida (PLAN); and

WHEREAS, the AGENCY recommended the adoption of the PLAN; and;

WHEREAS, the City Commission held a public hearing after public notice in conformance with the requirements of the ACT and adopted the PLAN; and

WHEREAS, after due consideration and public hearings as required by law, the City Commission of the City of Hollywood, Florida, deems it appropriate to amend the Community Redevelopment Plan based upon the recommendation of the Community Redevelopment Agency of Hollywood, Florida and in accordance with Sections 163.346 and 163.361, Florida Statutes, as amended; and

WHEREAS, notice of the proposed amendment has been forwarded to each taxing authority affected by the subject amendment, and due public notice was given to the public consistent with the terms set forth in Section 163.346 of the Florida Statutes;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF

THE CITY OF HOLLYWOOD, FLORIDA:

Section 1: That in accordance with Sections 163.346 and 163.361, Florida Statutes, as amended, and based on the recommendations of the Community Redevelopment Agency of Hollywood, Florida, the Community Redevelopment Plan adopted by the City Commission by the enactment of Ordinance No. 0-81-3 and amended by the enactment of Ordinance Nos. 0-85-60, 0-91-69 and 0-93-31 is hereby amended by incorporating therein the amendment to the Community Redevelopment Plan as attached hereto and incorporated specifically herein as Exhibit "A." Said PLAN is hereby designated as the official redevelopment plan for the redevelopment area, the boundaries of which are described in the PLAN. It is the purpose and intent of the City Commission that the redevelopment plan be implemented in the redevelopment
Section 2: That it is the intent of the Community Redevelopment Agency and the City Commission of the City of Hollywood, Florida, that all redevelopment efforts financed by tax increment revenues be completed on or before September 30, 2025, said date being thirty (30) years after the fiscal year in which the subject PLAN is being amended herein, and that the base year for calculating tax increment revenues from the redevelopment area remains the same.

Section 3: It is hereby found and determined that the amendment to the plan for redevelopment of the community redevelopment area:

1. Conforms to the general plan of the City of Hollywood as a whole;
2. Will afford maximum opportunity, consistent with the sound needs of the City as a whole, for the rehabilitation or redevelopment of the community development area by private enterprises; and
3. Is necessary and in the interest of public health, safety morals and welfare of the residents of the City of Hollywood, and will effectuate the purpose of the ACT by revitalizing the area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions, and eliminating the conditions which the Florida Legislature has found in the ACT to constitute a menace which is injurious to the public health, safety, welfare and morals of the residents.

Section 4: If any word, phrase, clause, subsection or section of this ordinance is for any reason held unconstitutional or invalid, the invalidity thereof shall not affect the validity of any remaining portions of this ordinance.

Section 5: That all sections or parts of sections of the Code of Ordinances, all ordinances
or parts of ordinances, and all resolutions or parts of resolutions, in conflict herewith, be and the
same are hereby repealed to the extent of such conflict.

Section 6: That this ordinance shall be in full force and effect immediately upon its
passage and adoption.


PASSED AND ADOPTED on first reading this 17 day of May, 1995.

PASSED AND ADOPTED on second reading this 7 day of June, 1995.

MARA GIULIANTI, MAYOR

ATTEST:

PATRICIA A. CERNY, CITY CLERK

Approved as to form and legal
sufficiency for the use and
reliance of the City of Hollywood Only:

JAMIE A. COLE, CITY ATTORNEY
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INTENT AND PURPOSE

This The 1985 Amendment to the Community Redevelopment Plan for the Central City Area of Hollywood, Florida was prepared with the intent of augmenting the original plan which was adopted January 7, 1981. It is consistent with the original plan but provides considerable additional detail to the many elements requiring implementation. It includes more specific preliminary designs and cost estimates of public improvements including traffic circulation, parking and plazas and Young Circle Park. It also details a program to provide financial incentives for investment in private redevelopment on six targeted sites around Young Circle. It represents a manageable and implementable strategy for the redevelopment of Downtown Hollywood.

The 1991 Amendment was prepared to provide some needed flexibility to the implementation program and to incorporate policy changes that have occurred since 1985.

The 1993 amendment was prepared to adjust the boundaries of the CRA area by removing the PR District from the redevelopment area and to authorize the possible future use of CRA revenues for certain capital improvements to the Hollywood Country Club Golf Course.

The new boundaries of the redevelopment area shall be Johnson Street on the north, Washington Street on the south, and 22nd Avenue on the west. On the east the boundaries shall be 14th Avenue from Johnson Street south to Polk Street, 16th Avenue from Polk Street to Van Buren Street, and 17th Avenue from Van Buren Street to Washington Street.
INTRODUCTION

On January 7, 1981, after several years of research and planning by the Growth Management Department the Hollywood City Commission adopted the "Community Redevelopment Plan for the Central City Area" of Hollywood. In the ensuing three years the City implemented many of the actions called for in the plan. Major private reinvestment in downtown Hollywood did not occur as intended, however, because of changing economic conditions and because the plan did not go far enough in providing incentives for redevelopment investment.

In 1983 community business leaders through the Chamber of Commerce created Downtown Hollywood Center, Inc. (DHCI) a private non-profit corporation. DHCI was created to assist the City and Hollywood Community Redevelopment Agency to augment the plan through the preparation of a detailed implementation strategy and to begin the implementation of the plan through a cooperative public/private effort.

In early 1984 the CRA and DHCI began the preparation of a comprehensive redevelopment strategy. Substantial information was collected and published which depicted the continuing declining economic, physical and social conditions in downtown Hollywood. Statistical evidence was provided which showed that without major action to reverse the deteriorating trend downtown Hollywood would continue its decline and become a significant financial burden on the remainder of the Community. That information is contained in the "Inventory Phase Report" prepared for the CRA and dated March, 1985.

Subsequently the CRA considered four optional responses to the situation. The options were described in the document "Downtown Hollywood Center Redevelopment Implementation Work Program Alternative Strategies", April 1985 and included:

1. Do Nothing.

2. Minimum Action - essentially what's been occurring in recent years.

3. Moderate Action - a more assertive redevelopment effort on the part of the City but one that would not be targeted and would be primarily market responsive.

4. Major Action - an aggressive redevelopment strategy which would be targeted to a specific area within the downtown and designed to stimulate the market and develop increased demand.
On May 1, 1985 the Community Redevelopment Agency adopted the fourth alternative, Major Action, and directed Downtown Hollywood Center, Inc. and a team of professional consultants working with the CRA to proceed to prepare a detailed program for implementation. This Community Redevelopment Plan Amendment describes the approach to implement the selected alternative as devised and recommended by the consulting team.

It is important to point out that the redevelopment programs for each site within the Redevelopment Target Area, the traffic modification designs, and public improvement designs were developed only after several alternatives for each were considered. For example, redevelopment projects around Young Circle of much greater scale and much lesser scale than those proposed were considered and tested but were rejected for either economic or design reasons. Additionally, several different traffic circulation patterns on Hollywood Boulevard and around Young Circle and different landscape treatments for Hollywood Boulevard and Young Circle were considered, preliminarily developed, tested and subsequently all but the ones contained herein were rejected. Therefore, the designs presented in this document represent the refinement of several alternatives.
PREVIOUS POLICY ADHERENCE

Throughout the preparation of the Community Redevelopment Amendment previously adopted plans and policies of the City were adhered to. A general community consensus developed in 1984 by the CRA and Downtown Hollywood Center, Inc. was also adhered to. The consensus policies are:

1. Existing operational problems (traffic, parking, landscaping, etc.) should be corrected to improve the functional and aesthetic characteristics of downtown.

