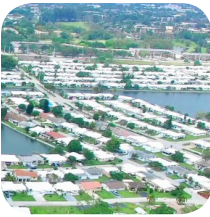


CITY OF TAMARAC

ECONOMIC
DEVELOPMENT
STRATEGIC
PLAN

2018-2022



Acknowledgements

City of Tamarac

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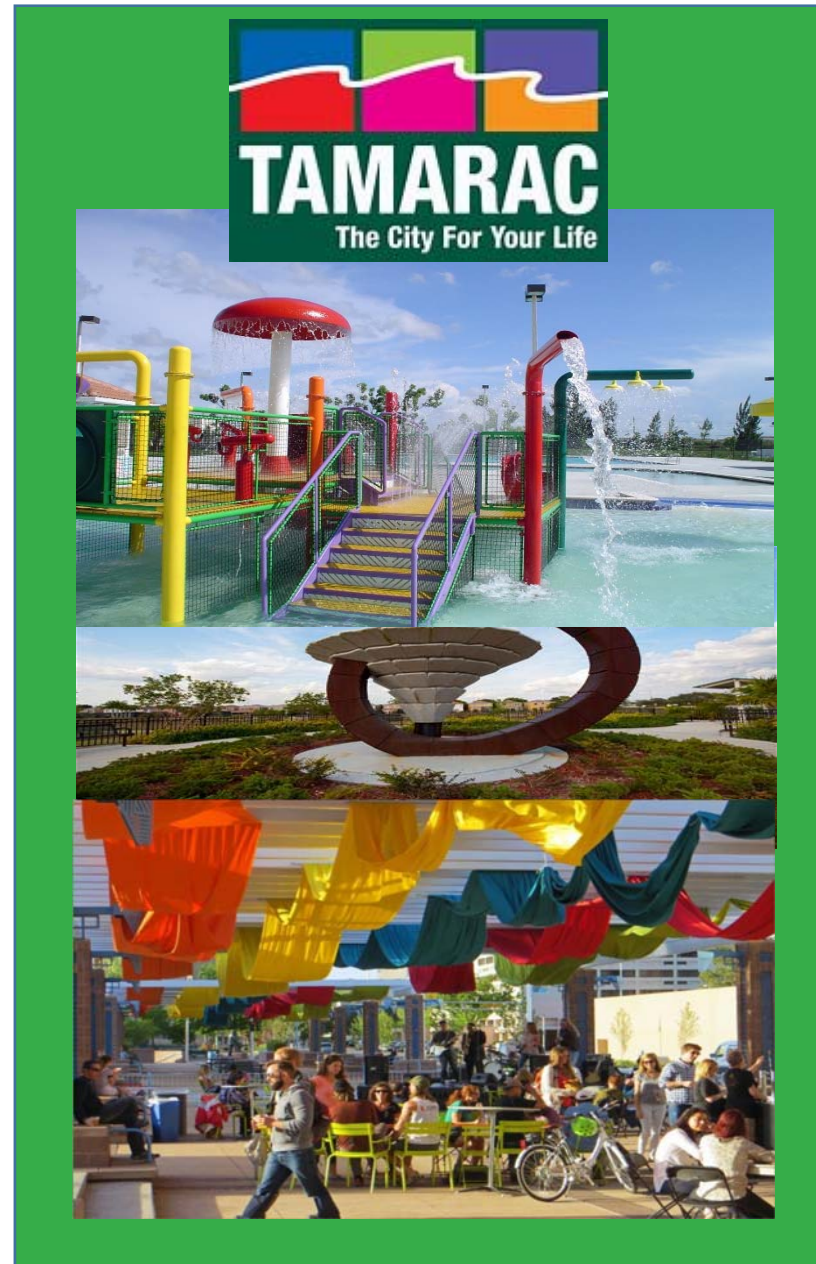


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I. Introduction and Background

The City of Tamarac is located in western Broward County in the State of Florida, and provides access to highways, railways, airports and waterways as well as a wealth of cultural and sports activities. The City covers a 12-square mile area and is home to more than 63,000 residents and approximately 2,000 businesses.

In October 2017, the Florida Department of Economic Opportunity awarded a Community Planning Technical Assistance Grant to the City of Tamarac to fund the incorporation of an Economic Development Element into the City's Comprehensive Plan.

The purpose of the Economic Development Element is to define the City of Tamarac's goals and objectives as they relate to expanding the City's tax base and improving the quality of life for the community.

The Community Planning Technical Assistance Grant is structured to fund the following tasks:

- Two (2) public workshops to facilitate community outreach.
- Collection and analysis of data relative to commercial, industrial, residential, recreational, and transportation land uses.
- Formulation of economic development policies and programs that serve to retain, enhance, and expand the City's economic assets.
- Five Year-Priorities and Action Plan which will place an emphasis on policies that are conducive to the short-term realization of economic development growth and establish a program to monitor and evaluate the achievement of benchmarks which will operate as direct indicators of economic growth performance.
- Compilation of a consolidated Economic Development Element that clearly defines and articulates innovative strategies to enhance economic development growth.

To guide the execution of the Economic Development Element (the "Economic Development Strategic Plan", or "EDSP"), this Implementation Plan builds upon the Data and Analysis Report completed in Phase I of this planning process. The following

implementation framework is a direct result of the findings related to current trends and projections for the City's housing, demographic, transportation, real estate, employment, retail, educational, and socio-economic data and to analyze its impact on current and future market performance.

The Data and Analysis Report located in Appendix I enabled the City of Tamarac to reevaluate and prioritize economic resources according to current market conditions, demographic shifts, and emerging redevelopment activity.

Policy Statement/Purpose

Tamarac Economic Development Strategic Plan Mission Statement

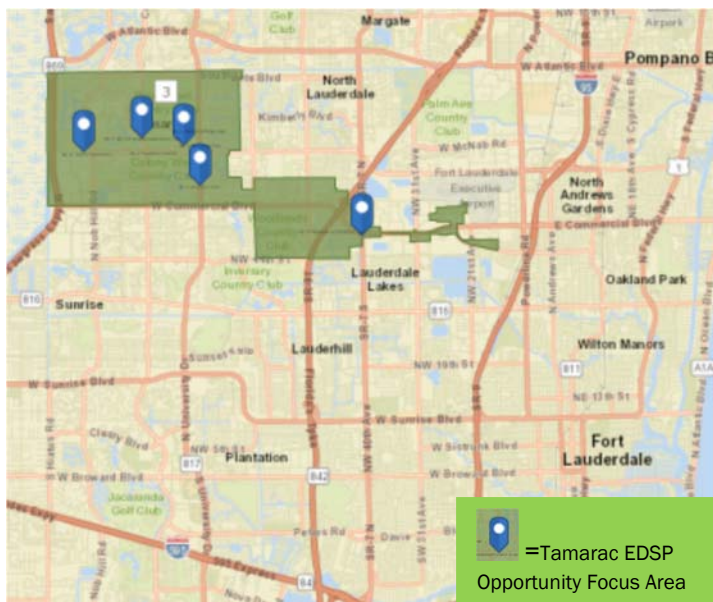
To foster the economic
resilience, sustainability and
comprehensive revitalization of
the City of Tamarac through
effective pro-growth, business
friendly development policies
and programs.

The studies and plans that are shaping the City's Economic Development Strategic Plan implementation recommendations include:

- City of Tamarac Comprehensive Plan, 2007 (as amended)
- City of Tamarac Economic Development Plan, FY2014-2019
- City of Tamarac Commercial Arterial Redevelopment Study, June 2014

The research, analysis and policy directives contained in these planning documents provide an initial framework for setting the City of Tamarac's economic development goals and objectives for the next five years. More than just a test of progress against goals over the last five years, this Economic Development Strategic Plan is specifically intended to concentrate the City's financial and institutional resources on achieving mixed-use retail revitalization and redevelopment in targeted opportunity site "Focus Areas" through the formulation of an implementation plan.

Figure 1: City of Tamarac, Florida Jurisdictional Boundary



Economic Planning Context

The City of Tamarac's Economic Development Division (TEDD) adopted a 5-year Economic Development Plan in 2014 to identify targeted business opportunities to focus its economic development efforts, as well as defining ways to accomplish its strategic goals. The formulation of this Economic Development Strategic Plan ("EDSP") as part of the City's Comprehensive Plan is intended to 1) retain and grow successful local businesses; 2) further integrate the 2014 plan into the City's ongoing policy initiatives; and, 3) to promote Tamarac as an ideal business location for companies considering relocation or expanding their business.

The City of Tamarac is strategically located in the center of Broward County, between Miami-Dade and Palm Beach Counties in South Florida.

Located within minutes of several major highways, the Ft. Lauderdale Airport, Port Everglades and railway stations, Tamarac businesses and residents have easy access to the Sawgrass Expressway and the Florida Turnpike.

This EDSP is structured to serve as a fluid blueprint for the community's future economic development activities. The City of Tamarac places strong value on its strategic goals and its customer focused approach. A biennial survey is conducted in which residents and businesses have an opportunity to identify and prioritize strengths and opportunities for improvement. Since the City is always looking to improve, the Economic Development Strategic Planning process provides the City with the opportunity to revisit economic development goals and objectives within the context of prevailing demographic trends and real estate market conditions.

The 2018 EDSP will leverage prior planning efforts and provide detailed tactical recommendations. The City of Tamarac is currently recruiting a new Economic Development Manager who will be responsible for implementing the Economic Development Strategic Plan over the next five years according to short-term tactical and long-term strategic goals along with specific actionable items and budgetary requirements. The Economic Development Strategic Plan scorecard tracker will be reviewed and updated each month by the Economic Development Manager to ensure that implementation is on task and on target. An annual report will be provided to the city administration, businesses and other key stakeholders.

To provide context regarding existing conditions, following is a summary of the City of Tamarac's FY2014-2019 Economic Development Plan's goals and objectives. These goals are structured to encourage business development, diversify the tax base, retain the attractive quality of life deserved by the city residents, and foster a safe environment.

The implementation recommendations set forth in the FY2018-2022 EDSP are directly tied to these FY2014-2019 goals and objectives according to current market conditions and the community's priorities as detailed in the Data and Analysis Report. As noted above, the ongoing monitoring and evaluation of economic development efforts are a required function of any successful Implementation Plan.

City of Tamarac Economic Development Plan Goals & Objectives (FY2018-2022)

1) Create a Marketing and Communications Campaign

- Create an Economic Development Message with "The City for Your Life"
- Create a web presence
- Keep an Audience

2) Focus on the Needs of Existing Businesses/Industry

- Create a business retention and expansion program
- Support small business development

3) Create Entrepreneurial & Innovative Opportunities

- Develop partnerships with existing business incubators
- Support Entrepreneurs

4) Foster Commercial and Retail Development

- Identify appropriate retail prospects
- Build awareness among corporate site selectors
- Attract commercial, retailers and restaurants

5) Diversify the Economic Base

- Create a Targeted Industry Strategy
- Attract Corporate Site Selectors
- Formalize the Incentives Policy
- Incorporate the Redevelopment Strategy

Existing Conditions

Tamarac is a diverse community with unique character, charm and opportunity for growth. Once a bedroom community, Tamarac is now emerging as a center for business. Tamarac seeks to deliver an excellent quality of life for residents and a supportive environment for business and industry. To this end, Tamarac seeks to improve the quality of retail within its boundaries and to accelerate its business recruitment and retention activities to expand its tax base.

The City of Tamarac has a Commission-Manager form of government. The five-member City Commission includes four Commissioners, elected by their respective Districts, and a Mayor elected citywide. The Commission passes legislation and sets policy for the City. They also appoint a City Manager who oversees the day-to-day operations of the City, while at the same time carrying out the initiatives and directives of the Commission. The Commission also appoints a City Attorney to represent the City in legal matters.

The City of Tamarac is committed to be a business-friendly community that provides its residents and businesses attractive and safe neighborhoods while encouraging a vibrant economy. The Community Development Department is in the forefront of ensuring that happens. The Department aids local business through its divisions of Economic Development, Planning and Zoning, Business Revenue, Housing and Code Compliance. Additional staff assigned to support the Office of the City Manager support other business and economic development efforts targeted by this Implementation Plan.

The function of the Economic Development Division is to make the city an ideal location for local businesses to succeed and prosper, and to encourage other companies considering relocation or consolidation. The Planning and Zoning Division ensure the quality of life of the built environment through innovative revitalization efforts and land use planning. The Business Revenue Division is committed to providing and maintaining quality customer service to the business community. The Housing Division aids residents to correct health and safety issues, as

well as supporting those seeking adequate, affordable housing. Code Enforcement Division ensures high community standards.

