



Redevelopment Planning Lessons Learnt: A Case Study from a Developed Nation

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Abstract

This paper provides definitions, policies and procedures relevant to redevelopment followed by a case study in an urban setting located in Broward County, Florida; in United States of America. While summarizing the recommendations the author argues that the role of the planners should not be limited to just facilitating a consensus building exercise, but to aid in formulating a larger vision based on the needs of a community. While the citizen's vision can form the backbone of a redevelopment plan, a bigger vision will often help to achieve the highest and best possible future for the area and its residents. This type of planning may be considered for finding a middle ground between 'bottom up' and 'top down' planning process.

1. INTRODUCTION

United Nations Center for Human Settlements (UNCHS) Report 2001 on cities in the globalizing world states that the world's population is becoming predominantly urban. While the developed countries are largely urban, in the developing countries 40 percent of population lives in cities (2000) and by 2020, that number shall increase to 50 percent. Another alarming statistic is that by 2015, 153 of the 358 cities with more than one million inhabitants will be in Asia. Out of 27 mega cities each with more than 10 million inhabitants, 15 will be found in Asia.

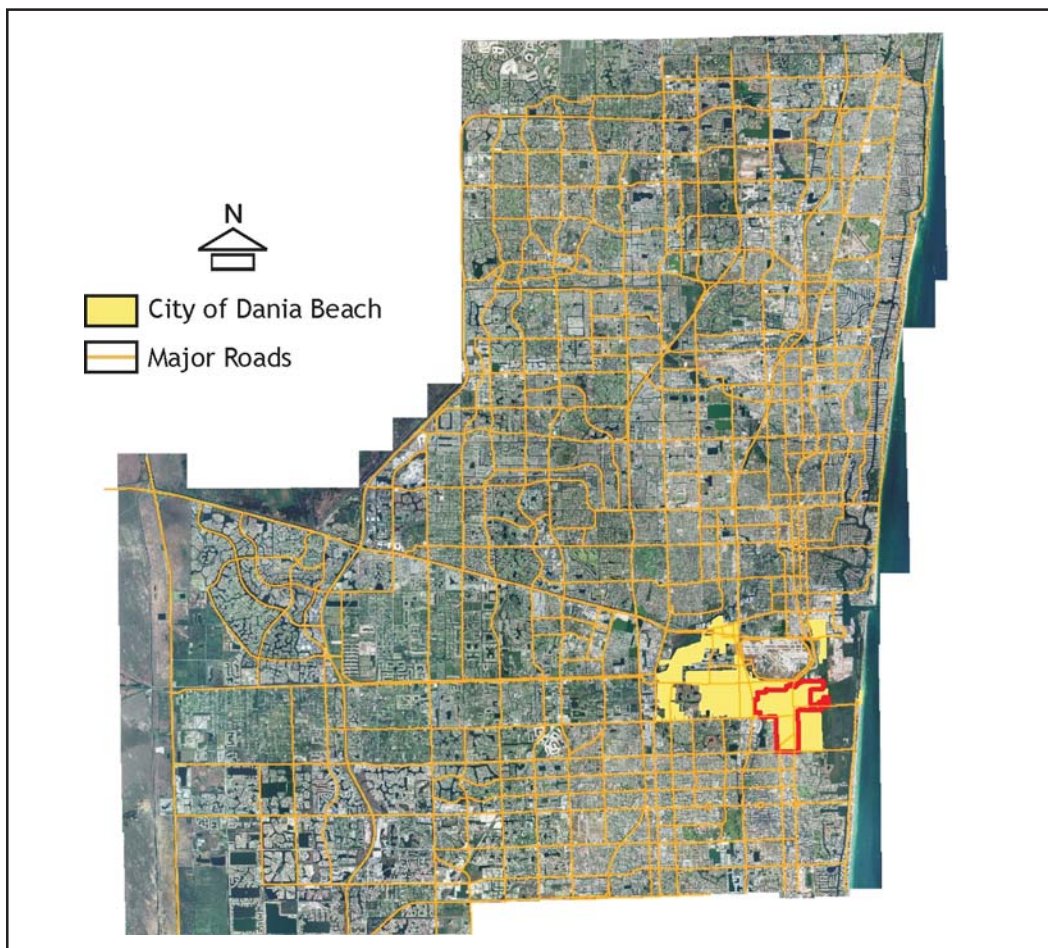
As per 2001 Census of India, 286 million people live in over 5,000 cities and towns out of which 61.7 million or nearly 22 percent urban population is living in slums and squatters settlements. It is also estimated that by 2051 half the population of India would reside in urban settlements and the number of metropolitan or million plus cities would be 75 and the total number of urban centers would be more than 6,000. However, despite significant progress, India's 38 percent population i.e. 400 million is living in poverty (Tendulkar Committee, 2009). The Technical Group in the context of formulation of the 11th Five Year Plan estimated that the housing shortage at the end of the 10th Five Year Plan would be around 24.7 for 67.4 million households. And 99 percent of this shortage pertains to EWS and LIG categories and during the 11th Five Year Plan the total housing requirements including backlog will be to the tune of 26.53 million units for 75.01 million households. It therefore makes good planning sense that the town planners of the country prepare and plan for this anticipated scenario.