2. Economic decline should be reversed and the tax base in the downtown increased so the tax contribution to the community exceeds its demand for public services.

3. Appropriate and new private development should be stimulated.

4. The small town feel of downtown Hollywood should be retained and enhanced.

5. The neighborhoods bordering the downtown should be protected and a suitable buffer provided between the neighborhoods and the commercial core.

6. Housing for young adults and families should be developed.

7. The image and character of Hollywood originally envisioned by Joseph Young should be recaptured.

8. Higher intensity redevelopment should be concentrated in the core area.

9. Young Circle should be retained as a major urban park and improved so that it is more accessible and better utilized.

10. Retail businesses should be upgraded and concentrated on Hollywood Boulevard.

11. The public costs associated with downtown redevelopment should be financed from those sources of funds intended for redevelopment. Those sources are the Community Redevelopment Trust Fund (tax increment financing) and the City’s Parking Enterprise Fund. The City’s General Fund, Water and Sewer Fund and other city-wide funding sources should be utilized in the downtown only to the extent that they would be used if downtown redevelopment were not occurring or are supporting activities with an intended community-wide benefit.
In addition complying with pre-existing policies and plans of the City the Community Redevelopment Plan Amendment Program responds to and carefully considers the concerns of a number of interests in the community.

1. It provides for the maximum amount of private reinvestment and development that current market conditions will allow in order to maximize the tax increment cash flow and subsequently the tax base of the City of Hollywood.

2. It is economically and financially feasible and implementable.

3. It protects the Lakes neighborhood from commercial intrusion.

4. It retains Young Circle as an open space and accentuates the value of Young Circle Park as a high-quality, high-intensity urban park.

5. It respects the original plan Joseph Young developed for Hollywood and builds upon that plan, the sense of scale and the architectural character Young envisioned.

6. It does not depend upon a massive front-end investment of public dollars through land acquisition, site assemblage and parking development to be successful. Rather, it calls for a phased and coordinated approach to assembling property in cooperation with private developers and spending funds only when an economically viable project is imminent.

7. It protects and reinforces the existing traditional, although declining, retail district in the downtown area. Over time, the retail district will be reinforced with expanded office employee and housing markets as a result of redevelopment activity.

8. It makes a clear and certain statement to potential developers and investors that Hollywood is serious and realistic about redeveloping its downtown.

9. It is the result of a cooperative and extensive public-private partnership effort to improve Hollywood.

10. And, perhaps most importantly, it is predictable. The community has had a chance to see it, ask questions about it, and understand it. There should be no surprises as projects are proposed and implemented.
SUBDISTRICT POLICIES

The Redevelopment subdistrict policies are based upon previous plans and policies of the City and the community consensus process undertaken in 1984. They will contribute to revised zoning regulations and urban design guidelines for the downtown area proregulated as a result of this Community Redevelopment Plan Amendment.

1. Retail Core - CCB/RC

This area, consisting of the half/blocks fronting on Hollywood Boulevard between 21st and 19th Avenues, represents the traditional retail core of downtown Hollywood. Policies are designed to reinforce and upgrade the shopping function and pedestrian scale of the street. Continuous retail at the ground level is required preferred, with no setbacks or off-street parking permitted. Presently permitted uses which are determined to be incompatible with a high quality shopping environment will be prohibited. In the near term, continued renovation efforts will be encouraged. Although longer term redevelopment is foreseeable, a maximum height limit of three stories will be imposed to maintain a low, pedestrian, "small town" scale.

2. Mixed Use Redevelopment - CCB/MR

To the immediate north and south of the Hollywood Boulevard Retail Core is an area composed of a mixture of small office development, secondary or service commercial and some scattered residential uses. Because high levels of traffic will be routed along Tyler and Harrison Streets, a pedestrian orientation and scale is less feasible than along Hollywood Boulevard. Although long term redevelopment is desired in this area, it is likely to occur in response to the successful redevelopment of prime properties facing Young Circle. In addition, public parking structures may be necessary at the existing parking lot on Van Buren and along Tyler between 19th Avenue and 20th Avenue to serve small developments lacking off-street parking.

3. Redevelopment Target Area - CCB/RA

The Redevelopment Target Area is generally bounded by Polk Street, 19th Avenue, Van Buren Street and 17th Avenue. Within this area six discrete redevelopment projects are targeted for initiation by the CRA. Each project may involve public participation in the form of land assembly and provision of structured parking.
among others, or parking provision. The predominant use in the Redevelopment Target Area is prime office and ancillary ground floor retail, but other above ground uses, especially residential, will be considered. In addition, a major hotel is proposed for redevelopment of the "Publix" site.

4. Residential Renovation/Redevelopment – R

These areas, generally north of Polk Street, south of Van Buren Street and west of Federal Highway, are comprised of somewhat deteriorated multi-family development. The bulk of this housing is currently renter occupied. The renovation of existing properties is encouraged as is the eventual redevelopment to higher densities. However, because of the limited strength of the existing housing market and the viability of the Lakes neighborhood, initial residential redevelopment is anticipated in the Transition Area to the east.

5. Transition Redevelopment – T

The purpose of this district is to provide for a sensitive transition from the high rise Redevelopment Target Area west of 17th Avenue to the high-quality single-family neighborhood east of 16th Avenue. Currently the area is characterized by neglected and underutilized properties and a mix of residential and commercial uses. Some residential properties are, however, well maintained. This District is bounded on the north by Polk Street, on the south by Van Buren Street, on the east by 16th Avenue, on the west by 17th Avenue.

The redevelopment in this area will be high-quality, low-rise multi-family and townhouse development compatible with existing well-maintained residential structures. To achieve the level of quality envisioned, significant land assembly activity must occur. Building heights of three two stories not to exceed 25' shall be exceeded permitted on the east end of the area. However, development of mixed-use residential and professional offices, not to exceed six stories or 65' shall be allowed on properties facing 17th Avenue to a depth of 150 feet.

6. Preservation Residential—PR

This area currently consists of predominantly high-quality single-family neighborhoods. Strict preservation and protection from commercial encroachment will be enforced. Continued property owner investment in—
renovation will be encouraged. No redevelopment activities will occur.


The Hollywood Country Club Golf Course (including the adjacent southwest corner) is an integral part of the redevelopment area due to its position as a major open space and recreational amenity for the downtown and central Hollywood area and because of the need to rehabilitate and upgrade this facility to acceptable standards.

This facility shall remain as open space/recreation and it is appropriate for redevelopment agency funds to be used for its rehabilitation through CRA revenues or bond proceeds (repayable to CRA only from golf course revenues or other revenues of the golf course operator over not more than the term of the lease agreement, if any, ten years, or the terms of the bond issue, whichever is greater) to the City or a lessee/operator. The golf course facility shall not be put to any use, nor shall any redevelopment occur on the golf course, other than as open space, recreation or golf course and related amenities including tennis and/or driving range unless and until otherwise approved by a City-wide referendum. Prior to any CRA funds being utilized for the golf course improvements, the City shall take appropriate steps to place a restrictive covenant or other appropriate restriction on the deed for the land on which the golf course is situated consistent with the limitation set forth herein. At such time as the City revises its comprehensive land use plan it shall make every effort to bring the land use and zoning designations on the golf course into appropriate land use and zoning categories for open space/recreation and golf course usage. If the City leases the operation of the golf course to a private entity, the lease shall require the lessee to pay all ad valorem taxes due, to the extent provided and required by law.
URBAN DESIGN PRINCIPLES

In addition to a variety of technical and economic factors, the Community Redevelopment Plan Amendment is based upon a series of fundamental urban design principles. All of the principles are interrelated and are consistent with the historic plan and design of the City of Hollywood. These principles are the basis of the urban design guidelines which will be included in the revisions to downtown zoning and required of redevelopment projects.