Accelerating Tamarac's economic prosperity centers on the City's capacity to leverage key economic development assets of location, a skilled workforce, attractive business incentives and a government committed to prosperous, high quality and balanced growth.

To achieve the desired outcome of meaningful improvement to the City's retail corridors, the City's Implementation Plan is specifically targeted to reposition or redevelop seven key obsolete and/or blighted retail centers. These sites were identified following a thorough process conducted by City staff.

Staff inventoried the stock of underperforming retail centers based on the following key parameters:

- Building condition (blight);
- Vacancy rate, retail mix and compatibility of uses;
- Site capacity (parcel size and redevelopment potential); and
- Location relative to gateways and key anchor uses.

The targeted list of retail redevelopment "Focus Areas" was initially narrowed down to five priority sites and five alternative sites based on blight level and near-term reuse potential. The alternative sites were included in the market assessment as mid- to long-term redevelopment opportunities.

During the real estate market assessment process detailed in the Data and Analysis Report, two additional sites emerged as high opportunity near-term priorities and were added to the priority list, bringing the total to seven retail revitalization Focus Areas as detailed in the following site location table and accompanying maps. The Winn-Dixie parcel was added as a new priority site following the Winn-Dixie bankruptcy and the March 2018 announcement that the 7015 N. University Drive in Tamarac store would be closed. This Winn-Dixie store is adjacent to a vacant parcel that together could provide a larger redevelopment site of just over 7 acres.

Economic Development Strategy: Implementation Recommendations (2018-2022)

The Tamarac Community Development Department has taken the decision to focus short-term economic development policies and programs on the City’s most disinvested retail centers to improve quality of life indicators in the City and to better position the City for growth.

The question for the City of Tamarac is where to focus limited public resources to yield the maximum return on public investment. The following Table 1 provides a summary assessment of the retail revitalization opportunity focus areas including the location, parcel size and property condition. Figure 2 provides an Economic Development Opportunity Map with specific reference to the location of the associated revitalization strategies identified in this Implementation Plan.

Taken together, redevelopment or repositioning of these centers would have a significant impact on improving the perception of Tamarac’s retail corridors, increasing multifamily housing stock and improving retail offerings for Tamarac residents.

The City’s decision to focus on mixed-use retail revitalization and redevelopment is entirely consistent with the City’s overarching economic development goals and objectives adopted in 2014, repositioned to capitalize on the community’s evolving demographics, real estate market conditions, emerging redevelopment activity.

The goals and objectives detailed in the following Table 2: Economic Development Strategic Plan Implementation Plan Recommendations, FY2018-2022 Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Total General Fund Expenditures will position the City to capture new opportunities for valuable regional strategic partnerships for real estate investment, transportation, infrastructure, workforce development and education/poverty alleviation that will serve to achieve the City of Tamarac’s vision to be a Community of Choice in the 21st century.

Table 1: City of Tamarac Retail Revitalization Focus Areas, FY2018-FY2022

Focus Area #	Property Name	Address	Parcel Size (Acres)	Condition	Vacancy ¹
1	Wal-Mart Neighborhood Market Plaza	6921-7251 NW 88th Avenue	15.59	FAIR	50%
2	Shoppes at Tamarac	8501-8601 W McNab Road	3.5	POOR	95%
3	Highlander & Presidential Plaza	4699-4989 N. State Road 7	3.37	POOR	50%
4	Tamarac Marketplace	10000-10098 W McNab Road	14.9	FAIR	30%
5	Applebee’s Plaza	6005-6045 N University Drive	1.5	GOOD	85%
6	Jewelry Exchange Plaza	7118-7166 N University Drive	6.7	GOOD	15%
7	Winn-Dixie Plaza	7015 N. University Drive	5.7	GOOD	100%

¹Willdan estimate based on primary site visit data, March 2018.

Source: City of Tamarac; Willdan, 2018

Figure 2: City of Tamarac Economic Development Opportunity Map

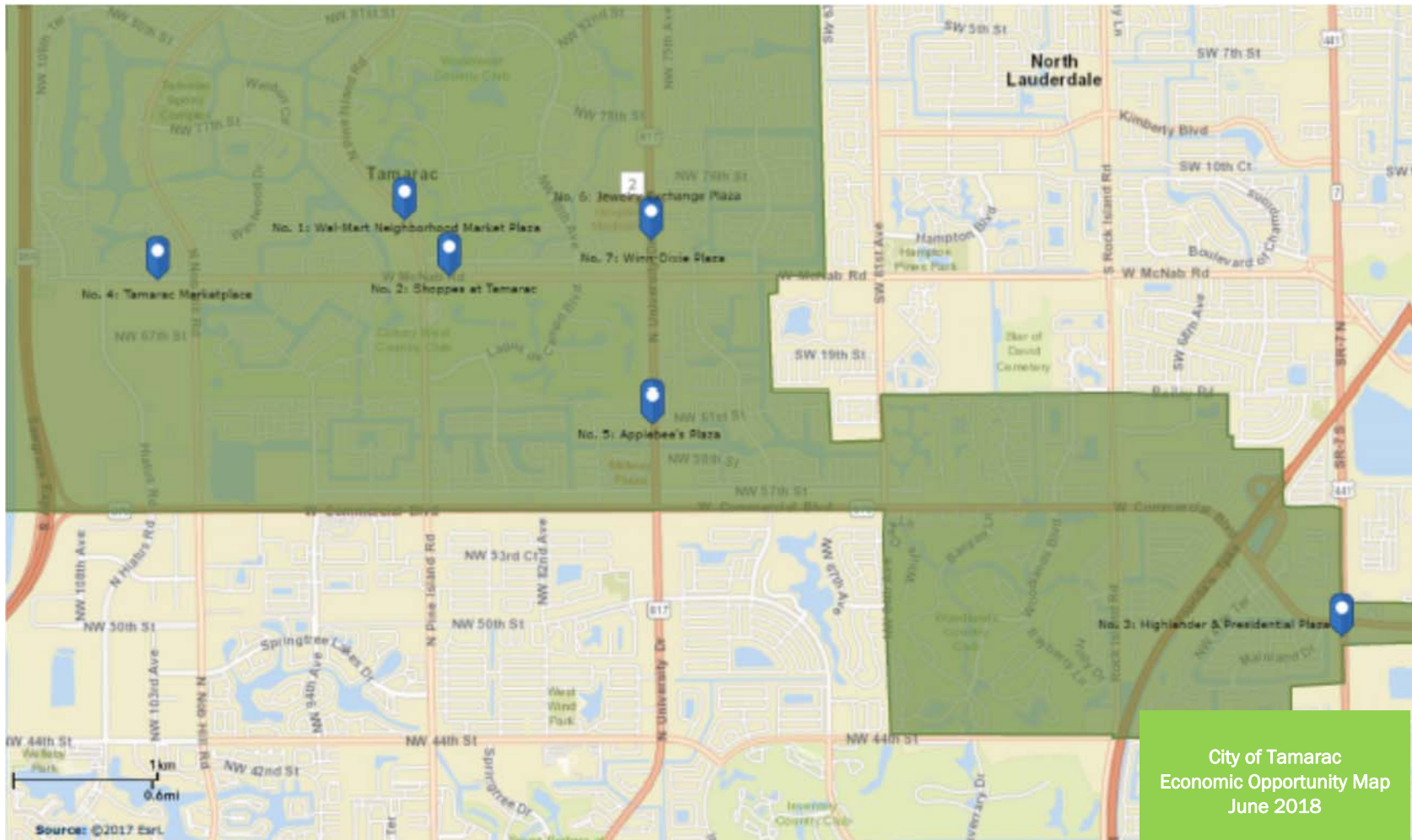


Table 2: Economic Development Strategic Plan Implementation Plan Recommendations, FY2018-2022

2018-2022 Economic Development Strategic Plan Implementation Recommendations	
Near-Term (1-3 Years)	Integration with City of Tamarac Comprehensive Plan & Economic Development Plan Goals (FY2014-2018)
1.1: Adopt Comprehensive Plan Land Use Amendments and Hybrid Form Based Code to Attract Mixed-Use Urban Infill Revitalization Activity	ED Plan – Goal # 4: Foster Commercial and Retail Development: <ul style="list-style-type: none"> ▪ Identify appropriate retail prospects ▪ Build awareness among corporate site selectors ▪ Attract commercial, retailers and restaurants
1.2: Implement Land Bank Policy	
1.3: Expand City Pride/City Beautiful Programs	
1.4: Adopt Pro-Growth, Development Friendly Business Program	
1.5: Implement 1-3 Pilot Placemaking Projects	ED Plan Goal # 1: Create a Marketing and Communications Campaign: <ul style="list-style-type: none"> ▪ Campaign Create a Targeted Industry Strategy ▪ Attract Corporate Site Selectors ▪ Formalize the Incentives Policy
Mid-Term (3-5 Years)	
2.1: Expand Developer Incentives	ED Plan Goal #5: Diversify the Economic Base
2.2: Promote the Expansion of Hospital Campus as an Economic Development Anchor	ED Plan - Goal #4: University Medical Mile – Redevelopment Focus Area 2 Commercial Arterial Redevelopment Study, 2014
2.3: Implement Formal Recruitment & Expansion Program	ED Plan - Goal #2: Focus on the Needs of Existing Businesses/Industry
2.4: Partner with Broward County/Workforce One Business Incubation Program Networks	ED Plan – Goal #3: Create Entrepreneurial & Innovative Opportunities: <ul style="list-style-type: none"> ▪ Develop partnerships with existing business incubators ▪ Support entrepreneurs
2.5: Actively Engage in Targeted Regional Partnerships (Poverty Alleviation, Public Schools Performance, and Public Transit Linkages)	Comprehensive Plan - Goal 1#: Foster an Inclusive Community

Source: City of Tamarac Department of Community Development; Willdan, 2018

I. Implementation Framework

The City of Tamarac Economic Development Strategic Plan (EDSP) Implementation Strategy is structured to provide a framework for achieving the City of Tamarac's key economic development goals and objectives over the next five years. The following provides: a description of the recommended policies, programs and services; recommended actions; estimated costs; targeted funding sources (City of Tamarac, Broward County, private sector, State/Federal grants, and philanthropic/foundation support); key staff and strategic partners responsible for executing the recommended actions; retail target areas and target year (Year 1 through Year 5 of implementation).

Policies, Programs and Services

The recommended policies, programs and services were designed with the perspective of role/function of the Economic Development Manager and the Office of the City Manager in mind. Most of the proposed interventions are intended to be led by the City of Tamarac with existing resources. Each policy, program or service is based on industry best practices (ULI-the Urban Land Institute, IEDC-International Economic Development County, APA-American Planning Association), or case study research of successful economic development interventions in communities of a similar scale or context.

Recommended Actions

The recommended actions are the specific steps to be undertaken by the Tamarac Community Development Department or strategic partners to achieve the goals and objectives. Each action is supported by the required staff or financial resources, the target area(s) to benefit from the intervention, and a targeted timeframe for executing the intervention over the next five years.

Implementation Plan Timeline

Each of the recommended implementation tactics are targeted to achieve the community's economic development goals and objectives. While most of the proposed interventions would benefit the entire City of Tamarac, there are certain policies and programs that are structured to achieve strategic objectives within the retail redevelopment focus areas.

Each of these proposed initiatives are expected to be executed between Year 1 and Year 5 of the EDSP (with these timeframes subject to further refinement as the EDSP continues to evolve and priorities are evaluated over the life of the Action Plan).

Key Staff and Strategic Partners

Currently, twelve full-time and two part-time Tamarac Community Development Department employees provide targeted customer service to residents, businesses, and development community. The Department offers services and programs to facilitate land development, environmental sustainability, building regulations and permits, housing rehabilitation, business development, commercial rehabilitation and neighborhood revitalization. In addition, The City of Tamarac is actively recruiting to fill the staff position of full-time Economic Development Manager. The Economic Development Manager is to be housed in the City Manager's Office to facilitate coordination with citywide activities. The Community Development Department current provides the following programs:

- Business Revenue: Administration and Business Licensing
- Code Enforcement
- Economic Development: Business Development Services
- Planning and Zoning
- Housing Administration

Most of the proposed goals, objectives and actions are structured to be planned and implemented by existing City of Tamarac Community Development Department staff and by the Economic Development

Manager housed in the City Manager’s Office, with external support provided by strategic partners including:

- CareerSource Broward
- Broward County Metropolitan Planning Organization (MPO)
- Broward Workshop
- Greater Fort Lauderdale Alliance
- Tamarac/North Lauderdale Chamber of Commerce (COC)
- Others, to be determined

Estimated Cost

A cost estimate to implement each recommended action is provided for planning purposes. It is anticipated that the cost estimates will be further refined on a bi-annual basis throughout the life of the EDSP as the Implementation Plan is further refined by the Economic Development Manager and staff through the monitoring and reporting tracker.