India although has a history of successful town planning, it can still learn from international examples including their successes and failures. While the definitions

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of slum, blight and safe living conditions vary widely from one country to another, the method of alleviating the conditions of slum and blight may largely still be the same. The hurdles to redevelopment schemes and the policies that are put in place to combat them may be modified or adapted to suit the Indian context. This paper provides definitions, policies and procedures relevant to redevelopment followed by a case study in an urban setting located in the United States of America. The case study is located in Broward County, Florida. Broward County (Fig. 1) encompasses a land area of 3,418 sq km of which approximately 2,194 sq km is conservation area¹. According to 2000 Census it had a population of 1,623,018 people with population density of 520 people per sq km. Of its 31 municipalities, the oldest city, and the location of this case study is called Dania Beach. The City of Dania Beach encompasses 16 sq km and as of 2000 Census its population was approximately 28,000 people, with population density of approximately 1,750 people per sq km.

Fig. 1 Location Map showing planning area for Broward County and the City of Dania Beach.



¹ www.Wikipedia.com as accessed on December 28, 2009



2. POLICIES AND PROGRAMS FOR SLUM AND BLIGHT IN USA

In the USA many states have successful policies and procedures that address slum and blight. In the State of Florida, these procedures are outlined in the State Statutes. The Community Redevelopment Act of 1969 in Chapter 163, Part III of the statutes provides for creation of a Community Redevelopment Area (CRA). The purpose of a CRA is to prevent and eliminate the development of slum and blight, enhance tax and for the provision of affordable housing.

The Community Redevelopment Act addresses the broad issues related to slum and blight by first defining the problem. It states the following:

163.335 Findings and Declarations of Necessity

It is hereby found and declared that there exist in counties and municipalities of the state slum and blighted areas which constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

It is further found and declared that certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.

2.1 Definition of Slum and Blight

'Slum area' means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or



nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- Inadequate provision for ventilation, light, air, sanitation, or open spaces;
- High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
- The existence of conditions that endanger life or property by fire or other causes.

'Blighted area' means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- (b) Aggregate assessed values of real property in the area for ad valorem tax (is tax based on the value of real estate or personal property and is typically imposed at the time of a transaction on an annual basis) purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Inadequate and outdated building density patterns;
- (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- (h) Tax or special assessment delinquency exceeding the fair value of the land;
- (i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- (j) Incidence of crime in the area higher than in the remainder of the county or municipality;
- (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or



- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

However, the term 'blighted area' also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to s. 163.387(2)(a) agree, either by inter local agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, 'blighted area' means an area as defined in this subsection.

2.2 Community Redevelopment Agency (CRA)

In the USA many states have found great success in the creation of an autonomous body known as the Community Redevelopment Agency that governs the Community Redevelopment Area and is thereby tasked with overseeing the prevention and elimination of slum and blight. In order to create a Community Redevelopment Area, at least two of the above criteria must be documented in a study which is known as a Finding of Necessity (FON). Once this FON is approved by the local authority, a CRA is then established. Following the FON, a Community Redevelopment Plan is prepared to recommend strategies and implementation procedures. While the state does not oversee the operations of the CRA on a day to day basis, the CRA Plan must be consistent with the local government's Comprehensive Plan or as is called in Indian context - the Master Plan. In order to ensure that the CRA Plan is in compliance with the Comprehensive Plan another document known as the Finding of Conformity (FOC) must be prepared.

2.3 Powers and Functions of the CRA

Once the need is established for a community redevelopment agency, a Board of Commissioners of the Community Redevelopment Agency is appointed, which shall consist of not fewer than five or more than nine commissioners. The agency along with the municipality and the county has following powers:

- Counties and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.
- Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:
 - To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part;
 - To disseminate slum clearance and community redevelopment information;



- To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:
 - Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition;
 - Demolition and removal of buildings and improvements;
 - Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan;
 - Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan;
 - Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan;
 - Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property;
 - Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities;
 - Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income;



- Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan; and
- Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
 - To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate;
 - Within the community redevelopment area:
 - To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted;
 - To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon;
 - To hold, improve, clear, or prepare for redevelopment of any such property;
 - To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property;
 - To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance;
 - To enter into any contracts necessary to effectuate the purposes of this part; and
 - To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of



such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

- To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled;
- To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the State County, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part;
- To make or have made all surveys and plans necessary to the carrying out, for the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
 - Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements;
 - Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements; and
 - Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
- To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income;
- To apply for, accept, and utilize grants of funds from the Federal Government for such purposes;
- To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses



- of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government;
- To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part;
 - To close, vacate, plan, or re-plan streets, roads, sidewalks, ways, or other places and to plan or re-plan any part of the county or municipality;
 - To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively; and
 - To develop and implement community policing innovations.
- The following projects may not be paid for or financed by increment revenues:
 - Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation;
 - Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund; and
 - General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.
 - With the approval of the governing body, a community redevelopment agency may:



- Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses; and
- Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

2.4 Funding for Redevelopment

There are several financing mechanisms that are available for CRAs to implement their redevelopment initiatives, but the primary tool of a CRA in the State of Florida in order to generate funds is through Tax Increment Financing or TIF. The 'tax increment' is defined as the difference between the current taxes and future taxes anticipated after improvements. The increase in *ad valorem* tax revenues are diverted from the local government to a redevelopment trust fund.

As per F.S. 167.387 - The annual funding of the redevelopment trust fund shall be an amount not less than that increment in the income, proceeds, revenues, and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment. Such increment shall be determined annually and shall be that amount equal to 95 percent of the difference between:

- The amount of *ad valorem* taxes levied each year by each taxing authority, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and
- The amount of *ad valorem* taxes which would have been produced by the rate upon which the tax is levied each year by or for each taxing authority, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll, used in connection with the taxation of such property by each taxing authority prior to the effective date of the ordinance providing for the funding of the trust fund.

3. DANIA BEACH CRA

The original CRA for the City of Dania Beach was created in 2002 for a 212.5 hectare area. The author's firm was retained in 2008 to prepare a Finding of Necessity and the Redevelopment Plan to expand this CRA by 333 hectare to a total of 546 hectare thereby containing a total population of 9,415 people. A sample of indicators included in the FON is given in Table 1.



Table 1 Comparison of Unemployment Rates, 2008

2008 Civilian Population 16 + in Labor Force	Expanded CRA Unemployed	Dania Beach Unemployed	Broward County
	9.9%	6.9%	6.6%

Comparison of Per Capita Income, 2008

Expanded CRA	Dania Beach	Broward County
\$20,002	\$25,456	\$29,818

Comparison of Households Earning less than \$25,000 annually, 2008

Households earning less than \$25,000 annually	Expanded CRA Number / Percent		Dania Beach Number / Percent		Broward County Number / Percent	
	779	39.9%	2,770	29.1%	151,750	21.3%

Source: U.S. Census 2000, Integra Realty

Of all the crimes that occurred in the last two and a half years in the city, 52 percent of them (3,481) occurred within the expanded Community Redevelopment Area despite the fact that the area comprises only 25 percent of the total land area in Dania Beach (Fig. 2). This high incidence of crime adversely affects tourism and retail sales, discourages private property reinvestment, and weakens the sense of community in Dania Beach.

From the Fig. 3 it was observed that old development patterns are still seen in the racial split (Fig. 3 also gives percent of white, black and others) along the physical barrier of a railway line within the CRA.

Photographs shown in Fig. 4 indicate the condition of the slum and blight areas.