1. Formal Axial Geometry

Among the several early planned cities in Florida, Hollywood is unique in its formal geometry. A major aspect of this geometry is the several large traffic circles along Hollywood Boulevard at intersections with major north-south streets. Within downtown, Young Circle plays a major urban design function as the visual focus of Hollywood Boulevard and Federal Highway. Just to the east of Young Circle is a special block originally occupied by the Park View Hotel which was designed to accent and terminate the views along Hollywood Boulevard. The Plan calls for reinforcing the visual character of Hollywood Boulevard, Federal Highway, Young Circle and the "Publix" site.

2. Reinforce Geometry with Landscape

The basic geometry of Hollywood Boulevard, Federal Highway and Young Circle are reinforced most effectively with landscape treatment of public rights-of-way. The plan calls for extensive and consistent placement of new landscaping to reinforce the "circularity" of Young Circle and the "linearity" of Hollywood Boulevard and Federal Highway.

3. Low Rise Building "Frame" East-West Approaches to Young Circle

Historically, Hollywood Boulevard has been developed for low rise (under three story) buildings. The area between Young Circle and 21st Avenue is the historic low rise shopping street. The continuity of these low rise buildings gives the street its pedestrian "small town" character. To the east of the "Publix" site the low rise residential structures, with their generous landscaped setbacks, give Hollywood Boulevard its "boulevard" image.
4. **Tall Buildings Face Young Circle**

Because of the grand dimensions of Young Circle and the importance of Federal Highway, the blocks facing Young Circle are best suited for high rise buildings. The placement of the highest intensity of development at this location reflects the high degree of accessibility, visibility and public activity in and around Young Circle.

5. **Major Land Uses**

The pattern of land uses in the downtown core area responds directly to the patterns of access and building form. West of Young Circle, Hollywood Boulevard is the primary retail shopping street, while to the north and south, along Tyler and Harrison Streets, a mix of service, retail and office predominates. The primary office core surrounds Young Circle and residential uses remain in peripheral areas north of Polk, south of Van Buren and east of 17th Avenue.

6. **Circulation and Parking**

In order to serve the intended pattern of land uses, a compatible system of pedestrian and vehicular circulation and parking access follows. To reinforce Hollywood Boulevard as the major east-west pedestrian corridor, through traffic is shifted to Tyler and Harrison Streets. The portion of Young Circle between Tyler and Harrison Streets is closed to through traffic to increase parking and encourage greater pedestrian access to and through Young Circle. Parking access is prohibited along Hollywood Boulevard and along the blocks facing Young Circle.

7. **Setbacks**

Relating directly to patterns of land use, pedestrian activity and building height, several classifications of setbacks are provided in the core area. In order to maintain the continuity of pedestrian activity, setbacks along Hollywood Boulevard are prohibited. In the mixed use areas from Polk to Van Buren setbacks are neither required nor prohibited in order to provide for a variety of building types. On properties surrounding Young Circle and along Hollywood Boulevard east of 17th Avenue major landscaped setbacks are required. Setbacks in residential areas are modified to more carefully control the proper landscape treatment of yard areas.
REDEVELOPMENT PROGRAM

1. Redevelopment Target Area Projects

Within the Redevelopment Target Area, the area where the CRA will may wish to initiate redevelopment, six specific potential redevelopment projects have been identified. In order to test economic feasibility a preliminary program was identified for each site. The programs are generally based on urban design principles and the conclusions of market analyses. The programs, however, are not represented as the highest and best use, nor are they considered inflexible. Each program is based largely on parking capacity, assuming a maximum height of four levels of parking should not usually be exceeded. Specific heights of office and other structures will range from six to twelve or more stories. Other uses and configurations than those specified may be considered by the CRA. Each program would require innovative design to accommodate required parking.

A. Project 1

Project 1 is bounded by Tyler Street, 19th Avenue, Polk Street and Federal Highway. The block comprises several private properties and existing City-owned parking lot. The proposed program consists of 181,000 s.f. of office designed to be built in two towers of 5-10 floors. In addition, 18,000 s.f. of ancillary ground level retail is provided along with the eastern portion of the site facing Young Circle. Generous landscaped setbacks are provided facing the circle and along Federal Highway. Four levels of structured parking containing approximately 603 spaces are provided with access from Tyler and/or 19th Avenue and/or Polk Street.

B. Project 2

Project 2 extends from Tyler Street to Hollywood Boulevard, between 19th Avenue and Young Circle. The development program comprises 99,000 s.f. of office development including an office tower of 5-11 floors facing Young Circle and a 3-story building containing 8,000 s.f. of ground level retail facing Hollywood Boulevard. A residential project with appropriate ground level retail could also be considered for this site. In order to accommodate on-site parking, a four level, 329-space garage structure is provided which encroaches slightly into the existing right-of-way surrounding Young Circle. With the proposed closure of Hollywood Boulevard, Courtyards and small plazas are
should be created to enhance the ground level pedestrian activity.

C. Project 3

Project 3 consists of the block immediately to the south of Project 2. Existing uses include the Great Southern Hotel and several one-story retail shops and restaurants facing Young Circle. The program of development for Project 3 is could be identical to that of Project 2. However, it is desirable that the Great Southern Hotel be restored and incorporated into the redevelopment program with ground level retail and upper level professional offices, hotel or residential use if a restoration is structurally and economically feasible.

D. Project 4

The site of Project 4 consists of the north half of the block between Harrison Street and Van Buren Street from 19th Avenue to Federal Highway. The A program could consist of 82,000 s.f. of office in a 7-12 floor tower facing Young Circle. Ten-thousand-square-feet of with ground level retail extending to the east following the curvature of Young Circle. As in Project 1, a four-level parking structure of 274 spaces is provided on the western portion of the block.

E. Project 5

The site of Project 5 consists of just over two acres in an "L" shaped parcel facing Tyler Street, 17th Avenue and Young Circle. The total A program could consist of a 7-12 floor tower containing 110,000 s.f. of office or prime residential use. Approximately 17,000 s.f. of ground level retail use are should be provided following the curvature of Young Circle as in Projects 1 and 4. A four-level parking structure of 369 spaces is provided along Tyler Street and 17th Avenue frontage.

F. Project 6

The site of Project 6, commonly known as the "Publix" property, is the largest property in downtown under single ownership. The program of development could consist of a total of 22,000 s.f. in a multi-level building designed in symmetry with the center of Young Circle, similar to the earlier Parkview Hotel. In view of the site's historic use and its outstanding visibility and access, a major 150-250 room hotel is proposed would be appropriate for this site. Some portion of prime office would make up the remainder of the development
program. Four levels of structured parking (740) spaces is—provided in—two increments under the structure, separated by entrance plazas on the Hollywood Boulevard centerline.

C. Art and Culture Center

The proposed Art and Culture Center is included in the redevelopment program due to the significant degree of activity which such a facility could create. As such, the center is considered an important "leveraging action", particularly for the revival of specialty retail. The Art and Culture Center should be financed with sources of funds other than those available for redevelopment (Community Redevelopment Trust Fund and Parking Enterprise Fund.) A City-wide referendum on general fund financing of the facility is appropriate. The proposed location is the west half of Young Circle where a facility ranging from 20,000–40,000 s.f. could be accommodated in two structures separated by an arcade spanning the east-west centerline of the circle. In particular the Art and Culture Center could be effective in providing significant levels of activity within the circle in support of vendors and ground level retail in Projects 2 and 3.