The total estimated five-year cost to implement the proposed EDSP is \$4.65 million, with most of the estimated costs associated with the capital expenditures required to implement the Land Bank Policy and to establish a Public Realm Improvements Incentives Fund.

The remainder of costs are related to operating funds (marketing and event promotion, data licenses, and participation in conferences and trade shows) and nominal staff/contract labor. It may be necessary to either hire one new full-time staff person in the Office of the City Manager or to rely on part-time contract labor to fully support the new Business Retention and Expansion Program, business incubation and retail recruitment programming efforts proposed by the EDSP (this recommendation is subject to further evaluation by staff and subject to prioritization of staff resources).

Funding Sources

The City of Tamarac administration purposely structured the EDSP to rely upon existing funding streams for implementation of the plan. Several of the proposed policies, programs and services are expected to rely on existing staff or “in kind” departmental support. It is recommended that the City of Tamarac establish a new dedicated incentives fund to attract strategic private investment to partner in implementing the redevelopment/revitalization plan proposed for the five retail redevelopment focus areas (such as a Public Realm Improvement Incentives Fund).

The City of Tamarac should also explore new ways to utilize targeted marketing, branding and Placemaking investments to increase Tamarac’s brand recognition in the Southeast Florida regional market and attract a diverse array of private developers to invest in the City.

Table 3: Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Total General Fund Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<i>Capital</i>	\$1,100,000	\$1,600,000	\$600,000	\$500,000	\$-	\$3,800,000
<i>Operating</i>	\$56,500	\$56,500	\$71,500	\$70,000	\$70,000	\$324,500
<i>Staff/Contract Labor</i>	\$75,000	\$80,000	\$195,000	\$101,500	\$71,500	\$523,000
Total	\$1,231,500	\$1,736,500	\$866,500	\$671,500	\$141,500	\$4,647,500

Source: City of Tamarac; Willdan, 2018

These new public/private partnerships will leverage the City’s substantial public investment in infrastructure and community assets. It is also recommended that the City of Tamarac enhance its existing partnerships with regional organizations such as Broward County, the Greater Fort Lauderdale Alliance, WorkforceOne, and the Broward Workshop.

Finally, the City of Tamarac should explore supplementing its existing organizational capacity to launch a formal Business Retention and Expansion Program through part-time or contracted support. For example, the Retail Coach™ provides a wide range of retail recruitment services in similar suburban markets with challenging retail vacancies.

The City of Tamarac should also identify a staff resource to take the lead in State and Federal grant writing efforts to pursue a wide range of infrastructure and cultural arts funding opportunities. As the City’s grant writing capacity is strengthened, it is recommended that the City allocate internal resources to focus on grant funding sources that would serve to implement the EDSP (i.e., Arts in America or Kresge Foundation placemaking grants, US Department of Transportation TIGER grant funding for transit and roadway improvements, etc.).

The total estimated five-year General Fund cost to implement the proposed EDSP is \$4.65 million.

The majority of costs are associated with capital expenditures needed to implement the Land Bank Policy and to establish a Public Realm Improvements Incentives Fund.

Table 4: Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Near-Term General Fund Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Use of Funding
1.1: Adopt Comprehensive Plan Land Use Amendments and Hybrid Form Based Code to Attract Mixed-L							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Form-Based Code Underway
<i>Operating</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1.2: Implement Land Bank Policy							
<i>Capital</i>	\$ 1,000,000	\$ 1,000,000	\$ -			\$ 2,000,000	Strategic Property Acquisition/Assemblage
<i>Operating</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 2,000,000	
1.3: Expand City Pride/City Beautiful Programs							
<i>Capital</i>	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 300,000	Retail Development Toolkit, Wayfinding & Signage Program
<i>Operating</i>	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000	Code Enforcement, Small Business Assistance
<i>Staff/Contract Labor</i>		\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 90,000	Contract Labor: Retail Coach Recruitment
Subtotal	\$ 125,000	\$ 155,000	\$ 155,000	\$ 55,000	\$ 25,000	\$ 515,000	
1.4: Adopt Pro-Growth, Development Friendly Business Program							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Operating</i>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	Developer Consortium Event Marketing & Management
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Chamber of Commerce Staff Support
Subtotal	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	
1.5: Implement 1-3 pilot Placemaking Projects							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Operating</i>	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	Placemaking Event Marketing & Management
<i>Staff/Contract Labor</i>	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000	Contract Support - Design & Implementation
Subtotal	\$ 65,000	\$ 65,000	\$ 65,000	\$ 15,000	\$ 15,000	\$ 225,000	
Economic Development Action Plan - Total Near-Term Combined Costs							
<i>Capital</i>	\$ 1,100,000	\$ 1,100,000	\$ 100,000	\$ -	\$ -	\$ 2,300,000	
<i>Operating</i>	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	
<i>Staff/Contract Labor</i>	\$ 50,000	\$ 80,000	\$ 80,000	\$ 30,000	\$ -	\$ 240,000	
Total	\$ 1,200,000	\$ 1,230,000	\$ 230,000	\$ 80,000	\$ 50,000	\$ 2,790,000	

Source: City of Tamarac; Willdan, 2018

Table 5: Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Mid-Term General Fund Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Use of Funding
2.1: Expand Developer Incentives							
Capital		\$ 500,000	\$ 500,000	\$ 500,000		\$ 1,500,000	Public Realm Improvement Incentives Fund
Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Staff/Contract Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ 1,500,000	
2.2: Promote the Expansion of Hospital Campus as an Economic Development Anchor							
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Strategic Property Acquisition/Assemblage (See Land Bank)
Operating	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 4,500	Staff Participation in RevistaMed.com Conference Programs
Staff/Contract Labor	\$ 25,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 75,000	University Drive Corridor Plan - ULI TAP & Implementation Plan
Subtotal	\$ 26,500	\$ 1,500	\$ 51,500	\$ -	\$ -	\$ 79,500	
2.3: Implement Formal Recruitment & Expansion Program							
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000	BRE Event Marketing & Management
Staff/Contract Labor	\$ -	\$ -	\$ 65,000	\$ 71,500	\$ 71,500	\$ 208,000	1 FTE - BRE Program Manager
Subtotal	\$ -	\$ -	\$ 80,000	\$ 86,500	\$ 86,500	\$ 253,000	
2.4: Partner with Broward County/Workforce One Business Incubation Program Networks							
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	Business Incubation Memberships
Staff/Contract Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
2.5: Actively Engage in Targeted Regional Partnerships (Poverty Alleviation, Public Schools Performance)							
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(In Kind - Regional Partnerships)
Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Staff/Contract Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Economic Development Action Plan - Total Mid-Term Combined Costs							
Capital	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ 1,500,000	
Operating	\$ 6,500	\$ 6,500	\$ 21,500	\$ 20,000	\$ 20,000	\$ 74,500	
Staff/Contract Labor	\$ 25,000	\$ -	\$ 115,000	\$ 71,500	\$ 71,500	\$ 283,000	
Total	\$ 31,500	\$ 506,500	\$ 636,500	\$ 591,500	\$ 91,500	\$ 1,857,500	

Source: City of Tamarac; Willdan, 2018

II. Implementation Recommendations

The Economic Development Strategic Plan identified the “top ten” implementation recommendations on which to focus Tamarac’s resources to achieve citywide economic growth, with targeted attention on the redevelopment and revitalization of five retail plaza Focus Areas identified in the Economic Development Element Data and Analysis Report.

The following discussion provides the rationale for each of the Economic Development Strategic Plan’s implementation recommendations including background, existing conditions, recommended actions, and organizational/institutional capacity requirements.

1.1: Adopt Form Based Code to Attract Mixed-Use Urban Infill Revitalization Activity

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

The City anticipates that the code update and Comprehensive Plan amendment projects will be completed and approved by the City Commission in Summer or early Fall of FY2018.

The rewrite of the City’s Land Development Code will 1) Ensure the regulations are user friendly; 2) Update zoning districts and uses; 3) Improve development quality standards; and 4) Streamline the development review process. The reorganization of the current zoning districts will add mixed-use flexibility within current commercial zoning districts to spur future economic development.

To ensure that these important changes will succeed in attracting developers and investors to revitalize target areas in Tamarac, the City must prove that it offers a clear, fair, predictable development approvals process from the time the developer’s first pitch is made.

Implementation Recommendations

There are several policies that the City’s elected officials and staff can adopt internally:

- **Development Partner Mindset:** Developers understand that the City’s elected officials and staff must ensure compliance with City goals and ordinances as well as consider appropriate mitigation for the impacts of new projects. Developers generally expect to work with the city to adapt their projects to achieve the community’s vision, comply with the ordinances and mitigate the impacts.

High-quality, experienced developers evaluate development opportunities largely based on the professionalism of the jurisdiction in which they work to get their projects approved. All governmental authorities are effectively development partners because poorly managed regulatory processes can cost developers their profit margin. If all representatives of the City view the developer as a potential investor—with the clear understanding that the developer expects to be regulated through the zoning/permitting experience—the development process may evolve to be increasingly efficient and ultimately more successful. In the most successful examples in other markets, the “Development Partner Mindset” is established as a policy objective from the top down from the Mayor and City Manager and through to all staff.

- **Clear, Predictable, Development Process:** How well a City lays out and adheres to its development process and how fairly and consistently the City staff and elected officials treat developers will directly impact the competitive position of the City within the regional market in terms of the capacity to attract development activity.

The established professional development community is small and experiences are shared widely by word of mouth (both positive and negative). A fair process is respected by all. When a developer experiences an unpredictable regulatory culture where there are endless “bites at the apple,” (that is, requests for additional site plan changes/developer contributions out of synch with the approvals

process), multiple missed review deadlines, and unfounded hostility to development proposals, the development community can be turned away.

It is important to benchmark the City's development review processes against other jurisdictions that have attracted the type of development Tamarac seeks. This is the best way to understand whether Tamarac is offering a professional and reasonable review process consistent with the region.

- **On-call Development Advisor.** City staff cannot be experts on all land use and market conditions that investors face. Especially for large, transformative urban infill redevelopment projects, it is advisable to have a trusted development advisor on call for City staff to consult. This is an efficient way for City staff to reality check developer requests to resolve issues and move the approvals process forward in a timely manner.
- **Expedited Permitting for Priority “Focus Area” Projects.** The City should outline a clear, expedited process and execute on its commitment. Clear processes build trust, even if the answers are not always what the developer wants to hear. The development community is small and close-knit and word of positive or negative experiences with a City staff and Commission travels quickly. A developer with a fair and positive experience can be the best advertisement to attract further investment.
- **Widely Market Adoption of Form Based Code:** Upon approval of the City of Tamarac's new Form Based Code, increase the visibility of the opportunities presented by Tamarac's new zoning code in the greater Fort Lauderdale-Miami market. Marketing channels/methods could include:
 - Sponsor a Developer's forum to educate the retail and multifamily residential development community (developers, architects, land use attorneys) about the zoning changes (local ULI-the Urban Land Institute or International Council of Shopping Centers district council/chapters).

- Seek placement of general media stories in major newspapers, and association publications (ULI-Urban Land Institute, American Planning Association, American Institute of Architects, real estate brokers/agents organization, or other outlets).
- Deliver presentations/participate in think tank panels at regional chapter events of targeted organizations that reach the developer community and/or their consultants and brokers (ULI-Urban Land Institute, American Planning Association, American Institute of Architects, real estate brokerage/agents organization, or other).

1.2: Adopt City Land Bank Policy

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

As developable land continues to diminish throughout Southeast Florida and land values rise, the City of Tamarac would benefit from strategic land assemblage initiatives to foster large-scale redevelopment activity. Key real estate market indicators in Tamarac are positive. The South Florida / Ft Lauderdale / Miami-Dade markets were named the 6th and 11th for investment and real estate development for “best bet markets to watch” in the country according to a joint publication from Price Waterhouse Coopers and ULI-the Urban Land Institute (2018 Emerging Real Estate Trends).

The creation of a formal City of Tamarac Land Bank Policy would enable the City to strategically acquire and/or maintain problem properties and then transfer them back to responsible ownership and productive use in accordance with local land use goals and priorities, creating a more efficient and effective system to eliminate blight. In Tamarac land banking may be useful for spurring infill development.

Implementation Recommendations

- Evaluate Legal and Regulatory Requirements
- Conduct Best Practices Case Study Research
- Adopt Land Bank Policy (Including Establishing Target Budget and Funding Source)
- Identify Target Properties for Assemblage
- Acquire Properties for Assemblage
- Issue Master Developer RFP for Priority “Focus Area” Sites

1.3: Expand City Pride/City Beautiful Initiatives

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

The City of Tamarac has identified five retail redevelopment Focus Areas as the priority sites due to their location or condition. These properties are characterized by a concentration of disinvested and under-managed properties with high vacancy or incompatible uses.