3.1 REDEVELOPMENT PLAN

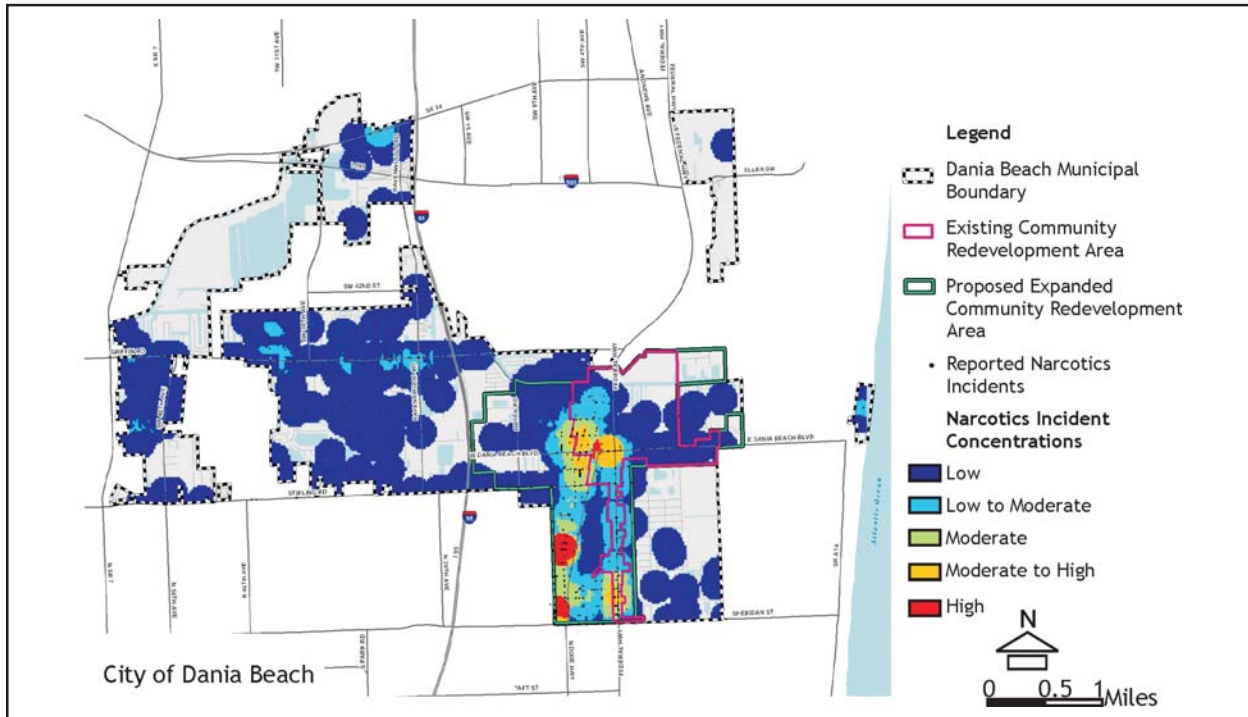
Following the completion of the FON, a plan was developed that addressed redevelopment issues for both residential as well as non-residential areas of the CRA. The redevelopment process followed the below chronology:

- Analyzing;
- Public input and consensus building;
- Planning; and
- Implementation.

The planning process began in June 2008 with a series of citywide visioning meetings, followed by a strategic planning session held by the City Commission to identify a Vision and Mission Statement for the City of Dania Beach.

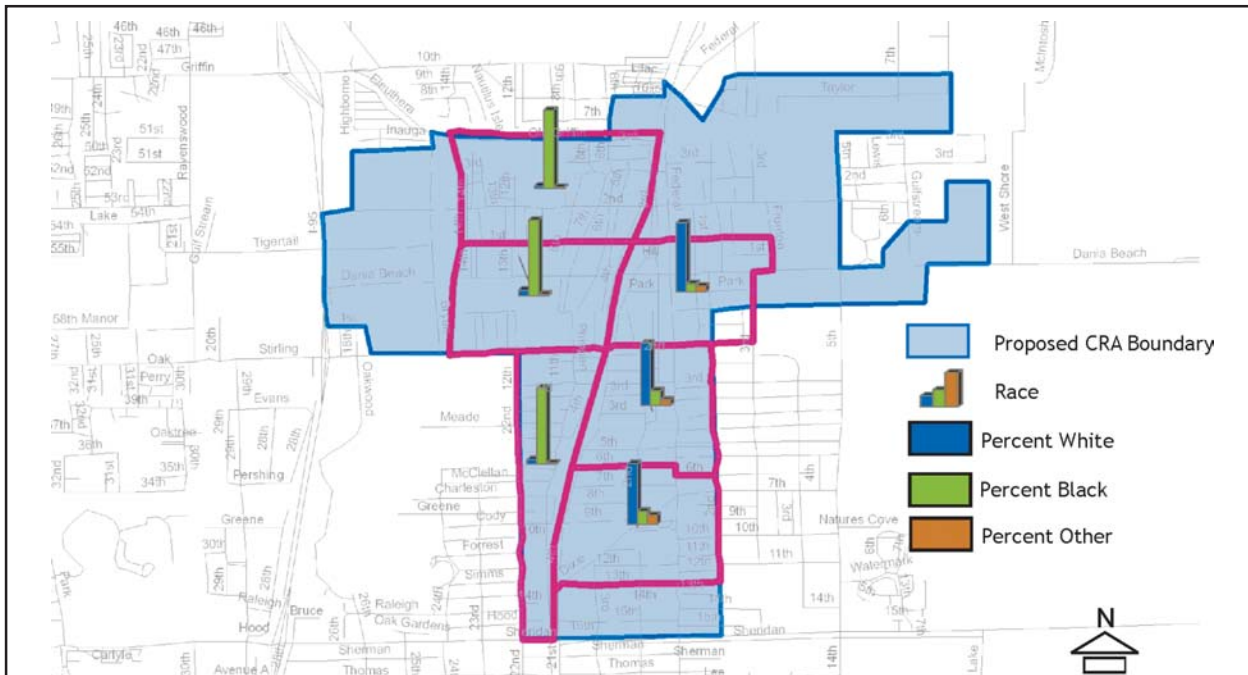
With a vision articulated, a team of multi-disciplinary consultants then conducted an intensive three day charrette to map the future of the Community Redevelopment Area. During these charrette workshops, conceptual plans were developed by the citizens with professional assistance working in three groups. These three plans were combined to create the ‘Synthesis Plan’, which became the framework for the redevelopment plan. In the following months, additional meetings were held with the residents to ensure that everyone had a voice in the planning process.