There are a number of rational arguments which favor the Young Circle location including:

1. If downtown redevelopment is a major city objective, scarce public resources should be used to maximum advantage in achieving this objective.

2. Young Circle is an underutilized resource which will benefit visually and functionally from the more intensive utilization that would be generated by the Art and Culture Center.

3. Residents and visitors attracted to its performances and activities will represent potential customers for downtown retail establishments and restaurants.

4. The Young Circle location would provide maximum exposure of the Center to both residents and visitors on a year-round basis, greatly increasing its potential patronage and utilization.

5. Proximity to the City's largest inventory of parking would make it unnecessary to provide independent parking facilities for the Center as required in other locations.
G. Art and Culture Center

It is appropriate for the redevelopment program to be supportive of efforts to enhance downtown's position as the focal point for arts and cultural activities in the City. The Agency may find it advantageous to provide funding for facilities and groups which reinforce this goal.

A downtown location for the City's Art and Culture Center would generate significant positive activity in the redevelopment area, and such a facility would provide important spin-off business for downtown restaurants and shops. An Agency role in locating and funding the construction, restoration, or operation of such a facility in downtown should be an integral part of the overall redevelopment program.
2. **Market Support Evaluation**

Detailed studies of the Broward County and Hollywood markets were made in 1985 to determine downtown Hollywood's development potential under the aggressive redevelopment strategy (Alternative Four) adopted by the Community Redevelopment Agency. It is estimated that over a 10-year period from 1985 there will exist or be created opportunities to market almost 700,000 s.f. of private office space; a commercial/conference hotel with 150-250 rooms, 600 new housing units; and a real increase of approximately 125 percent, to a total of $28,000,000 (uninflated), in retail and restaurant sales.

The redevelopment program outlined is consistent with the market potentials that are anticipated to emerge over the next 10-12 years. A total of 847,000 s.f. of new space is proposed for development in six major projects fronting on Young Circle. The overall program includes 761,000 s.f. of office space, 76,000 s.f. of first-level retail space, a 200-room hotel, and 2,643 on-site parking spaces. This program will necessarily be adjusted to reflect market demand. Additional residential uses will be considered at appropriate times and locations. The possible program and cost for each project are summarized in the following tables.

**PROGRAM SUMMARY**

<table>
<thead>
<tr>
<th>Project</th>
<th>Office</th>
<th>Retail</th>
<th>Hotel</th>
<th>Total</th>
<th>Parking Spaces</th>
</tr>
</thead>
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<tr>
<td>1</td>
<td>181,000</td>
<td>18,000</td>
<td>--</td>
<td>199,000</td>
<td>603</td>
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<tr>
<td>2</td>
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<td>8,000</td>
<td>--</td>
<td>107,000</td>
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<td>5</td>
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<td>12,000</td>
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<td>6</td>
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<tr>
<td>671,000</td>
<td>76,000</td>
<td>100,000</td>
<td>847,000</td>
<td>2,643</td>
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</table>

1/ Alternatively, this may be a mixed-use project with 68,000 s.f. of office space, 110 residential units, 12,000 s.f. of retail space and 368 parking spaces.

2/ 200 rooms.
<table>
<thead>
<tr>
<th>Project</th>
<th>Capital Costs</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>$21,000,000</td>
</tr>
<tr>
<td>2</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>3</td>
<td>$12,000,000</td>
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<tr>
<td>4</td>
<td>$10,600,000</td>
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<td>5</td>
<td>$14,000,000</td>
</tr>
<tr>
<td>6</td>
<td>$30,400,000</td>
</tr>
<tr>
<td>Probable additional investment in the downtown area</td>
<td>$20,000,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$120,000,000</strong></td>
</tr>
</tbody>
</table>

1/ 1985 Dollars  
2/ If all parking costs are privately financed.

Alternatively, depending on contemporary market conditions, Project 6 may be developed as a mixed-use project with both residential and commercial space. The location of this project adjacent to the residential transition area east of 17th Avenue and overlooking the Hollywood Beach Golf Course makes it particularly appropriate for medium to high-density housing if housing should be financially feasible at the time of redevelopment. The 368 parking spaces proposed in the project design would accommodate 110 housing units and 62,000 s.f. of office space in addition to the 12,000 s.f. of ground-level retailing.

It is particularly important that the staging of these projects be sensitive to the realities of the market. The office buildings would be developed in increments not exceeding 110,000—125,000 s.f. unless large tenant commitments were in hand. Such a staging strategy would produce a new building every 18 to 24 months. The retail space would be developed in conjunction with the office space, and the hotel/conference center would be developed after 1990. Housing would be provided in multiple projects of 25 to 100 units each on sites of the periphery of the commercial core.

The implementation of these projects together with the street, sidewalk, and private property improvements that are proposed for Hollywood Boulevard, would synergistically impact properties throughout Downtown Hollywood Center. Retail establishments on Hollywood Boulevard and on secondary streets would benefit particularly from the additional market support provided by a tripling of downtown employees. The expanded job base would attract new (and upgraded) residential development to the surrounding neighborhoods. Strong retail stores would be attracted to existing vacant space and as replacements for weaker stores. A large "anchor" store may even find downtown Hollywood an attractive location in the expanded development atmosphere that would be created.
3. Project Feasibility

The six projects in the development program will be economically feasible for private developers only with public cooperation and assistance. The major obstacles to private development in Downtown Hollywood Center include difficulties in assembling multiple ownership sites, the high cost of land acquisition, and the high cost of parking. These obstacles exist in varying degrees in the six proposed projects and will require CRA assistance and resolution.

Financial pro forma analyses have been used to test individual project feasibility. Projected cash flow (revenues less operating expenses) has been capitalized to determine the project's economic value in relation to the cost of development (including land). In most projects, there will be a financial gap between development cost and economic value that will need to be bridged with public assistance to achieve project feasibility. The size of the gap varies from project to project depending on the value of existing improvements on the site, the project program, and other factors.

Three discrete strategies are available to the CRA to assist developers in bridging project financial gaps.

A. Relax the project parking requirements. Every project would be financially feasible if the parking requirements were eliminated. However, since lenders will require that parking sufficient to ensure long-term marketability be available, only limited relief can be achieved through this strategy. Also, if not provided on site, parking to meet project demands will have to be provided off site through other mechanisms.

B. Acquire and "write down" the cost of project land to its economic value to the project. This will be effective in some projects but may have to be combined with other public actions in others.

C. Public assistance in financing project parking. Private-public partnerships have been established in other cities to share the costs and risks of redevelopment. In most cases, the burden of providing parking is assigned to the public body to take advantage of its ability to finance parking with tax-exempt bonds.
The type and scale of public assistance that will be required to make a particular project feasible will vary with the project, the timing of its development, the condition of the money market, and other variables that will fluctuate over time. It is neither possible to predict nor productive to speculate prematurely about the specific assistance package that may be required for a given project. Each deal will have to be negotiated individually on the basis of market and economic conditions prevailing at the time the project is being put together by the developer. All three of the strategies identified (relaxed parking requirements, land acquisition and write down, and public financing of a portion of project parking) should be available when negotiating a proposed development project as well as the more traditional but less direct forms of project assistance including utility improvements, streetscape improvements, accelerated review and approval of project plans and Industrial Development Revenue Bond financing. (IRB financing may no longer be available after January 1, 1986 if the currently proposed Federal Tax Reforms are enacted.)