The immediate issues in these corridors are visual blight created by high vacancy and deferred maintenance in a handful of larger shopping centers. These properties detract from Tamarac’s competitive position in the regional retail market where surrounding communities offer a greater variety of neighborhood serving eating, drinking, and community gathering places well managed by a mix of local, regional and national chain operators.

These conditions tend to exacerbate disinvestment and consumer confidence in the community.

Implementation Recommendations

- **Implement Near-Term, Visible Public Realm Improvements:** Expand City wayfinding, street scape improvements, landscaping, and other visible public realm investments. Improvement in curb appeal is an important step to improving community image and accelerating both redevelopment interest in investing in the city.
- **Adopt the District of Columbia’s “Vibrant Streets Retail Toolbox”:** Tamarac should consider sponsoring retail corridor or focus area “Districts” participation in a “Vibrant Retail Streets” initiative with city funding.

Upon implementation of the Vibrant Street Initiative, the District of Columbia achieved a 30% decrease in vacancy rates in the Anacostia neighborhood over a three-year period. Anacostia is one of the most challenging low-income neighborhoods in Washington, DC.

The Office of the Deputy Mayor for Planning and Economic Development determined that retailers seeking urban locations are increasingly relying on transit and pedestrian counts as a measure of how accessible and visible a potential location is to customers. A critical element of a successful vibrant retail street is an active merchants’ or business association, community group, or non-profit organization to offer clear leadership and to unify the disparate interests of individual tenants. The presence of a civic or cultural use (i.e., a post office, park, church, or school) makes a significant contribution, as it creates a “non-commercial” reason to participate in the activity of a vibrant street. Extremely high residential density, income or workforce population can convince a retailer to overlook other factors or shortcomings. Vibrant streets have a perception of safety through pedestrian-oriented lighting, residential units on the upper floors, continuous storefronts, and sidewalks that are litter and graffiti-free.

- **Apply for Public Realm Improvement Grants:** The City should dedicate a staff resource (such as the Economic Development Manager) to actively seek grants for strategic neighborhood stabilization and organize structured community improvement days

(e.g., Habitat for Humanity neighborhood events) and programs for removal of appliances, tires and other nuisance items as identified by code enforcement officers. <https://planning.dc.gov/page/dc-vibrant-retail-streets-toolkit>

- **Expand Recognition of the City Public Art Program:** The City should continue the successful city-wide community murals and public art program to further enhance the city’s image. The City should contribute “best practices” collateral to national non-profit organizations (ArtPlace America, etc.) to tell the Tamarac story and attract national attention to the program.
- **Aggressively Market City Pride/City Beautiful Successes:** Changing community perceptions requires not only strategic public investments in visible improvements, but also sustained positive messaging throughout the community. The Economic Development Manager should routinely coordinate with the Tamarac Public Information Officer to ensure that successful programs/ policies are marketed through City media channels.
- **Continue to Implement Tamarac’s 2014 Redevelopment Strategy:** The retail plazas all share the characteristic of location along primary transit corridors. Each could benefit from corridor revitalization tactics which requires a range of interventions as identified in the 2014 Redevelopment Strategy. Some are low-cost quick wins; others require a longer-term sustained strategy to relocate incompatible uses or spur redevelopment of key large sites. If resources from city departments and other grant resources are carefully leveraged into a well-defined geographic area, the corridor can realize noticeable improvement in a compressed timeframe.
- **Continue to Promote Dynamic Art and Cultural Events:** With the anticipated construction of the Tamarac Village project, the City should utilize the newly constructed amphitheater to promote a variety of dynamic art and cultural programs to attract visitors in and around the region creating additional opportunities for Placemaking and community gathering spaces.

1.4: Adopt Pro-Growth, Development Friendly Business Programs

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

Improve the business climate for all businesses (from small business owners to large institutional developers/investors) by establishing a pro-growth, development friendly administrative culture. Because small business owners’ primary contact with the City is often relating to code enforcement violations, code enforcement may be perceived as working against economic development, where good communication with business owners is required to assist with expansion and retention activities. This also relates to any developer’s experience with the regulatory/permitting process in the City.

Implementation Recommendations

- **Increase Dedicated Staff Resources:** It is recommended that the City assign a dedicated “Commercial Development Manager” to assist cooperative business owners comply or incentivize needed upgrades. This role could be assumed by the City of Tamarac’s Economic Development Manager.
- **Create a Customer Relationship Management (“CRM”) Tracking Tool:** With assistance from administrative staff, the Commercial Development Manager should develop and maintain a formal Customer Relationship Management (“CRM”) tool in Microsoft Excel. The CRM function is a critical element of any formal Business Retention and Expansion Program to identify businesses/properties in crisis and at risk of failure. Small business owners are often unaware of mentoring, assistance and training opportunities available to them.

- **Coordinate Joint Code Enforcement/Economic Development Outreach:** Coordinate joint outreach efforts with various City departments, reaching out to landowners to build relationships, explain code violations and discuss facade grant programs. Establishing communication between the City and landowners in a cooperative spirit is critical to building relationships with and understanding the goals and capabilities of each landowner. The City of Tamarac could expand its existing code enforcement activities to include a “carrot and stick” policy where blighted properties could be targeted for specialized assistance prior to the issuance of formal code enforcement infractions/fines.

Using a carrot and stick approach, coupled with the citations and penalties available through Code Enforcement, is a proactive approach to incenting and assisting owners to maintain and/or upgrade properties. Rather than a diffuse citywide approach to code enforcement, a holistic approach targeted to a clearly defined area will yield the greatest impact in the community.

- **Seek Federal/State/Philanthropic Grants for Blighted Property Improvements:** The City of Tamarac could seek Community Development Block Grants to expand the funding available for property-related enhancements. These programs, coupled with increased communication between Code Enforcement and the City’s small business services, would be positive for enhancing the City’s perceived business climate, and for business attraction and retention. The City should seek funding/grants for strategic commercial area or neighborhood stabilization for key sites and organize structured community improvement days (e.g., Habitat for Humanity neighborhood events) and programs for removal of appliances, tires and other nuisance items as identified by code enforcement officers.

- **Update Signage Ordinance:** Revise sign ordinance to allow for branded signs to be hung with higher visibility on storefronts. The self-expression/individuality of independent retailers and dining establishments must be more visible in the City’s retail centers. High quality, visible, competitive signage would help animate existing centers and attract retailers to Tamarac.

Figure 3: Model Sign Ordinance Examples



Source: Midtown Doral, Florida; Willdan, 2018

- **Reduce Permitting Cost for Pop-Up Community Events:** Stakeholder interviews revealed an expensive and cumbersome process to permit tents and events in underutilized parking lots. The City should investigate what it would take to streamline the process for holding the types of events that are critical to placemaking and expression of community character.
- **Provide Relocation Assistance for Incompatible Uses in Target Revitalization Areas.** To achieve an optimal tenant mix of compatible uses in an improving center, the City’s Economic Development Manager should routinely work with property managers to assist promoting a relocation strategy for incompatible retailers. Services could include a property search to find a new

location, funding some or all moving expenses, and providing referrals to small business development resources through Broward County. Appropriate tenant mix is critical to maximizing retail sales and to improving the viability of key centers.

- **Provide Mentoring Services for Small Businesses.** City outreach to small businesses in the area, including general assistance and targeted business retention and expansion services to increase sophistication of area business owners. The City could prioritize outreach to successful businesses as well as encourage general small business mentoring for diverse issues from financial management to presenting attractive shop windows and curb appeal. It may be appropriate to direct small businesses to area services as well or connect them with Community College programs or other business mentoring resources.

1.5: Implement Placemaking Pilot Projects in Targeted Retail Revitalization “Focus Areas”

ED Plan Goal # 1: Create a Marketing and Communications Campaign:

Background

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, quality of life, and community engagement. Placemaking is both a community process and a revitalization tool that makes use of smart growth urban design principles. It can be either official and government led, or community driven grass roots tactical urbanism, such as extending sidewalks with chalk, paint, and planters, or open streets events such as the Little

Haiti/Wynwood neighborhood’s Art Basel event. Good placemaking makes use of underutilized space to enhance the urban experience at the pedestrian scale and create a sense of place within the community. According to ULI-the Urban Land Institute, Creative Placemaking is increasingly at the center of competitive, food-oriented experiential retail redevelopment projects and is considered highly supportive of mixed-use urban infill activity.¹

Implementation Recommendations

- **Apply for Placemaking Grants:** There are multiple national sources for Placemaking grants. For example:
 - ArtPlace America awarded \$8.7 million for 23 creative placemaking projects in communities of all sizes across 18 states and one US territory in 2017. In these projects, arts and culture strategies play an integral role in strengthening the social, physical, and economic fabric of communities (<https://www.artplaceamerica.org>)
 - The National Endowment for the Arts and The Kresge Foundation awarded \$1.36 million to help the Local Initiatives Support Corporation, together with PolicyLink, lead technical assistance for community groups injecting arts and culture into neighborhood change. LISC’s creative placemaking initiative will launch the pilot program in seven cities, supporting residents, artists, community developers and policy makers who want to integrate the arts into equitable development in their communities.
- **Partner with National Non-Profit to Implement Pilot Projects:** The City of Tamarac should explore partnering with national non-profit organizations engaged in Placemaking to implement one to three pilot projects. These organizations could include the Project for Public Places (www.pps.org). The City could use the PPS “Lighter,

¹ <https://urbanland.uli.org/planning-design/10-best-practices-creative-placemaking/>

Quicker, Cheaper” tactical urbanism model in Tamarac to jump start redevelopment and reuse of disinvested retail centers in Tamarac.

Seek to create more gathering places for residents of Tamarac by targeting under-performing disinvested centers with available open space or under-utilized parking. Relatively small investments in such interventions that create gathering spaces such as outdoor dining areas, fountains, or small performance spaces for musicians have been proven to have large return in placemaking, repeat visitation and increased sales (e.g., expand recreational amenities).

The Project for Public Spaces is a leading consultant in this field, that has developed a process called “Lighter, Quicker, Cheaper” which maximizes the improved sense of place to the community while creatively containing costs. Examples of projects may include animating spaces with farmers’ markets, food truck rally facilities, and seating for food truck rally areas.

In conjunction with an expert placemaking consultant and community stakeholders, City staff should identify one to three locations where near-term, low-cost and impactful Placemaking projects could be executed. These projects may be programmed for currently underutilized shopping centers, office building plazas, or city-owned land.

Figure 4: San Diego, CA City Heights Community Development Corporation ACT (Art+Community+Transit) Placemaking Pop-up Event: The Boulevard (2015)



Source: Transportation for America (<http://creativeplacemaking.t4america.org>); Willdan, 2018

Mid-Term Implementation Recommendations (Year 3 to Year 5)

2.1: Expand Developer Incentives

Economic Development Plan Goal #5: Diversify the Economic Base

Background

As part of the 2014-2018 Economic Development Plan, the City of Tamarac proposed the creation of three new incentive programs to retain and attract businesses and create high quality jobs for the residents of the city. The City did not proceed with formal adoption of the programs. To strengthen the City's "toolbox" of developer incentives, business retention and expansion, and urban revitalization programs, it is recommended that the City formally adopt the following programs.

Implementation Recommendations

- **Development Density Bonus:** Expand incentives to qualified real estate developers to include density bonuses in exchange for investment/development in priority redevelopment areas (either provided on site or paid in lieu).
- **Public Realm Improvement Incentive Fund:** Additional models the City should investigate in conjunction with soliciting development proposals would include the provision of developer incentives related to public realm improvements (landscaping or Placemaking investments).
- **The Facade Grant Program:** The Facade Grant program would be available to businesses in high priority, targeted and viable retail centers for aesthetic improvements to the exterior of a commercial building and site. Painting of the building, installation of awnings, new doors/windows, landscaping, and brick pavers are typical improvements covered by the Facade Grant Program.

- **The Merchant Assistance Incentive:** The Merchant Assistance incentive would be designed to assist merchants in increasing sales through design, merchandising and marketing techniques. The Program would be available only to restaurants or retail businesses. The incentive is limited to the following activities: re-design and re-merchandise an occupied space, advice in restaurant/retail operation in advertising, marketing, promotion, sales and service techniques. This incentive program would be managed by the Economic Development Manager or through contracted support.
- **Impact Fee Deferral Program.** The City should consider an Impact Fee Deferral program for Light Industrial and Medical developments. Impact fees would be deferred until the issuance of Certificate of Occupancy or upon sale or purchase of the developed property whichever occurs first.