Fig. 2 Location of Narcotics related Crime Incidents



Source: Broward Sheriff Office, Narcotics Incidents (1/1/06 through 06/04/08). Density calculations performed by the Mellgren Planning Group.

Fig. 3 Percent of Black, White and Others in the Proposed CRA Boundary



Source: Broward County Property Appraiser Tax Roll. Areal Photography Analysis

Fig. 4 The Condition of the Slum / Blight Areas



Source: The Mellgren Planning Group, 2008

Based on this Synthesis Plan and Vision Statements, the team set out to work on preparing a plan that would respond to the specific needs of Dania Beach CRA with an overall goal being to encourage redevelopment and identify projects that will serve as a catalyst for redevelopment. In addition, the goal was to address physical, social and economic issues that the CRA faces, and to create an economic engine for the City of Dania Beach. Some of the constraints (Fig. 5) observed were:

- Shallow parcel depths of commercial parcels along major arterials;
- Disjointed street network;
- Traffic congestion at certain locations;
- Lack of sufficient pedestrian facilities;
- Crime;
- Speeding cut-through traffic in residential neighborhoods;
- Absentee landlords; and
- Physical and psychological barrier along FEC railway line.

In study area some opportunities and strengths (Fig. 5) were observed:

- Location of the study area within close proximity to an international airport, sea-port, easy access to the interstate system, and proximity to the beach;
- Potential transit station on Dania Beach Boulevard;
- Water access for potential marine uses; and
- Greenway system proposed by the County.