4. Project Priority

Ignoring all obstacles to development (including completion of required public improvements for some projects), the following relative private project priorities based on probable marketability, impact and public benefits would be desirable:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
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<tr>
<td>3</td>
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<td>4</td>
<td>4</td>
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<tr>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

5. Project Phasing

However, because of various constraints including the need to complete certain public improvements, the projects cannot be implemented in the order of their preferred priority. Also, the phasing will be dependent upon developer interest and the private real estate market. Overall, the phasing should be as indicated in the following table:
<table>
<thead>
<tr>
<th>Project</th>
<th>Commence</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Project 1</td>
<td>1987</td>
<td>1988-89</td>
</tr>
<tr>
<td>3. Young Circle Improvements (inc. re-routing of US1)</td>
<td>1986</td>
<td>1989</td>
</tr>
<tr>
<td>4. Project 3</td>
<td>1988</td>
<td>1989-90</td>
</tr>
<tr>
<td>6. Art &amp; Culture Center</td>
<td>1990</td>
<td>1991</td>
</tr>
<tr>
<td>6. Project 6</td>
<td>1992</td>
<td>1994-95</td>
</tr>
<tr>
<td>7. Project 2</td>
<td>1995</td>
<td>1996-97</td>
</tr>
</tbody>
</table>

The following non-market considerations have provided the basis for this phasing scheme.

A. The Hollywood Boulevard improvements can proceed without private commitments and without outside financing. This will be a needed demonstration of the City's willingness to commit its resources to the redevelopment objective.

B. Project 2 presents a difficult assemblage problem that may require the type of City initiative (large-scale assembly) not currently anticipated on the other sites. This probably means a delay in implementation until later in the program.

C. The Young Circle traffic improvements will require state funding assistance that will take three to five years to obtain. The timing of Projects 2 and 3 will be directly affected by the timing of these improvements.

D. With respect to Project 6, its lesser impact on downtown retailing and the presumed difficulties of dealing with the Publix lease will probably delay its development even with the offsetting of single ownership.
6. Private Redevelopment Process

Generally, the process of assisting existing property owners and local developers in putting projects together will involve the following:

A. Make known concretely the City’s commitments to the redevelopment objectives that have been developed and adopted. This was done partially through the public planning/workshop process.

B. Meet with property owners/developers with known interest in development and/or with holdings on Young Circle. Make available market/economic data, program concepts, design criteria, and other parameters affecting their property. Assure property owners/developers of the City’s interest in the redevelopment of their property and the prospect of City assistance in completing an assemblage and/or other incentives. Encourage them to take the necessary steps to move forward in a way consistent with City’s redevelopment plan, including a documented application for required City assistance with land assembly and/or other incentives.

C. Review the developers plans and requests for assistance and negotiate the terms of a binding agreement under which the City will assist the developer to implement the project.

D. Take such legal actions as are necessary under Chapter 163 or other statutes in order to provide the assistance required of the City.

The approach to initiating redevelopment within the redevelopment target area will be to begin with one site at a time in the order of its priority and in general accordance with the schedule. The CRA would initiate the assemblage of the sites in cooperation with property owners where that is possible through options, agreements to participate in a development project or other means. The threat or eventual use of eminent domain would occur when cooperation with property owners is not possible.

Once the site is assembled the CRA would solicit proposals and negotiate with private developers for the development of projects generally consistent with the defined program for each site including design considerations, use, scale and parking. There will be modifications to the program for individual sites. It is unrealistic to expect a developer to do exactly what has been proposed in the redevelopment strategy.
However, the purpose of a redevelopment plan is to provide a general vision and direction for redevelopment. Therefore, changes should not be drastically different than what expected by the community.

In negotiations with developers, land assemblage, and write down of land costs, the scale or lease of land, joint development of parking facilities and other more traditional incentives will may all be considered. It is anticipated that the CRA and private developers would jointly develop parking structures where a portion of the parking would be financed by the private developer and a portion financed by the CRA. Accordingly, a portion of the parking would be used exclusively for the tenants of the building and a portion would be made available as public parking for anyone in the downtown area. The public parking would be provided on the lower levels of a structure.

The result of this approach is that the City does not have to invest massive amounts of money to acquire property, clear it, and offer it for sale to a developer prior to negotiating a development agreement. Additionally, the City does not have to provide large amounts of public parking before development occurs. The investment of significant amounts of public funds will not occur until after an agreement for redevelopment is reached and developer commitments are in hand. Additionally, there will be no displacement of existing businesses until the construction of the development project is imminent. Previous policies of the City stipulate that relocation assistance will be provided to businesses displaced due to redevelopment activity.

7. Redevelopment Outside The Target Area

The Community Redevelopment Plan Amendment is based on the premise that the Community Redevelopment Agency will initiate and directly assist redevelopment projects around Young Circle initially. The approach does not preclude substantial additional redevelopment activity occurring in the Retail Core, Mixed-Use Redevelopment, Residential Renovation/Redevelopment and Transition Redevelopment subdistricts. In fact, it is hoped that the initiative taken by the City within the Redevelopment Target Area would generate additional investor interest and development opportunities in those other subdistricts.

Accordingly, the Community Redevelopment Agency should respond to requests for assistance in those subdistricts from developers if projects proposed by the developers are
consistent with the subdistrict policies and urban design criteria. The amount of assistance provided to a project would probably be less than those in the Redevelopment Target Area. The types of assistance could include help with site assemblage, utility upgrading and reduced parking requirements. Site assemblage assistance would be most needed in the Residential Renovation/Redevelopment and Transition Redevelopment subdistricts where high and medium density housing projects are desired. The threat of or actual use of eminent domain may be necessary to assemble sites large enough for feasible housing projects to be developed.

Within the Mixed-Use Redevelopment district two sites have been identified as locations for possible public parking structures in the future. The Van Buren Street Parking Lot between 19th Avenue and 20th Avenue and the current parking lot and drive-up facilities for Barnett Bank and Hollywood Federal Savings and Loan between 19th Avenue and 20th Avenue, and Tyler and Polk Streets are appropriate locations for additional off-street public parking if additional development occurs. The Van Buren Street parking lot could be developed into a public parking structure with a private development of either residential or office use developed on air rights above the structure. The Barnett Bank/Hollywood Federal site could be developed in a way that would permit the current drive-up facilities to remain on the ground level with parking above. Additionally, office or residential uses could be developed in the air rights above a structure in that location.

The City owns the north half of the block between Federal Highway, 19th Avenue, Polk Street and Taylor Street. It is currently leased to the Chamber of Commerce and the Post Office. It could be sold to the U.S. Government for a future Federal office building or made available for private redevelopment.

Redevelopment in the Retail Core is not anticipated until the retail market substantially improves. At that time the Community Redevelopment Agency and the City might consider offering the City-owned parking lot on the south side of Hollywood Boulevard between 20th Avenue and 21st Avenue for private development of an in-fill retail project. Additionally, the CRA might consider offering Anniversary Park, on the corner of 20th Avenue and Hollywood Boulevard, as a retail redevelopment site if it is determined that retail redevelopment would provide a greater benefit to the downtown area and the community than the existing small park.
1. Traffic and Transportation

The development of Downtown Hollywood will improve the Core Area and stimulate growth and activity. Stimulating growth and activity will produce increases in traffic volumes requiring modifications to the transportation system servicing the Core Area. In addition to solving existing operational problems, these modifications will provide additional capacity needed to accommodate future traffic demands. At some point in the future, if funding is available, the existing alleys should be regarded and overhead utilities placed underground as part of a program to solve existing visual blight and stormwater runoff problems by the coordination of surface grades, finished floor elevations, curb heights, etc. into the overall roadway improvement program.