2.2: Promote the Expansion of the Hospital Campus as an Economic Development Anchor

Economic Development Plan Goal #4: University Medical Mile – Redevelopment Focus Area 2

Background

The Tamarac "Medical Mile" is a key City target area for revitalization. Explore opportunities to facilitate expansion of ancillary and related development driven by the anchor hospital in the Medical Mile district. Use city tools such as assistance with property assemblage, and streamlined approvals to encourage the hospital to expand in the area or to help the city attract related health and wellness business activity.

To address current market conditions, this area requires a phased, multi-pronged, mixed-use redevelopment approach. However, it is recommended that redevelopment planning for the Medical Mile area should be evaluated in the context of a large-scale, long-term University Drive Corridor Master Plan and through aggressive collaboration with regional business incubation programs and networks. The following

implementation recommendations focus on tactics for each specific land use as there are varying strengths and opportunities.

Implementation Recommendations

- **Retail Development:** In the short term, the Medical Mile is recommended to be included in the short-term retail corridor revitalization strategy to meet City's immediate beautification/improvement goals. The process for corridor revitalization and establishment of a retailer and property owner stakeholder group will further clarify the mid- and longer-term priorities of the retailers and landlords in the area.
- **Multifamily Development:** Multifamily residential demand continues to be strong in Broward County. Multifamily developers report challenges finding sites for new apartment construction throughout the region. The area surrounding University Hospital is comprised of single-family residential development. A new multifamily development would be compatible and appropriate facing a major arterial such as University or McNab and stepping down to single-family neighborhoods behind it. The area's recreational amenities including Woodmont Natural Area and Hampton Pines Park are attractive to apartment residents. Additional rooftops would provide more support for area retail, which already includes grocery stores, an amenity sought by multifamily residents. The City could consider land banking in this area to expedite the assembly of sites for reuse as multifamily or mixed use consistent with the 2014 Redevelopment Study.
- **Office Development:** The medical office market in the Tamarac submarket area is currently weak. The hospital's operations are not currently generating new spin-off demand in the immediate area for physician medical office space or for related medical services. There are high vacancies in existing area office buildings, including on the hospital campus itself.

Real estate brokers report that lower-value supporting medical uses such as labs, blood centers, dialysis and the like have located in the vacant retail center space in the area and is priced well below medical office space.

Medical office space faces strong regional competition, especially from the Broward Health Medical Center system and from recently upgraded and/or new state-of-the art medical office space in Coconut Creek offered at similar rent levels.

In general, there is significant regional competition for physician offices from stronger hospital anchors within 15 miles of Tamarac. Many medical office landlords in the area are unable to rent their properties to cover cost and generate profit; therefore, the high medical office vacancy rates in the area may present an opportunity for business recruitment focused on other growth sectors.

This strategy should be further evaluated in conjunction with the Business Retention and Expansion Program and the Business Incubation Program recommendations (ongoing regional to local cluster analysis, focus groups, quarterly meetings with area property owners/brokers in the medical/biotech sectors).

- **Medical Campus Strategy:** If the hospital has plans for growth that would underpin the need for up-to-date medical office space, business recruitment of medical providers may require grants or tax incentives to assist owners to make the spaces regionally competitive for medical office. Absent major expansion or investment by the hospital, there may be a strategy to reposition office space in the area to capture demand from smaller startups, reported by brokers to be a more common category in the market, generally looking for 300 to 500 square feet initially or to focus on other growth sectors.

In coordination with Economic Development outreach activities, pop-up events related to targeted industries or start-ups may be appropriate as part of a rebranding to stabilize the medical office sector. Given the reported demand for small spaces, co-working space and/or outdoor workspace with wi-fi in the hospital district may make sense to capitalize on existing office space inventory and fully position the area as a live-work-play area if there is not an apparent sector to attract to the area.

2.3: Implement Business Retention & Expansion Program

Economic Development Plan Goal #2: Focus on the Needs of Existing Businesses/Industry Background

Background

Business retention, and fostering the expansion of existing businesses, is the foundation of any competitive economic development program. According to the International Economic Development Council, changes in global marketplace have put increased pressure on firms to become more efficient and more mobile to seek out and take advantage of upstream and downstream industry cluster opportunities.

The purpose of a formal Business Retention and Expansion (“BRE”) program is to retain the existing economic base by making businesses and the communities that house them more competitive. A successful BRE program requires dedicated City staff resources, tools, and techniques to support local businesses.

A BRE program can identify problems that need correction thereby preventing business failures. A BRE program also provides important financing and technical assistance tools in demand by all types of businesses.

A BRE program can help the City to market economic development tools such as:

- Financial assistance
- Technical assistance
- Access to technical resources
- Workforce training and retraining
- Marketing
- Permitting/licensing
- Energy compliance

- Assistance with land and buildings
- Export assistance
- infrastructure
- financing and non-financial incentive

Implementation Recommendations

- **Establish the BRE Organization:** First, it is recommended that the City establish a BRE steering committee comprised of key members of the business community including:
 - City Staff and Elected Officials
 - Tamarac/North Lauderdale Chamber of Commerce
 - CareerSource Broward (Workforce Development Board)
 - Universities/Community Colleges/Research Institutions
 - Utilities (Florida Power & Light)
 - Neighborhood Organizations/Homeowners Associations
 - Regional Strategic Partners (Broward MPO, other)
 - Philanthropic Organizations
 - Regional Business Incubators

The steering committee should conduct a SWOT and needs assessment prior to formalizing the BRE program. Once the needs assessment is completed, the BRE steering committee should formalize the program by preparing an Action Plan detailing goals and objectives of the program and decide upon an organizational structure for future business outreach efforts (either entirely in-house, managed by a consultant team, or a hybrid of the two). The benefits of in-house management include better direct access to elective officials and political support, lower up-front costs and greater ability to ensure quality control in the interview process and follow-up by other city staff (public works, zoning, etc.).

The benefits of contracting with a BRE consultant are shorter-upfront lead time, lower demand on staff time/resources and better credibility with local businesses than a government employee. Once the organizational structure is determined, the BRE program manager

should prepare to undertake the BRE survey and design/implement a monitoring and evaluation tool.

- **Conduct Business Climate SWOT Assessment:** To ensure program effectiveness, the Economic Development Manager should coordinate with the City of Tamarac’s ongoing community and business survey. The ETC Institute who administers Tamarac’s regular community, business and employee surveys expects to release the 2018 Business and Resident Surveys by Q3 2018. To ensure that results are statistically valid, surveys will be sent out to a random sample of 300 businesses and 1,200 residents to achieve a statistically valid sampling of business and residential communities. Each Commission district will be randomly mailed 300 surveys for a total of 1,200 surveys Citywide. Tamarac achieved twice the level of participation from FY2016 to FY2017 in the survey. The Economic Development Manager should work closely with the Assistant to the City Manager to continue monitoring and tracking of the business climate survey results of strengths, weaknesses, opportunities and threats of the local market (“SWOT”).

According to the International Economic Development Council, the Business Climate Survey should be concise and structured to evaluate the strengths/opportunities associated with labor force, infrastructure, access to markets, education, transportation and the overall business climate. Threats and opportunities associated with the economic outlook, technology, legal and regulatory environment, health of major large employers, and other exogenous factors that should be monitored for impact at the local level.

- **Business Climate Survey Process:**
 - **Survey Prep:** The BRE program manager should recruit for the BRE survey. It is important to invest sufficient time in recruiting and training the BRE survey volunteers. It is recommended that the BRE manager hold a minimum of two to three recruitment/training lunches. At the third lunch, those volunteers remaining are the ones you can count on to successfully implement the BRE Survey.

- **Survey Implementation:** Within two days of implementing the survey, the BRE program manager should review each survey response and red flag any urgent issues for immediate response. Within two weeks, the BRE program manager should send a thank you letter, tabulate responses, and open a file for each survey completed. Within four weeks, the BRE program manager should confirm that the survey respondent has received any needed services identified in the survey process. Within four months, the BRE program manager should check in again with the business to ensure that the services provided addressed the area of concern. Additionally, the BRE program manager should send a status update to all participating businesses regarding community-wide policies/programs that have been implemented to address overarching issues identified in the SWOT (i.e., community policing or establishing of a Revolving Loan Fund to expand access to capital at the local level).
- **Monitoring, Reporting and Marketing:** The BRE Program Manager should ensure that each step of the survey implementation schedule is followed and tracked in a simple excel spreadsheet or other Customer Relationship Management (CRM) tool such as Salesforce. This will enable the City to evaluate the relationship between the number of businesses assisted against the return on public investment in the program (i.e., resulting new jobs and businesses, tax revenues and other economic benefits). The program should be marketed through all avenues of social media, press releases, web, print and events (industry lunches or quarterly developer consortium lectures).

Successful BRE programs require strong relationships with local and regional strategic partners to be successful. The incoming Economic Development Manger will require a sustained focus on establishing and fostering these relationships as a core job function. As an initial step, it is critical that the City clearly define its role, responsibilities, and relationship with the Tamarac/North Lauderdale Chamber of Commerce

to effectively coordinate City economic development activities with the Chamber membership stakeholders.

According to ChamberOrganizer.com, a Chamber of Commerce (also referred to in some circles as a board of trade) is a form of business network, e.g., a local organization of businesses whose goal is to further the interests of businesses. The Chamber of Commerce is comprised of local businesses members that elect a board of directors and/or executive council to set policy for the Chamber.

There are two primary functions of a Chamber of Commerce: first, it acts as a political representative for the business and professional community and translates the group thinking of its members into action; secondly, it renders a specific product or services type that can be most effectively be beneficial by a community organization and to its members as a whole.

The Chamber’s “Business Plan” is directed by the composition of its member business and future business targets. A Chamber’s focus could include promoting affordable housing opportunities to attract workers to area businesses, education/workforce development to fill workforce gaps, tourism promotion, small business assistance, and other forms of public policy advocacy that intersect with a City’s Economic Development Department functions. Successful economic development marketing (AKA: the location/retention of businesses) cannot occur without a sound quality of life, solid education system (K-12 and life), solid workforce development opportunities and leadership development.

Accordingly, the City of Tamarac’s incoming Economic Development Manager should include routine interface with the Tamarac/North Lauderdale Chamber of Commerce as a core job function to successfully implement the proposed BRE Program.

Currently, the City of Tamarac provides \$15,000 in annual funding to the Tamarac/North Lauderdale Chamber of Commerce. It is recommended that the City of Tamarac refocus its working relationship with the Chamber of Commerce by collaborating on the preparation of a formal Chamber business plan with quarterly progress milestone targets. The business plan and quarterly updates should be presented to the City Commission as a condition of future financial support.

2.4: Partner with Broward County/Workforce One Business Incubation Program Networks

Economic Development Plan Goal #3: Create Entrepreneurial & Innovative Opportunities

Background

Business incubation programs are often sponsored by private companies or municipal entities and public institutions, such as colleges and universities. Their goal is to help create and grow young businesses by providing them with necessary support and financial and technical services. Tamarac is currently experiencing strong growth in its industrial sector with very low vacancies.

According to CBRE, Broward County continues to enjoy robust industrial activity. As of Q1 2018, total warehouse vacancy rate is 3.8% (trending downward) while average lease rates per square foot are \$7.50 (trending upward). A total of 1.6 million square feet of new industrial space is under construction. As industrial lease rates continue to trend upward and vacancy rates decline, opportunities for repositioning of existing underutilized space or other urban infill tactics become more financially advantageous.

The 2014 Economic Development Plan and 2017 Economic Development Element stakeholder interview process identified expanding Tamarac’s industrial base through business incubation activities as a near-term strength and opportunity.

The question for Tamarac is how to allocate limited staff and capital resources to establish and grow the business incubation function within the market. Business incubation is complex because it requires a combination of ongoing market research, strong strategic partnerships with regional stakeholders across multiple business sectors, and effective follow-up to connect emerging businesses with high quality City services (permitting, licensing, marketing) and property opportunities in Tamarac.

Implementation Recommendations

▪ Partner with CareerSource Broward's Start-Up Now Business Incubator:

The incoming City of Tamarac Economic Development Manager should establish a close working relationship with CareerSource Broward's existing business incubation program to leverage existing regional networks.

The Economic Development Manager should concurrently work to establish effective relationships with area industrial brokers/property owners to attract emerging business operations to existing vacant space in Tamarac.

Initially, the Economic Development Manager should focus efforts on CareerSource Broward's primary business incubator program, Start-Up Now. This program promotes entrepreneur skills and is presented by CareerSource Broward in partnership with the Innovation Hub @ Broward College using Federal funds from the Economic Development Administration of the U.S. Department of Commerce.