Fig. 5 Opportunities and Constraints of the Study Area

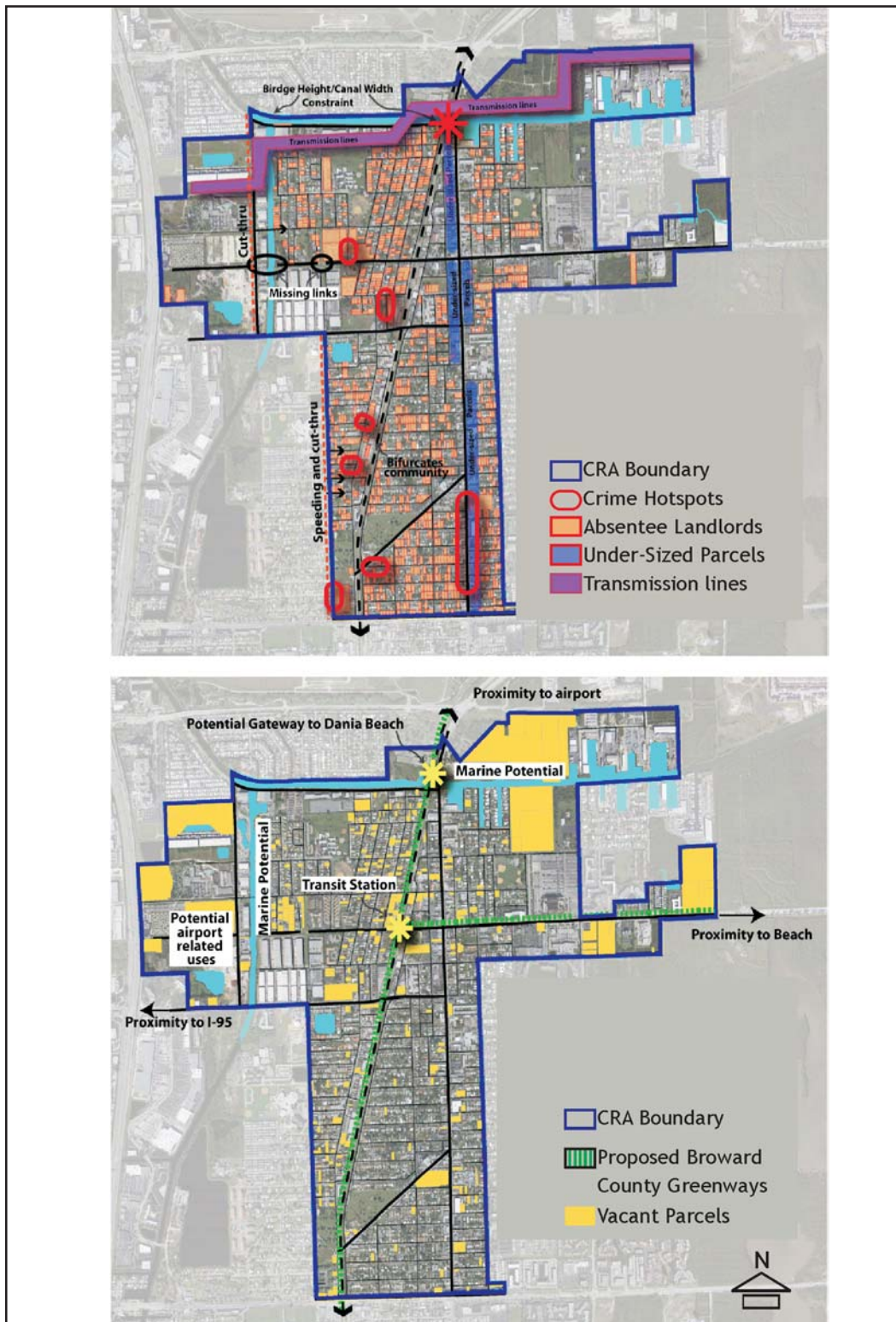


Fig. 6 Potential Development Pattern in City Center



The proposed Concept Plan envisions creation of a future City Center (Fig. 6) which will not only generate economic activity but also create a landmark that citizens can identify with. This was envisioned as being located close to the existing City Hall and the proposed county library. This City Center will extend east of the railway tracks to ensure equitable distribution of the economic activity that may be generated in the future. City Center will allow a mix of residential, commercial and office uses. The balance of east Dania Beach Boulevard and Federal Highway is envisioned to develop with mixed use, which will transition in both intensity and form into the residential neighborhoods.

Old Griffin Road will be relocated southward to create waterfront property on the south side of the Dania Cut-Off Canal and the area as a whole will attract marine and marine related industries to create economic growth. Marine uses will also be located on the north side of the Dania Cut-Off Canal east of Federal Highway and along the C-10 Canal and adequate buffering will be provided between marine uses and other uses. West Dania Beach Boulevard will connect with Bryan Road and will provide opportunities

for residential and mixed use east of the C-10 Canal.

Although the proposed mass transit station has the potential for attracting potential economic growth, the Plan does not depend on the transit to stir redevelopment in the area. This is done intentionally to avoid any delays which may be associated with the transit planning. Instead the plan advocates a public-private partnership with the marine industry to create jobs and boost the local and regional economy.



In order to attract the marine industry, several infrastructure improvements will have to be carried out, but the socio-economic impact of these changes far out weigh the cost of infrastructure improvements.

Several implementing strategies are identified in the Plan. They are identified as immediate and long term strategies. As with any redevelopment process it is unrealistic to expect that change will occur in a short period of time, especially since the goals and strategies are large in scale. However several smaller strategies can be put in place to stir redevelopment in the area. One of the immediate strategies was to change the land use designation for the entire area from several different designations to a land use category that allows for a mix of uses. This will allow permitted uses to occur as market demand drives development without the need for individual land use plan amendment process; a process that can take up to a year. Zoning regulations will control development, and because zoning is administered at the local level, any necessary changes can happen expediently. This brings certainty into the process which is an important factor to any developer.

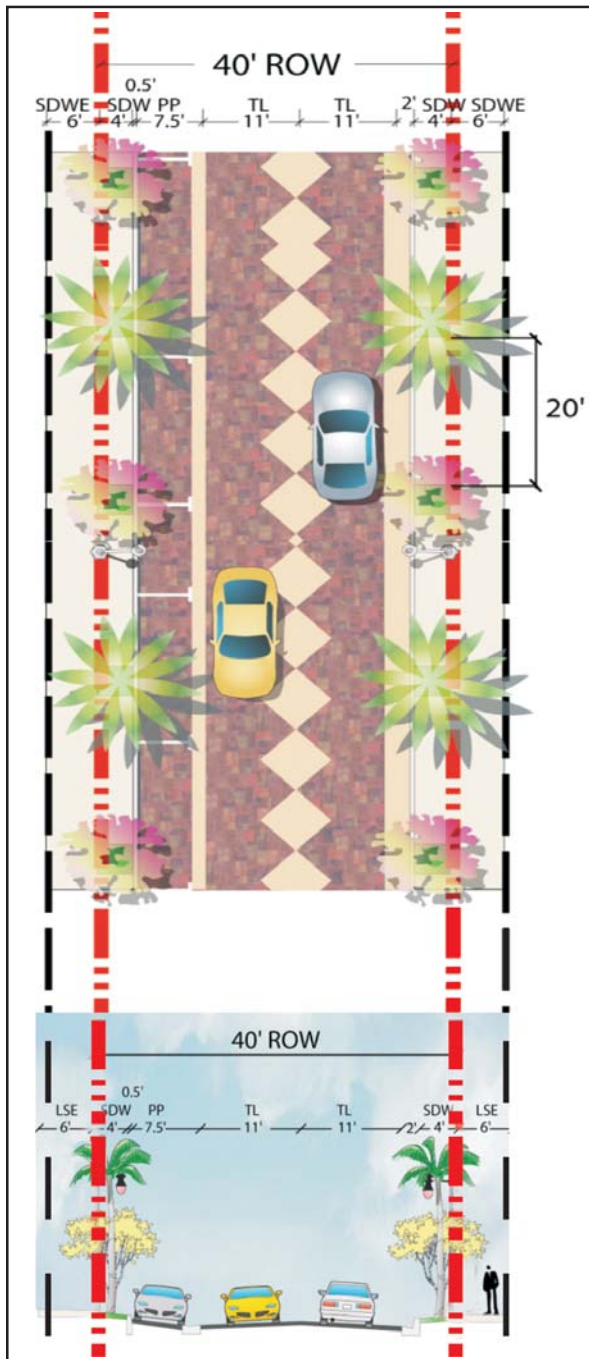
A few of the goals are listed below:

- Provide a range of housing opportunities and choices;
- Aim to increase efficiency of utilizing water and energy resources;
- Preserve and create open spaces;
- Create distinctive buildings and neighborhoods with a strong sense of place;
- Make development decisions more predictable, quicker and cost effective;
- Promote mixed land uses serviced by a variety of transportation modes;
- Create walkable sites, neighborhoods and community designs;
- Promote regional collaboration;
- Encourage community and stakeholder collaboration;
- Strengthen and direct development towards existing communities;
- Take advantage of compact building design;
- Enhance and enforce existing neighborhoods;
- Eliminate substandard housing and provide affordable housing alternatives;
- Redevelop the CRA in a manner that is energy efficient and sustainable;
- Attract the Marine Industry and help it to expand; and
- Pursue an active marketing and public information approach to implementation of the CRA Redevelopment Plan

Additionally designs were created for streets to allow for on-street parking (Fig. 7) within the existing right-of-way constraints. Designs for raising or creating new



Fig. 7 On Street Parking within Existing R/W



NW 1 Avenue 40' Right of Way with one side parking from NW 2nd Street to Stirling Road

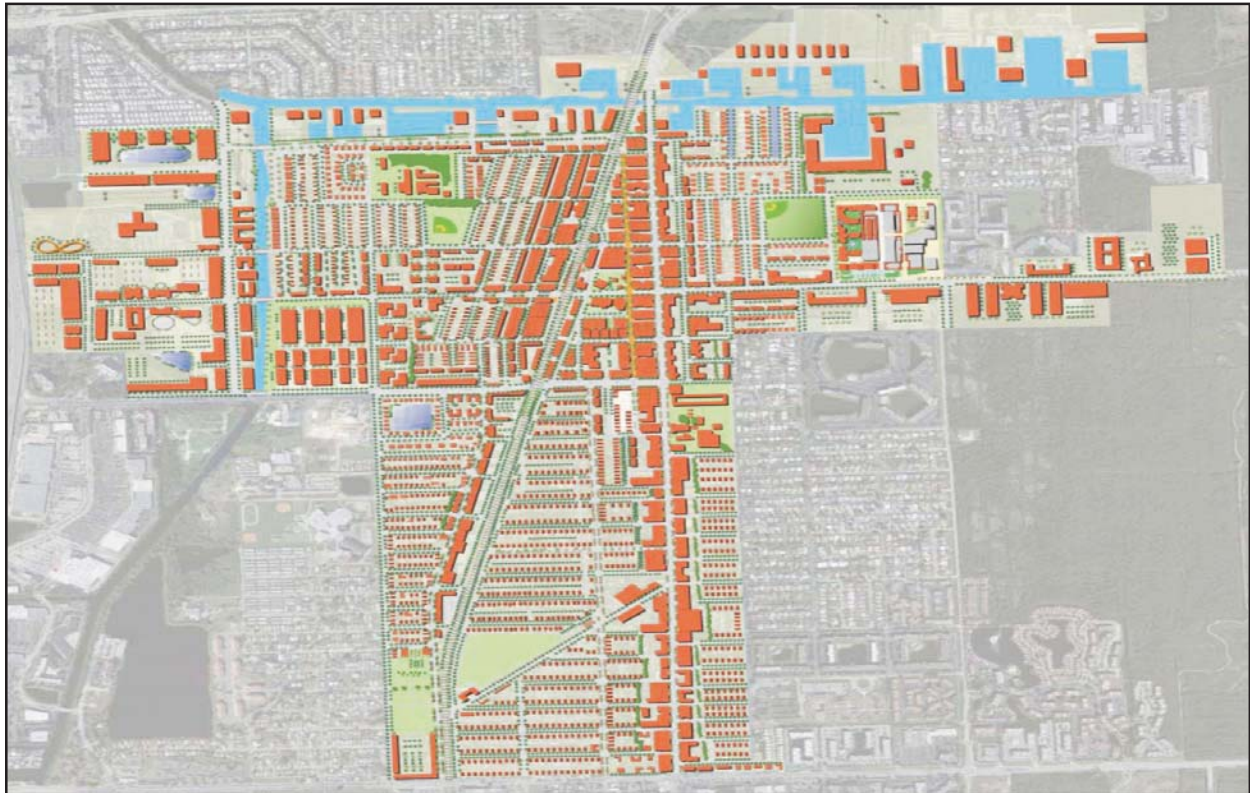
Note: Sidewalk Easement Required by land Development Regulations