Implementation of the Community Redevelopment Plan will include relocating State Road 820 between Dixie Highway and 17th Avenue to Tyler Street and Harrison Street as a one-way pair. The relocation of State Road 820 will reduce the traffic flow on Hollywood Boulevard from 21st Avenue to 19th Avenue, and allow a reduction in through lanes from four to two. The Hollywood Boulevard connection to Young Circle will be closed. Nineteenth and 20th Avenues will be converted from one-way to two-way operation.

The relocation of State Road 820 will require the reconfiguration of certain intersections along Hollywood Boulevard, Tyler Street and Harrison Street. The modifications to these roadways along Dixie Highway and 21st Avenue are shown in Figures 2 through 6. In addition to these modifications, the on-street parking on 19th Avenue and 20th Avenue will be removed to provide for left-turn lanes at each intersection in the Core Area. These turn lanes will be necessary to provide for efficient traffic flow as activity increases in the Core Area. It is estimated that 95 on-street parking spaces will be removed when 19th Avenue and 20th Avenue are converted to two-way operation.

With the removal of the State Road 820 designation on Hollywood Boulevard and a reduction in the number of through lanes, the on-street angle parking can remain. Use of the reclaimed width associated with the reduction in traffic lanes will provide for additional on-street parking, shorter crosswalks, landscaped medians, pedestrian amenities, wider sidewalks and elaborate
landscaping. Several conceptual layouts of Hollywood Boulevard were developed. The layout shown in Figure 7 was selected as the most appropriate prototype and landscaping concepts were developed from that scheme.

In addition to the previously described roadway network improvements, southbound traffic on U.S. 1 will be directed onto the east side of Young Circle. Because Young Circle is currently approaching capacity, this improvement will be necessary to handle the future traffic demand on U.S.1 and State Road 820. The west side roadway will be eliminated not carry through traffic which will greatly improve parking capacity and pedestrian access to the area now within the Circle. In addition, a separate transit facility would could be provided on the west side of Young Circle. This facility would consolidate the bus stops along Young Circle and eliminate the need for transit riders to cross a highway to make a bus transfer. The conceptual design of Young Circle transportation improvements are shown on Figure 8. The overall traffic circulation through the downtown Core Area with roadway network and Young Circle improvements is shown on Figure 9. It is estimated that all of the transportation improvements could be placed three-to-five years after funds are budgeted.

2. Parking

In the Hollywood downtown area there are approximately 3,000 existing parking spaces. Parking supply currently exceeds demands which creates a parking surplus throughout the downtown. This indicates that while there are some locations where deficiencies may exist, overall there is more than adequate parking. With the future levels of activity and increased interest in the downtown, this situation could change unless adequate parking is provided as new developments occur.

Because the redevelopment program involves modifications to Young Circle and the Core Area roadways, the existing parking supply at specific locations will be altered. These changes along with the parking that will be provided for the land use associated with the six specific sites that have been identified for redevelopment are summarized in the following table:
CORE AREA PARKING SUMMARY

<table>
<thead>
<tr>
<th>Area</th>
<th>Existing</th>
<th>Proposed</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Street Parking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young Circle Area</td>
<td>152</td>
<td>75</td>
<td>-77</td>
</tr>
<tr>
<td>19th Avenue</td>
<td>54</td>
<td>0</td>
<td>-54</td>
</tr>
<tr>
<td>20th Avenue</td>
<td>41</td>
<td>0</td>
<td>-41</td>
</tr>
<tr>
<td>Hollywood Blvd. Median</td>
<td>0</td>
<td>40</td>
<td>+40</td>
</tr>
<tr>
<td>Off-Street Parking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inside Young Circle</td>
<td>297</td>
<td>116</td>
<td>-181</td>
</tr>
<tr>
<td>Sites Proposed for Development</td>
<td>419</td>
<td>2,643</td>
<td>+2,224</td>
</tr>
</tbody>
</table>

+1,911

With the additional 1,911 parking spaces there will be approximately 5,000 parking spaces in the Core Area. If future development in the Core Area creates additional parking demands which exceed this supply, the sites identified on Van Buren and Tyler Streets could be developed as public parking facilities. A parking garage located on one-half of a city block could accommodate approximately 135 spaces on the ground floor and 185 spaces on each additional level. Therefore, two such garages with four levels of parking per garage would provide approximately fifty percent more downtown parking than currently exists.

Each proposed new development will be encouraged to provide as much of the parking needed to satisfy its uses on-site as is practical and feasible. Each new development will need to be studied in detail to determine what level of public support might be needed to support future downtown activities.

City parking requirements and zoning regulations will be structured to allow maximum flexibility in achieving a high level of parking efficiency through utilization of small car spaces, opportunities for shared use parking, encouraging use of high occupancy vehicles and preferential parking, remote parking facilities with shuttle service and other potential strategies for meeting parking and accessibility needs consistent with downtown redevelopment objectives.

3. Infrastructure

As the Core Area of Hollywood is revitalized, there will be significant changes in street and road alignments, greatly increased construction activities and development of more
intensive land uses. Therefore, the amendment and enforcement of overall master plans for water, sanitary sewer, storm drainage, power and communication utilities will be required.

The redevelopment activities will necessitate a certain amount of utility relocation and reconstruction. Certain areas have been targeted for improvement to water/fire supply maintenance in conjunction with roadway improvements. In addition, there will be specific water main and sanitary sewer improvements as the potential sites around Young Circle are redeveloped. The water supply and sanitary sewer improvements are shown in Figures 10 and 11.

Public funding of utility modifications up to the right-of-way line would provide an additional incentive to development by lowering the costs for off-site improvements. Increased municipal involvement in regulation changes to the overall stormwater management system will require the development of policies/ordinances requiring a predevelopment/postdevelopment equality for stormwater discharge. In addition, local regulations regarding building floor elevations may need to be adopted to minimize existing grading problems. In connection with the development of overall storm drainage policies and the reconstruction of streets and pavements, sidewalk reconstruction to assist surface drainage will be required.
STREETSCAPE AND PARK IMPROVEMENTS

Major streetscape improvements will be undertaken on Hollywood Boulevard and within Young Circle to support a greater level of pedestrian activity. Less extensive landscape treatment will be installed along Dixie Highway and Federal Highway as gateways to downtown and along Harrison Street and Tyler Street.

1. Hollywood Boulevard

Improvements to Hollywood Boulevard between 21st Avenue and 19th Avenue consist of extensive landscaping, creation of a center parking island, special paving materials at crosswalks, and compatible lighting fixtures and street furniture. Tall Royal Palms are located along the curbs reinforcing the image and linearity of the street, while providing unobstructed views of storefronts. Large shade trees are planned for the center island to improve the scale of the corridor, creating a more intimate pedestrian space. Total cost is estimated to be approximately $500,000 per block of landscaping.

2. Young Circle

The design intent for improvements to Young Circle is to reinforce the historic formality of the landscape design while creating areas for special activities. At present the Circle offers a large expanse of lawn area containing a scattering of native and non-native trees which do not create defined activity areas. Landscaped areas within the Circle are generally undistinguished from one another and do not support a great deal of activity. The amphitheater is too great a monument against the weak definition of the landscape in the rest of the Circle. Thus, two major criteria were developed for the Circle's landscape design:

- Creation of a definition of space for specific activities.
- Visually and functionally balance the prominent monuments in the Circle.