Start-Up Now is a unique entrepreneurship training program in South Florida that helps people "bring their ideas to life". This program partners with Broward County's premiere incubator to provide advice and mentoring of experienced entrepreneurs, investors and C-level professionals. Start-Up Now offers a four-stage program that challenges entrepreneurs to test ideas and launch it if product-market fit is proven through Boot Camp and other activities. In Boot Camp, emerging entrepreneurs learn key concepts about entrepreneurship, marketing and finance that necessary for speaking to investors and others.

The "Lean Launchpad", developed by entrepreneur Steve Blank, is taught within a framework of accountability and support. By the end of this phase, the entrepreneur will know if there is a product-market fit or not.

Figure 5: CareerSource Broward Business Incubator Partners



This "Go/No Go" phase allows entrepreneurs to determine if they are ready for the next phase. The "Start-Up" phase provides entrepreneurs with mentoring in developing a business plan and the pitch. The business plan and pitch are judged separately by entrepreneurs and investors, with written feedback provided at the end of the process. The final "Launch" stage is where entrepreneur is held accountable to an advisory team. Participants must be a resident of Broward County and male applicants must be registered with Selective Service. Businesses must be based in Broward County.

CareerSource Broward StartUp Now Contact:

Mason C. Jackson, President/CEO
CareerSource Broward
2610 W. Oakland Park Blvd.
Oakland Park, FL 33311
954-677-5555
<http://www.fbionline.org/incubators/south.htm>

-
- **Become a Member of the Florida Business Incubation Association (FBIA):** FBIA provides support to business incubators throughout Florida through several key initiatives including:
 - **Statewide Peer-to-Peer Meetings:** The FBIA hosts numerous meetings for its members throughout the year plus the Annual Conference. These gatherings present great opportunities for the incubator employees to network and share ideas.
 - **Program Development:** The FBIA plays an integral role in identifying and developing programs that help you provide greater service to your incubator clients.

As a member of the FBIA, the City of Tamarac will have access to networking and incubator management training workshops to identify a pipeline of potential second stage companies seeking new space. The following table provides a summary snapshot of FBIA business incubator members located in the Broward/Miami market.²

² <http://www.fbiaonline.org/incubators/south.htm>

Table 6: Southeast Florida Business Incubators

<p>ARCEO 3606 Enterprise Avenue, Suite 200 Naples, FL 34104 (239) 260-4332 arceo.us</p>	<p>Florida Women's Business Center 401 W. Atlantic Avenue, Suite 09 Delray Beach, FL 33444 (561) 265-3790 flwbc.org</p>	<p>Lauderhill International Trade Incubator 3800 Inverrary Boulevard Lauderhill, FL 33319 (954) 730-3041 lauderhill-fl.gov/economic-development/international-trade-incubator</p>	<p>South Florida Tech Accelerator 225 E Las Olas Boulevard Fort Lauderdale, FL 33301 tsfa.co</p>
<p>EcoTech Visions 670 NW 112th Street Miami, FL 33168 (305) 399-5556 ecotechvisions.com</p>	<p>GBDC Entrepreneurship Institute 3200 South Congress Avenue, Suite 104 Boynton Beach, FL 33426 (561) 894-4510 gbdcei.com</p>	<p>Metro Broward Small Business Success Center 1033 N.W. Sistrunk Boulevard, Suite 208 Fort Lauderdale, FL 33311 (954) 587-3755 metrobroward.org</p>	<p>StartHub Miami 66 West Flagler Street, Suite 900 Miami, FL 33130 (786) 888-2491 starhubcenters.com</p>
<p>Endeavor Miami 121 Alhambra Plaza, Suite 1605 Coral Gables, FL 33134 (786) 953 7541 endeavormiami.org</p>	<p>Hialeah Technology Center 601 W 20th Street Hialeah, FL 33010 (305) 925-1260 www.hiatec.org</p>	<p>Naples Accelerator 3510 Kraft Road, Suite 200 Naples, FL 34105 (239) 249-5911 naplesaccelerator.com</p>	<p>Startup Miami 200 South Biscayne Boulevard, Suite 2790 Miami, FL 33131 (305) 782-7887 www.startupmiami.com</p>
<p>Englewood Incubation Center 1141 Arbroid Drive Englewood, FL 34223 (317) 796-7617 englewoodincubationcenter.org</p>	<p>Indian River State College Pioneer Incubator 3209 Virginia Avenue Fort Pierce, FL 34981 (772) 462-7630 cctiirsc.com</p>	<p>Proton Enterprises 1150 Central Avenue Naples, FL 34102 (412) 370-6726 protonenterprises.com</p>	<p>The Rocket Lounge 1422 Hendry Street, 3rd Floor Fort Myers, FL 33901 (239) 236-8650 therocketlounge.com</p>
<p>FAU Tech Runway 901 NW 35th Street Boca Raton, FL 33431 (561) 297-8000 TechRunway.fau.edu</p>	<p>Innovation Hub at Broward College 6400 NW 6th Way Fort Lauderdale, FL 33309 (954) 201-7981 broward.edu/academics/ce/Pages/innovationhub.aspx</p>	<p>Research Park of Florida Atlantic University 3651 FAU Boulevard, Suite 400 Boca Raton, FL 33431 (561) 416-6092 Research-Park.org</p>	<p>The TED Center – Delray Beach 401 W. Atlantic Avenue, Suite 09 Delray Beach, FL 33444 (561) 265-3790 TEDcenter.org</p>
<p>Source:</p>	<p>Southwest Florida Enterprise Center 3903 Dr. Martin Luther King Jr. Boulevard Ft. Myers, FL 33916 (239) 321-7085 swflenterprisecenter.com</p>	<p>Rokk3r Labs 2121 NW 2nd Avenue Miami, FL 33127 (305) 259-6637 rokk3rlabs.com</p>	

2.5: Actively Engage in Targeted Regional Partnerships

Comprehensive Plan Goal 1#: Foster an Inclusive Community

Background

The City of Tamarac is encouraged to fully leverage regional economic development resources available to achieve some of the more challenging and capital-intensive community goals including:

- Poverty Alleviation
- Improving Public Schools Performance
- Accelerating Tamarac's access to regional Public Transit Linkages

To improve schools, the first step is to understand how Broward County School Board ("BCSB") is performing currently and where it aspires to go. With more than 272,000 students (175,000 adult students) and 235 public schools and 93 public charter schools, the BCSB is the sixth largest district in the county. Tamarac's challenge will be to focus on improvement within the BCSB schools that serve its residents.

Nationwide, the local rank and reputation of a city's schools (through the proxy of test scores) directly correlate to home prices and appreciation in its neighborhoods or in the city as a whole.

To understand what information homebuyers and the local real estate professionals use to form their impressions about Tamarac's area schools, the following Table 7 provides a comparison of school performance published by GreatSchools.org.

As of September 2017, GreatSchools' ratings incorporate additional information, such as college readiness, academic progress, advanced courses, equity, discipline and attendance data. Therefore, the GreatSchools ratings are more nuanced than looking at straight scores which do not take into the account the trajectory of the school's performance.

In general, school rating websites are linked to realtor pages and to individual home listings for use by consumers shopping for homes. These ratings, in combination with local anecdotes and local and regional press, form the opinions in the marketplace. GreatSchools.org is the school rating system used by the major for-sale listing real estate websites Zillow.com, Trulia.com and Realtor.com. Niche.com is another private service the provides school data to apartments.com, a leading search engine for rental housing.

Supportive educational pathways that extended from strong attendance in Voluntary Pre-Kindergarten ("VPK") to support for enrollment and completion of higher education are critical. Partnerships from the BCSB to Community College to ensure that students have the support (financial aid and remedial learning) to succeed are required to help economically disadvantaged students overcome the myriad hurdles they face. The percentage of the City's population in VPK, on grade reading level by third grade and algebra are all competitiveness factors.

Regional strategic partnerships are the cornerstone of any successful Economic Development Strategic Plan as they position the City's economic development programs/policies and staff resources to benefit from existing knowledge and networks, connecting the City to an existing critical mass of economic development activity. Establishing and fostering these regional strategic partnerships should be considered a core job function of the incoming Economic Development Manager.

Table 7: City of Tamarac Public Schools Performance, 2017

High Schools Performance									
High School	Grades Served	Performance vs State	Enrollment	Great Schools Rating	School Type	Scores	AP Course Participation	Graduation Rate	% Econ Disadvantaged
Marjory Stoneman Douglas (Parkland)	9 to 12	Above Ave	2,972	8	Public	1595	42%	97%	21%
JP Taravella High School (Coral Springs)	9 to 12	Average	3,104	5	Public	1450	22%	91%	54%
Piper High School, Sunrise (Lauderhill)	9 to 12	Below Ave	2,406	3	Public	1294	20%	90%	67%

Middle and Elementary Schools Performance										
Middle School	Grades Served	Performance vs State	Enrollment	Great Schools Rating	School Type	Local School Test Performance	State Average	Local School Test Performance	State Average	% Econ Disadvantaged
						English	English	Math	Math	
Millennium	6 to 8	Above Average		7	Public District	48%	53%	52%	50%	72%
Elementary Schools										
Renaissance Charter	K to 8	Above Average	1,425	7	Public Charter	61%	54%	63%	56%	57%
Challenger Elementary	PK to 5	Above Average	949	7	Public District	62%	56%	67%	61%	70%
Tamarac Elementary	PK to 5	Below Average	845	4	Public District	42%	56%	45%	61%	74%
Excelsior Charter of Broward	K to 5	Below Average	176	4	Public Charter	63%	57%	64%	63%	14%
West Broward Academy at Excelsior	K to 8	Below Average	53	2	Public Charter	38%	54%	40%	57%	2%
Everest Charter	K to 8	Below Average	65	3	Public Charter	41%	53%	42%	54%	48%
Charter School of Excellence	K to 5	Below Average	423	3	Public Charter	41%	56%	44%	61%	87%

Note: Averages for performance on state tests may or may not be grade level

Source: GreatSchools.org; Willdan, 2018

Implementation Recommendations

Improving Public Schools Performance

The City of Tamarac should explore possibilities of further enhancing critical educational pathway programs for City residents, including:

- **Poverty Alleviation:** Create an Education Improvement Stakeholder Group. Poverty alleviation programs have been documented to improve K-12 school performance³. The key is to determine the most appropriate role for the City of Tamarac in promoting poverty alleviation programs in the community. It is recommended that the City establish a “School Readiness Advisory Council” focused on nutrition including a parental involvement partnership with the School Board of Broward County to support the following:
 - Whole Child Tamarac Initiative (Children Services Council)
 - Headstart
 - Healthy Start
 - Voluntary Pre-K (subject to municipal approvals)
- **Leverage Community College Educational Pathways:** Coordinate with the area’s community college network to ensure high school graduates are well prepared to complete degrees and have access to financing and scholarship opportunities.
- **Implement National Best Practices:** The National Education Association (NEA) has created the Community Schools Institute to share best practices from community school efforts across the country and has published “The Six Pillars of Community Schools Toolkit: A Resource Guide for educators, families, and communities.” The process outlined is based on school improvement science pioneered through the Carnegie Foundation. According to the Coalition for Community Schools, a community school is “both a place and a set of partnerships between the school and other community resources” with an integrated focus on

academics, health and social services, leadership, and community engagement.

- Overall, the community schools process is typically not expensive but requires changing the way the BCSD has analyzed challenges and steps up the wider community’s participation and stake in the success of the BCSD. As the NEA outlines, the community schools concept involves and requires the participation of the greater community to address the myriad of small obstacles that create achievement gaps. The obstacles often come from issues that are well outside education and beyond the scope and budget of a school system to address. The Community Schools strategy rests on the idea that there are no single easy solutions to complex problems. Each issue (ex: tardiness, low 3rd grade reading levels, etc.) has many root causes that must be ferreted out. Root causes must be addressed methodically, one by one, to see positive outcomes across a wide range of issues from relatively easy fixes to systemic challenges.

The process for determining if this methodology can be successful for a given BCSD can begin with joint stakeholder leadership (BCSD, City, Community, County, etc.) outreach to NEA’s Community Schools Institute; and visiting and connecting with high performing community school models.

- **Collaborate with the Broward Independent School District to apply for Innovative Educational Pilot Programs/Grants:** Explore philanthropic grant opportunities to incorporate a more diverse range of innovative and challenging high school curricula. For example, work with the community and school district to designate a magnet high school in the district that provides customized programs or other STEM/pathways opportunities for residents. For example, Texas Instruments awarded \$5.4 million in corporate and foundation grants to improve kindergarten through 12th grade science, technology, engineering and math (STEM) education in 2016.