PP-Parallel Parking, SDW-Sidewalk, TL-Travel Lane, SDWE-Sidewalk Easement

bridges were prepared along with landscaping improvements that can be made in the CRA to enhance a sense of community and ownership. Probable cost estimates were prepared for all these improvements in order to establish cost feasibility in implementation of this plan. An architectural vision was established for the area as expressed by the stakeholders during the charrette. This will lead to creation of design standards and create an architectural identity and a sense of place for the CRA.

The plan was adopted (Fig. 8) by the City Commission in February 2009. In the next ten months up to the writing of this paper, under the leadership of the Executive Director of the Dania Beach CRA, and support of the CRA Board Members following activities have occurred:

- New land use designation approved;
- New land development regulations adopted;
- Parking garage funding obtained;
- New City Center which will include a new hotel, offices, retail and residential in addition to the new library which will be under construction shortly. This in itself will amount to about 4.5 billion rupees of private sector investment in the City Center and the community as such;
- Five Year Strategic Finance Plan adopted;
- Beautification efforts along US-1 initiated;
- CRA Incentive Programs including Façade Improvement Program, Housing Investment Program instituted;
- Strategic Investment Program instituted;
- Potential Charter School with Marine Industry focus underway; and
- Removal of Dania Beach Boulevard from the Broward County Traffic Ways Plan. This will ensure that in the future a huge boulevard does not cut through the residential neighborhood of Sun Garden Isles.

Fig. 8 Proposed Map Adopted by City Commission

4. CONCLUSIONS

For a redevelopment effort to be successful a few key ingredients are crucial. First, a good plan which is implementable, a multi-disciplinary team which is proficient in the key factors of their respective fields needs to be created to guide the plan throughout its preparation in a team spirit so as to evolve a good plan which is implementable. Second, a good leader and implementation team is vital. There are several aspects that have to come together before any plan begins to become a physical reality. Coordination, negotiation, relationship building, marketing, strategic planning, are some examples that are a must. A good leader who has the vision, will and the energy to implement a plan is a necessity to save a good plan from being forgotten on an office shelf. Third, political will and the backing of politicians and local key personnel is important to give redevelopment a push and allow it to gain and retain momentum.

Fourth, the Community Redevelopment Plan once adopted, becomes a legal document that the CRA has to abide by, therefore, planning process should be inclusive of all members of the community i.e. renters, home owners, business owners, elected officials, and the city staff that will eventually implement the plan. This allows for everyone to have a sense of pride and ownership and a reduced



possibility of later opposition from the community. It allows for the planning team to know the particular local demographics, social and economic needs and therefore plan accordingly. The community will know that the planning team is not enforcing a 'one size fits all' plan but is in fact responding to their particular concerns.

Fifth, although the involvement of community is very important, the role of the planners should not be limited to just facilitating a consensus building exercise, but to aid in formulating a larger vision based on the needs of a community. Often the area leaders including elected officials may have a different vision or higher goal for the area based on their big picture perspective. It is planner's duty to ensure that this vision is rooted in reality and available resources become available. While the citizen's vision can form the backbone of a redevelopment plan, a bigger vision will often help to achieve the highest and best possible future for the area and its residents. This type of planning may be considered for finding a middle ground between 'bottom up' and 'top down' planning process.

Sixth, creation of an agency that is only charged with slum and blight in a specific geographical area within a larger municipality may be an alternative system that can be further looked into and adapted to Indian situation. The advantage to this is that it reduces the pressure from planning departments allowing them to focus on broad municipal planning. Lastly, the built-in answerability and accountability of a CRA will ensure that the community benefits from its activities.

REFERENCES

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WEBSITES

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