A recent design proposal for Young Circle redevelopment is shown in Figure 10. New activities include a central fountain functioning both as a focal point and as a play feature, around which are vending and seating areas under large, flowering Poinciana trees. The space for these activities is defined by a circular plaza surrounded by closely spaced shade trees. In effect, this plaza acts as the Circle's urban focus, while the remaining areas, with the exception of the amphitheater, offer a more informal, pastoral character. Another activity is a small, open-air cafe facing a man-made pond. The cafe with
outside seating is accessed from the central plaza, will contribute to the vitality of the Circle and will lessen the amphitheater's isolation within the area. The amphitheater itself will also be accessed from the central plaza in order to concentrate activity around the fountain and the vendors.

Picnic areas are proposed around the lake, which is ringed by large, spreading shade trees. The Circle's south side will remain relatively open. The entire Circle will be suitable for informal activity of scheduled events, large and small.

Another important consideration is to preserve, and wherever possible, reinforce the Circle's historic geometric lines. Originally the Circle contained an inner concentric circular walk, a central court, and straight, perpendicular east-west and north-south walkways. The outer circle has been maintained by reducing its diameter enough for it to fall tangentially between Harrison Street and Tyler Street. The inner circle, non-existent at present, has been reintroduced around the central plaza. The east-west axis has been reinforced through the use of a Royal Palm alley. Diagonal walkways are also proposed in response to a pedestrian circulation demand. The north-south axis has modifications, which make crossing across Harrison or Tyler and Federal Highway hazardous. The elimination of this axis, however, affords the opportunity to create a large median on the south, and the pond on the north.

The design of the Circle has been conceived to accommodate the placement of the Art and Culture Center in its western portion. Such an activity is ideally suited to the intended use of the Circle and can be accommodated without violating the stated design concepts. The improvements to the Circle can, however, be effectively implemented without the Art and Culture Center.

3. **Dixie Highway**

In order to improve the appearance of downtown as motorists divert to Tyler and Harrison at Dixie Highway, landscaping is proposed for the railroad corridor. Single rows of trees with spacing of 30 feet are planned for both sides of the railroad right-of-way. The concept is to create a character along Dixie Highway between Tyler and Harrison compatible with the character of Hollywood Boulevard. In addition to the proposed shade trees, a low, dense hedge will further beautify the
right-of-way corridor. No lighting or street furniture are included. The final design will comply with railroad regulations.

4. Tyler and Harrison Streets

The landscape concept for Tyler and Harrison Streets is to provide minimal, but consistent new vegetation in keeping with the planned heavy traffic. Shade trees are proposed for every other parallel parking stall or approximately 45 feet apart. Improved sidewalk paving, as proposed for Hollywood Boulevard would occur at intersections. No special pedestrian lighting or street furniture is included.

4a. Harrison Street and Cross-streets

The landscape concept for Harrison Street is to provide Royal Palms, shade trees and a variety of shrubs. On Harrison, the streetscape includes widening the sidewalk to 15 feet to provide additional area for outdoor dining and cafe tables. For Harrison Street and the cross-streets between Hollywood Boulevard and Harrison Street, decorative pavers will be used on sidewalks and crosswalks. At the east end of Harrison Street, the sidewalk will open to a plaza which can be used for special events. To create a unique design element to compliment Harrison Street and the cross-streets, special pedestrian lighting and street furniture will be included.
PUBLIC CAPITAL COSTS AND FINANCING

1. Preliminary Public Improvement Cost Estimates

Generalized cost estimates have been developed from the public improvements included in the Community Redevelopment Plan Amendment. The preliminary cost estimates assume average conditions and unit cost factors. The following table summarizes the cost estimates in 1985 dollars:

<table>
<thead>
<tr>
<th>Public Improvement Cost Estimates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Signalization</td>
<td>$255,000</td>
</tr>
<tr>
<td>Roadway Improvements (Traffic)</td>
<td>250,000</td>
</tr>
<tr>
<td>Roadway Improvements (Streetscape)</td>
<td></td>
</tr>
<tr>
<td>Hollywood Boulevard (2 blocks)</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Dixie Highway (2 blocks)</td>
<td>200,000</td>
</tr>
<tr>
<td>Tyler-Harrison Streets (4 blocks)</td>
<td>200,000</td>
</tr>
<tr>
<td>Young Circle Improvements</td>
<td></td>
</tr>
<tr>
<td>Roadway</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Parking/Transit</td>
<td>230,000</td>
</tr>
<tr>
<td>Landscaping/Amenities</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Electrical Service</td>
<td>100,000</td>
</tr>
<tr>
<td>Sanitary Sewer</td>
<td>200,000</td>
</tr>
<tr>
<td>Water Distribution</td>
<td>100,000</td>
</tr>
<tr>
<td>Total</td>
<td>$6,535,000</td>
</tr>
</tbody>
</table>

A major portion of the public improvement costs will be financed through the Community Redevelopment Trust Fund. A smaller portion could be financed with the Parking Enterprise Fund surplus because additional public parking will be provided. A substantial portion of the Young Circle traffic improvements can be financed with State and/or Federal financial assistance. Also, it would be desirable for a portion of the landscaping and amenities within Young Circle to be financed privately through a separate fundraising effort. The traffic signalization and roadway improvements necessary to relocate State Road 820 to Harrison and Tyler Streets and the streetscape improvements to Hollywood Boulevard, (approximately $1,500,000) should be undertaken and completed.
in 1986 utilizing the existing surpluses in the Community Redevelopment Trust Fund and the Parking Enterprise Fund.

The Dixie Highway and Tyler/Harrison streetscape improvements could be undertaken in 1987 and 1988 with the tax increment cash flow to the Redevelopment Trust Fund or they could be financed in combination with the improvements to Young Circle. The Young Circle project will require financing from State and/or Federal sources and the issuance of a tax increment revenue bond in late 1986 or early 1987.

2. Preliminary Public Parking Cost Estimates

The 2,643 parking spaces programmed for the six redevelopment project sites within the redevelopment target area may require some public financing assistance. Assuming that one half of those spaces are financed publicly the total cost in 1985 dollars would be approximately $8,700,000. The calculation below describes the financing of publicly assisted parking.

<table>
<thead>
<tr>
<th>Publicly Assisted Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Public Spaces</td>
</tr>
<tr>
<td>Capital Costs/Space</td>
</tr>
<tr>
<td>Total Funding Requirement</td>
</tr>
<tr>
<td>Annual Debt Service</td>
</tr>
<tr>
<td>Net Annual Parking Revenues ($200/Space)</td>
</tr>
<tr>
<td>Required from Annual TIF Revenues</td>
</tr>
</tbody>
</table>

1/ $5,500 construction costs plus 20 percent soft costs.

2/ Revenue Bonds issued at 9.25% and amortized over 30 years.

The publicly-financed spaces could be managed by either the City or the developer. After operating expenses are deducted net parking revenues would equal approximately $200 per space per year. Net debt service requirements would consume about two-thirds of the tax increment revenues generated by the projects. Each $1,000,000 of private redevelopment
investment will generate approximately $10,000 per year in tax increment cash flow under current valuation practices and property tax rates. The remaining one-third of the tax increment revenues would be utilized to service debt associated with public improvements to Young Circle or costs associated with the acquisition and write down of land to assemble development sites.

The specifics of the public costs associated with any redevelopment project can only be determined in negotiations with developers for specific projects. A practical constraint to the negotiations for a project would be a condition that the amount of public financing committed to a project could be no more than a certain percentage of the tax increment cash flow generated by the project. The percentage could vary from project to project based on the priority, desirability and need of the project. As mentioned previously, the form of assistance could include the financing of parking, the acquisition and write-down of the cost of land for the project site, utility improvements, etc. Recapture of those costs by the CRA could include (in addition to the tax increment cash flow) parking revenues, lease payments from the developer, or even a participation in the net proceeds of a development project.