³ (Center for the Study of Social Policy, <https://www.cssp.org/policy/2014/Results-Based-Public-Policy-Strategies-for-Reducing-Child-Poverty.pdf>)

-
- **Promote School District/Local Schools Marketing:** In conjunction with and in advance of implementing new strategies for school improvement, the impact of effective marketing and market research cannot be underestimated. For example, there may be immediate marketing opportunities for the BCSD to capture families choosing other schools.

The local schools or BCSD could hold focus groups with prospective families from various market segments (race/ethnicity and income groups, professions, etc.), to get feedback on how the schools/BCSD's current pitch resonates. This can be a very compelling exercise that helps to identify the concerns of each market segment. Once parents' concerns are understood, it is possible to more effectively market the programs that are currently in place.

For instance, it may make sense to market the International Baccalaureate program's performance if it is competitive in the area. A listening tour to solicit honest feedback from the community can also help to define new programs and more effectively market to niche audiences. In some cases, school systems have decided to institute a dedicated language magnet school, honors programs or other offerings that are stated requirements of target market segments or even build new schools to attract families.

Regional Transportation Connection Improvements

The Broward Metropolitan Planning Organization's ("MPO") Mobility program serves as the implementation arm of the Complete Streets Initiative and focuses on implementing projects and improvements that provide additional transportation options other than the automobile. Projects under this program include bicycle and pedestrian facilities that seek to complement the goals and vision of the Broward MPO's Complete Streets initiative. Additionally, these projects fill vital gaps in Broward's bicycle and pedestrian network. The Broward MPO continues to fund new improvements under the Mobility Program on an annual basis. Regional transit investments are made by committees with advocacy from local stakeholders. It is critical for the City of Tamarac to actively engage with the Broward MPO to ensure that future regional

transit investments are aligned with Tamarac's local investments in priority redevelopment focus areas.

- **Actively Engage in Broward Metropolitan Planning Organization's Transit Initiatives:** Designate a City of Tamarac Representative to participate in one or more of the following Broward MPO's committees to ensure that the Tamarac community's interests are leveraged within the regional transit network:
 - Citizens' Advisory Committee (CAC)
 - Complete Streets Advisory Committee (CSAC)
 - Executive Committee
 - Evaluation Committee
 - Freight Transportation Advisory Committee (FTAC)
 - Governance Committee
 - Transportation Disadvantaged Local Coordinating Board (LCB)
 - Technical Advisory Committee (TAC)

There are currently several transit routes serving the City of Tamarac and are provided by Broward County Transit and City of Tamarac Transit. It should be noted that the City of Tamarac Transit Yellow and Red lines are designed to work in conjunction with the connections to the Broward County Transit routes.

The City of Tamarac should actively pursue achieving transit service for targeted priority redevelopment areas as a form of developer incentives assistance.

Implementation Plan Monitoring and Reporting

The City of Tamarac Economic Development Plan Implementation Recommendations are tied to the community's long-term goals to attract citywide mixed-use revitalization. These recommendations build upon more than 10 years of prior planning and redevelopment efforts, updated and refocused to capture near-term opportunities based on current market conditions and competitive context of Southeast Florida commercial development trends.

For Economic Development Strategic Plans to be successful, Economic Development Managers need metrics. Tracking economic development metrics will:

- Challenge the status quo by raising the profile and awareness of the Tamarac community.
- Build a culture of transparency and accountability by linking clear metrics to funding sources, programs and performance.
- Generate new community connections and conversations by producing data to be shared with the community, existing and new businesses, and peers.
- Formalize a commitment to the plan by City staff and elected officials through defining and agreeing upon measurable targets.

Based on data reported by the International Economic Development Council (IEDC) and Atlas Advertising, tracking economic development metrics clearly influences location decisions and increases the economic vitality of a community. If it takes an average of 120 website visits to equal one business development conversation, it is clear that outbound (external) networking tools are more effective to retain and attract business activity. Essentially, tracking economic development metrics can serve as a roadmap for implementation of the EDSP. The four areas of accountability focus and their key metrics are:

1. **Deals:** Creation of jobs and wealth from outside of the City of Tamarac (inbound growth). **Key Metrics:** Deals closed, deals in the pipeline.

2. **Promotions:** Generation of awareness and inquiry into what the City of Tamarac has to offer for businesses and residents. **Key Metrics:** Awareness, inquiries per month.
3. **Retention/Entrepreneurship:** Creation of jobs and wealth from within the City of Tamarac (internal growth). **Key Metrics:** Meetings, issues resolved, new policies.
4. **Infrastructure:** Improvement of the business community through policy, transportation, infrastructure and workforce development. **Key Metrics:** Projects built, legislation passed, value of new funding secured for program implementation.

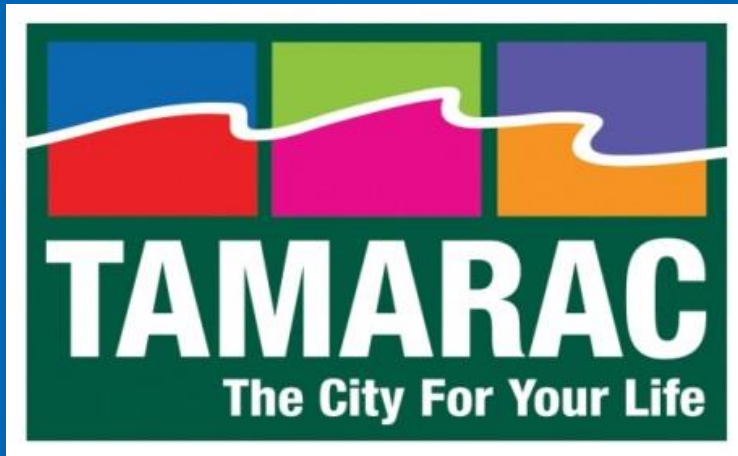
The following Table 8 provides a template/example framework as a starting point for the future Tamarac Economic Development Manager to build and track the metrics that measure the effectiveness of the City's Economic Development Function. The following table provides an illustrative example of a variety of "prosperity" metrics that can be tracked in a simple Microsoft Excel spreadsheet and incorporated in the proposed bi-annual Economic Development Update. Strong working partnerships with academia, local and regional economic development organizations, trade associations, and the Chamber of Commerce are critical for successful implementation of the EDSP and regional recognition of the priority Tamarac is placing on economic development within the City. This content should be incorporated into the redesigned City of Tamarac website and also disseminated to the Developer workshops, the Chamber of Commerce, and other peer organizations to further raise the profile of Tamarac as a highly competitive place to invest and develop property. Tracking these metrics is also an important ingredient in creating a sense of place in Tamarac. Relocated employees and executives want to know that they are moving to a great place for families with a strong economy. The Economic Development Scorecard/Tracker will enable City staff and elected officials to better represent the community's value proposition and the vision of what the community wants to become.

Table 8: Economic Development Scorecard/Tracker Example

1.1: Adopt Comprehensive Plan Land Use Amendments and Hybrid Form Based Code to Attract Mixed-Use Urban Infill Revitalization Activity		
Building Permits and New Applications for Development	25	10%
# & \$ Value of New Development Applications Submitted	\$250 M	10%
\$ Value of Building Permits	\$250K	10%
# & \$ Value of Projects Approved by Commission	15 / \$350M	10%
1.2: Implement Land Bank Policy		
\$ Value of Land Acquired	\$1.5 M	N/A
Acres Assembled	25	N/A
\$ Value Private Redevelopment Investment	\$4.5 M	N/A
1.3: Expand City Pride/City Beautiful Programs		
1.4: Adopt Pro-Growth, Development Friendly Business Program		
1.5: Implement 1-3 pilot Placemaking Projects		
Number of Small Businesses Assisted	15	10%
Number of Code Violations Resolved	10	10%
Retail Vacancy Rates	0.05	-2%
Retail Rents	\$7 / sq. ft.	10%
Office Vacancy Rates	0.07	-2%
Office Rents	\$23 / sq. ft.	1%
Number of Wayfinding/Retail Plaza Signs Installed	5	10%
Acres of Public Space Converted from Passive to Active	10	10%
2.1: Expand Developer Incentives		
\$ Value of Incentives Awarded	\$1.5 M	N/A
Miles/Acres of Public Realm Improvements	2 Mi/5 Ac	N/A
\$ Value of Private Investment Attracted	\$4.5 M	N/A
2.2: Promote the Expansion of Hospital Campus as an Economic Development Anchor		
2.4: Partner with Broward County/Workforce One Business Incubation Program Networks		
2.3: Implement Formal Recruitment & Expansion Program		
Business Outreach Activities	12	10%
# of Corporate Outreach Visits	25	10%
# & \$ Value of Corporate Incentives (company name, committed hires, & capital investment approved)	\$1.2 M	10%
Number of Events attended/Hosted (Bi-annual Developer Consortium, MRO Miami, etc.)	4	10%
Number of Businesses Attracted to New Businesses Incubation Space	0	10%
2.5: Actively Engage in Targeted Regional Partnerships (Poverty Alleviation, Public Schools Performance, and Public Transit Linkages)		
Number of Public School Children Served	100	10%
\$ Value of Innovative Education Grants Awarded (e.g., Texas Instruments)	\$50,000	
1/ Hypothetical values for illustrative purposes only and subject to change.		

Source: City of Tamarac; Willdan, 2018

Appendix 1: Data & Analysis Report



Final

Economic Development Data & Analysis Report

Submitted January 29, 2018

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City of Tamarac Comprehensive Plan

Economic Development Element

(2018-2022)

Introduction and Background

The City of Tamarac is located in western Broward County in the State of Florida, and provides access to highways, railways, airports and waterways as well as a wealth of cultural and sports activities. The City covers a 12-square mile area and is home to more than 63,000 residents and approximately 2,000 businesses.

In October 2017, the Florida Department of Economic Opportunity awarded the City of Tamarac Community Planning Technical Assistance grant funding to incorporate an Economic Development Element into the City's Comprehensive Plan.

The purpose of the Economic Development Element is to define the City of Tamarac's goals and objectives as they relate to expanding the City's tax base and improving the quality of life for the community.

The Community Planning Technical Assistance Grant is structured to fund the following tasks:

- Two (2) public workshops to facilitate community outreach.
- Collection and analysis of data relative to commercial, industrial, residential, recreational, and transportation land uses.
- Formulation of economic development policies and programs that serve to retain, enhance, and expand the City's economic assets.
- Five Year-Priorities and Action Plan which will place an emphasis on policies that are conducive to the short-term realization of economic development growth and establish a program to monitor and evaluate the achievement of benchmarks which will operate as direct indicators of economic growth performance.
- Compilation of a consolidated Economic Development Element that clearly defines and articulates innovative strategies to enhance economic development growth.

To inform the formulation of the Economic Development Element, this Data and Analysis Report provides an overview of current trends and

projections related to the City's housing, demographic, transportation, real estate, employment, retail, educational, and socio-economic data and analyze its impact on current and future market performance.

In addition, the Data and Analysis Report provides a Development Constraints Matrix and an accompanying Economic Development Opportunity Map which highlights areas of economic degradation, development constraints that prevent economic revitalization, and provides initial policy recommendations to increase economic development opportunities in targeted locations.

City of Tamarac Community Vision

To be a Community of Choice, leading the nation in quality of life through safe neighborhoods, a vibrant economy, exceptional customer service and recognized excellence.

City of Tamarac Comprehensive Plan

Economic Development Element

(2018-2022)

Existing Conditions

Tamarac is a diverse and emergent community with unique character, charm and opportunity for growth. Once a bedroom community, Tamarac is now emerging as a thriving center for businesses. An excellent quality of life and a supportive environment for business and industry has made Tamarac The City for Your Life.

The City of Tamarac has a Commission-Manager form of government. The five-member City Commission includes four Commissioners, elected by their respective Districts and a Mayor elected citywide. The Commission passes legislation and sets policy for the City. They also appoint a City Manager who oversees the day-to-day operations of the City, while at the same time carrying out the initiatives and directives of the Commission. The Commission also appoints a City Attorney to represent the City in legal matters.

The City of Tamarac is committed to be a business-friendly community that provides its residents and businesses attractive and safe neighborhoods all while encouraging a vibrant economy. Our Community Development Department is in the forefront of ensuring that happens. The Department provides assistance to local business through its divisions of Economic Development, Planning and Zoning, Business Revenue, Housing and Code Compliance.

The Economic Development Division of the City pursues its primary goal as it continues to make the city an ideal location for local businesses to succeed and prosper, and for other companies considering relocation or consolidation. The Planning and Zoning Division ensure the quality of life of the built environment through innovative revitalization efforts and land use planning. The Business Revenue Division is committed to providing and maintaining quality customer service to the business community. The Housing Division provides assistance to residents to correct health and safety issues, as well as supporting those seeking adequate, affordable housing. Code Enforcement Division ensures high community standards.