3. Parking Costs Outside the Redevelopment Target Area

No cost estimates were developed for the potential parking structures on Van Buren Street and Tyler Street because it is unknown at this time how large they would be or if they would be necessary only when significant redevelopment activity occurs in the Mixed-Use Redevelopment subdistrict. In that event significant tax increment revenues would be generated by the redevelopment. Parking demand generated would also produce parking revenues. Those two sources of funds plus any revenues the City/CRA might derive from private development in conjunction with the parking structures could be used to service the debt associated with the structures. Logically, the size of the structures would depend upon the amount of tax increment and parking revenues available and the demand for additional public parking.
REDEVELOPMENT AND DOWNTOWN MANAGEMENT

The implementation of any significant redevelopment effort requires professional expertise and management to be successful. Coordinating private development efforts with public improvement construction, packaging of both public and private funding, designing joint development projects and marketing redevelopment opportunities requires specialized knowledge and experience. The success of downtown redevelopment, however, does not end when new buildings are built and public improvements installed. The intensified utilization of downtown space and concentration of uses in a compact area requires continuing and sensitive management in order to maintain the appearance of the urban space and the quality of the pedestrian experience. It is also necessary to insure an adequate return on both public and private investment.

1. Redevelopment Management

A. Function

The purpose of implementing redevelopment over a multi-year period, like any other management process, includes a number of critical functions including:

1. The continuous planning and design of projects, programs and activities to implement redevelopment, including details of redevelopment projects, public improvements, financing and others.

2. The administration of urban design guidelines in cooperation with the zoning administration function of the City.

3. The provision of assistance to developers and packaging redevelopment projects including the preparation of financial pro formas, preliminary designs, requests for developer proposals, marketing redevelopment project opportunities and negotiating development agreements.

4. The administration of commercial renovation assistance programs like the current design assistance and low-interest commercial loans.

5. The financing and installation of public improvements in cooperation with the City including landscaping and streetscaping, parking, utilities and others.
D. Community Redevelopment Agency Staffing

Because of the specialized nature of redevelopment administration, the Community Redevelopment Agency should retain its own professional staff to implement redevelopment in downtown Hollywood over 10 to 15 years. The staff should initially include an executive director, two professional subordinates with expertise in design and marketing, and one or two clerical employees. Additionally, the CRA should consider retaining legal counsel with specialized expertise in redevelopment law and financing to augment legal services provided by the City Attorney's office. The administrative budget of the Community Redevelopment Agency for staffing professional services, support and planning and program efforts would approximate $200,000 per year in 1985 dollars.

C. Community Redevelopment Agency Composition

The City Commission and Community Redevelopment Agency should seriously consider restructuring the Board of the Community Redevelopment Agency. The supervision of an aggressive, full-time redevelopment effort will require considerable knowledge on the part of the Board of the CRA. Under the existing State Statute the City Commission could appoint five private sector representatives to the CRA. They should be individuals who would not have a conflict of interest and would commit to spending the time necessary to properly oversee the implementation of redevelopment activities. This approach would reduce the burden of time on City Commissioners. Pursuant to State law, however, the City Commission would retain ultimate control because specific Commission approval is required for the adoption or amendment of the redevelopment plan, the utilization of the eminent domain powers of the CRA in each instance, acquisition and disposal of real property, and the issuance of tax increment revenue bonds. Additionally, it would be appropriate in Hollywood's situation for the City Commission to retain the authority for approving the annual budget of the Community Redevelopment Agency.

2. Downtown Management

A. Functions

The term downtown management has evolved to encompass much more than the administration of the traditional
redevelopment activities discussed above. In communities which have successfully implemented redevelopment programs it has become necessary to apply additional effort toward insuring that the public spaces in the downtown area, the interrelationships of different land uses, and public and private activities continue to function smoothly and without conflict in an intensely utilized area. Many traditional public and private property management functions are being cooperatively administered by both sectors in downtown areas. Those functions include:

1. The increased maintenance of high traffic pedestrian areas including sidewalks, plazas and parks.

2. The provision of special public safety and security services which involve public relations activities as much as traditional policing.

3. The coordination of retail sales and promotions in the same manner that shopping centers serve retail tenants.

4. The recruitment of additional retail businesses, office tenants, etc. to the downtown area to balance the mix of services and merchandise lines offered, also in the manner of a shopping center.

5. The provision of community education and public information about the downtown through brochures, slide presentations, newsletters and other means to the community generally, prospective businesses and investors.

6. The coordination of special events and entertainment including parades and festivals in cooperation with City agencies, private non-profit groups, and others wishing to use the public space in the downtown for appropriate activities. (In many communities this activity generates revenue for downtown management operations.)

7. The regulation of street vendors (which has become increasingly important in many cities) to augment services provided by downtown retailers. Vendors are especially patronized by downtown office employees. They can, however, if not properly regulated become a nuisance. Effective downtown
management can regulate vendors so that they supplement rather than detract from the downtown experience. Permit fees for vendors in public spaces can also help support downtown management operations.

B. The Role of Downtown Hollywood Center, Inc.

Downtown Hollywood Center, Inc. is a private, non-profit corporation. Since 1983 DHCI has performed a role that was neither totally private nor totally public in nature. DHCI has coordinated the administration of a public sector renovation assistance program and assisted in the development of a broad and comprehensive redevelopment program for Downtown Hollywood. The implementation of that program, however, as mentioned above, is the statutory responsibility of the Community Redevelopment Agency. DHCI could perform the downtown management function as a private, non-profit association of downtown businesses and property owners under a contract with the City in much the same manner that similar organizations do so successfully in a number of cities across the country.

C. Downtown Management Financing

The current need for specialized management of public spaces in Downtown Hollywood is relatively small. While many significant management problems do exist, including "pedestrian unfriendly" circulation systems, deteriorating pedestrian amenities, obstacles on sidewalks and poor access to and utilization of Young Circle. Substantial correction of those problems will occur through the implementation of public improvements under the redevelopment program. The need for effective management and maintenance of newly improved public spaces, however, will increase as public improvements and private developments are implemented. At that time it may be necessary for the City and downtown property owners to implement a special assessment district within the downtown core area to provide for downtown management services above and beyond those traditionally provided by the City. The assessment would represent a relatively small tax on downtown properties and would provide increased services. The proceeds of the assessment could be passed through to a private management organization whose total revenues would consist of membership dues, vendor fees, special events income and other sources as well as assessment proceeds.
D. Hollywood Art and Culture Center

If the Art and Culture Center is located in Young Circle as recommended, a unique opportunity for the management of an improved and enhanced Young Circle Park is available. Traditionally, art and culture centers have been quite reclusive places which only a small percentage of the population utilizes. If the Hollywood facility were located in Young Circle it could become an integral part of Young Circle activities including the production of concerts in the bandshell, special events such as the Sun and Fun and Seven Lively Arts Festivals, specialized small-scale entertainment like jugglers and magicians and other new activities and events. City staffing of those functions could be consolidated and administered in a way that would insure coordination of events and maintenance of Young Circle facilities to optimize the overall experience of Young Circle Park. Alternatively, the coordination of Young Circle Park activities might be jointly undertaken between a private non-profit downtown management organization and City staff under a cooperative funding and management agreement.

The approach to downtown management, whether undertaken entirely by the City or cooperatively administered by the City and a private non-profit organization of downtown interest, should be designed to provide for high quality, well maintained public spaces and the provision of scheduled activities to heighten the downtown experience and feel of excitement. The result will be the creation of a "sense of place" that is unique to Hollywood, increased revenues to both the City and downtown businesses and a quality image for Hollywood that will be described as exciting, fun, progressive and successful.