Accelerating Tamarac's economic prosperity centers on the City's capacity to leverage key economic development assets of location, a skilled workforce, attractive business incentives and a government committed to prosperous, high quality and balanced growth.

The City of Tamarac's Economic Development Plan

(FY 2014-2019)

The City of Tamarac's Economic Development Division (TEDD) adopted a 5-year Economic Development Plan in 2014 to identify targeted business opportunities to focus its economic development efforts, as well as defining ways to accomplish its strategic goals. The formulation of this Economic Development Element as part of the City's Comprehensive Plan is intended to further integrate the 2014 plan into the City's policy initiatives, to promote Tamarac as an ideal business location for companies considering relocation or expanding their business along with retaining and growing successful local businesses.

This Economic Development Plan was structured to serve as a fluid blueprint for the community's future economic development activities. The City of Tamarac places strong value on its strategic goals and its customer focused approach. There is a biennial survey conducted, residents and businesses have an opportunity to identify and prioritize strengths and opportunities for improvement. Since the City is always looking to improve, the development of the Economic Development Element provides the City with the opportunity to revisit economic development goals and objectives within the context of prevailing demographic trends and real estate market conditions.

The Economic Development Element will leverage the prior planning efforts and provide detailed tactical recommendations to further implement the City's Economic Development Plan over the next five years. The Economic Development Element's Implementation Plan will be updated recommendations regarding short-term tactical and long-term strategic goals along with specific actionable items and budgetary requirements. The plan will be reviewed and updated each month to

City of Tamarac Comprehensive Plan

Economic Development Element

(2018-2022)

ensure that we are on task and on target. An annual report will be provided to the city administration, businesses and other key stakeholders.

To provide context regarding existing conditions, following is a summary of the City of Tamarac's existing Economic Development Plan's goals and objectives. These goals from an economic development perspective are to encourage business development to a level consistent with providing a diverse and adequate tax base; keeping the attractive quality of life deserved by the city residents and producing an environment that is safe.

Economic Development Plan Goals & Objectives (2014-2019)

1) Create a Marketing and Communications Campaign

- Create an Economic Development Message with "The City for Your Life"
- Create a web presence
- Keep an Audience

2) Focus on the Needs of Existing Businesses/Industry

- Create a business retention and expansion program
- Support small business development

3) Create Entrepreneurial & Innovative Opportunities

- Develop partnerships with existing business incubators
- Support Entrepreneurs

4) Foster Commercial and Retail Development

- Identify appropriate retail prospects
- Build awareness among corporate site selectors

- Attract commercial, retailers and restaurants

5) Diversify the Economic Base

- Create a Targeted Industry Strategy
- Attract Corporate Site Selectors
- Formalize the Incentives Policy
- Incorporate the Redevelopment Strategy

Economic Development Element Update 2018

The question for the City of Tamarac is where to focus limited public resources to yield the maximum return on public investment. The Tamarac Community Development Department has undertaken a decision to focus short-term economic development policies and programs on the City's most disinvested retail centers. This retail revitalization and redevelopment strategy is entirely consistent with the City's overarching economic development goals and objectives adopted in 2014.

The following Economic Profile Analysis provides important data regarding the City of Tamarac's existing conditions related to:

- Market Constraints
- Positive Market Indicators
- Target Opportunities
- Existing Economic Development Incentives

Following the Economic Profile Analysis is a demographic and real estate market analysis overview to provide further context regarding the feasibility of redevelopment and reuse opportunities.

Economic Profile Analysis

To identify areas of economic deficiency and highlight competitive market advantages unique to the City of Tamarac:

Existing Conditions: Constraints and Opportunities

To inform the evaluation of existing conditions and related constraints and opportunities related to economic development in the City of Tamarac, the Department of Community Development conducted a series of stakeholder interviews in December of 2017 and January 2018. The results of this community input from elected officials, real estate developers and brokers, property owners and managers, and other stakeholders is summarized in the following overview positive market indicators, market constraints, and resulting target opportunities.

Land Use Regulatory Conditions

The City of Tamarac is actively seeking to provide land uses which will encourage the orderly growth of the community; maximize economic benefits; conserve and protect the natural environment; and minimize any threats to health, safety, and welfare.

The City of Tamarac intends to promote orderly growth and development through the adoption, maintenance, and implementation of effective zoning and land development regulations. Tamarac's current Land Development Code, adopted in the 1950s, is a conventional city code that uses specified density, floor-area ratios, building set-backs, parking requirements and maximum building height.

As evidenced by patterns of suburban disinvestment in auto-oriented suburbs nationwide, conventional zoning and land use patterns from the 1950's are not supportive of competitive mixed-use urban infill redevelopment that the City seeks to foster today. In particular, the City has been struggling to attract developers and incentivize redevelopment of large (10-20 acre) and medium-scale (4-6 acre) obsolete retail centers located along some of the City's most important arterials.

To address the regulatory hurdles created by the existing land use code, the City is in the process of drafting new land use code regulations to allow for a hybrid Code which meshes Form-Based Code elements with traditional zoning in targeted areas. In addition, to support the new Code, the City is also in the process of amending its Comprehensive Plan, specifically the Land Use Element in order to create new mixed-use land use designations for a series of new underlying zoning districts that will be established. The anticipated reorganization of the current zoning districts will add mixed-use flexibility within current commercial zoning districts to spur future economic development. The Form-Based Code elements that will be incorporated into the Code reflects the current state-of-the-art thinking in land regulation to spur high-quality urbanism in infill redevelopment areas.

The Congress for New Urbanism, a non-profit research and advocacy organization dedicated to promoting Form-Based Code, reports that Form-Based regulations removes regulatory hurdles of conventional code, fosters more predictable built results, and encourages a higher-quality public realm by using physical form (rather than separation of uses of traditional code) as the organizing principle. The City's new form-based code will include:

- a regulating plan that will identify where the new regulations will apply in the city;
- public realm standards for such elements as sidewalk, travel lanes, on-street parking, street trees and furniture;
- building standards that regulate the features, configurations and functions of buildings that define and shape the public realm; and
- administration guidelines for a streamlined application and project review process.

Both the Code re-write and the Comprehensive Plan amendment are currently being reviewed by the City's consultants, Clarion Associates, Iler Planning Group and City staff. The City anticipates that the code

City of Tamarac Comprehensive Plan

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update and Comprehensive Plan amendment projects will be completed and approved by the City Commission in Summer or early Fall of FY2018.

The City is confident that the rewrite of the Land Development Code and the update to the Comprehensive Plan will 1) Remove regulatory barriers to redevelopment 2) Update zoning districts and uses to reflect today's reuse potential 3) Improve development quality standards in general; and, 4) Streamline the development review process.

Transportation Characteristics

The City of Tamarac is located at the center of South Florida's primary interstate highway networks – east of the Sawgrass Parkway, west of I-95, and with direct access to the Florida Turnpike from Commercial Boulevard. Tamarac's interior arterial roadways report traffic counts of 50,000+ vehicles per day (typically the minimum threshold for attracting national chain retailers). Tamarac also benefits from proximity to the Fort Lauderdale Executive Airport and Free Trade Zone, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale's Port Everglades, and the Port of Miami.¹

While Tamarac is still growing, it is also a maturing urban community. The amount of vacant land available to further develop the tax base is decreasing and traffic on the city's roadways, which largely originates in other places, is increasing. However, these challenging trends also provide opportunities for enhanced redevelopment of older commercial areas, and for the development of a comprehensive public transportation system connected to regional investments in mobility (e.g., Broward Mobility Plan and Broward MPO Complete Streets programs).

Pedestrian mobility continues to be a targeted priority of the City of Tamarac. The City promotes opportunities to connect redevelopment activity to improvements in pedestrian ways and existing or planned

alternative public transportation modes, including bicycle and transit. The City actively coordinates transportation planning activities with land use decisions to ensure that the regional roadway network levels of service standards are met.

The Broward Metropolitan Planning Organization (MPO)'s Mobility program serves as the implementation arm of the Complete Streets Initiative and focuses on implementing projects and improvements that provide additional transportation options other than the automobile.

Projects under this program include bicycle and pedestrian facilities that seek to complement the goals and vision of the Broward MPO's Complete Streets initiative. Additionally, these projects fill vital gaps in Broward's bicycle and pedestrian network and facilitate street designs that are walkable and bicycle friendly neighborhoods and communities which are conducive for transit use thereby creating livable communities. The Broward MPO continues to fund new improvements under the Mobility Program on an annual basis. The City of Tamarac has an opportunity to actively engage the MPO in future regional mobility investments better connecting Tamarac to the regional public transit network while addressing congestion on some of the City's major roadways.

The following figures provide a visual snapshot of the City of Tamarac's transportation volumes and regional transit linkages.

¹ FTZ No. 241 City of Fort Lauderdale Executive Airport (FXE).
<http://www.broward.org/EconDev/DoingBusiness/Pages/SpecialZones.aspx#foreign>

City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

Figure 1: City of Tamarac Traffic Counts, 2017 (Source: ESRI)

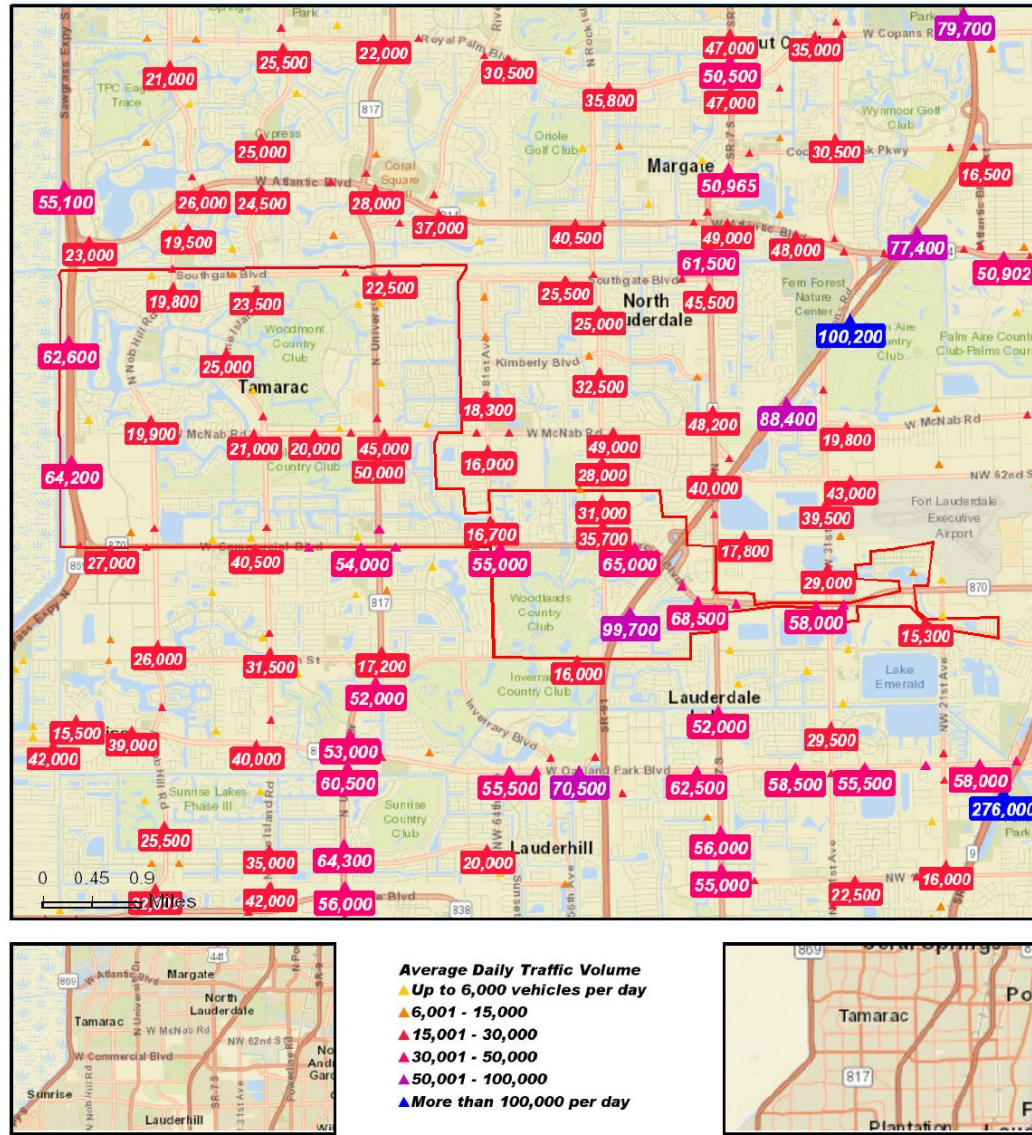
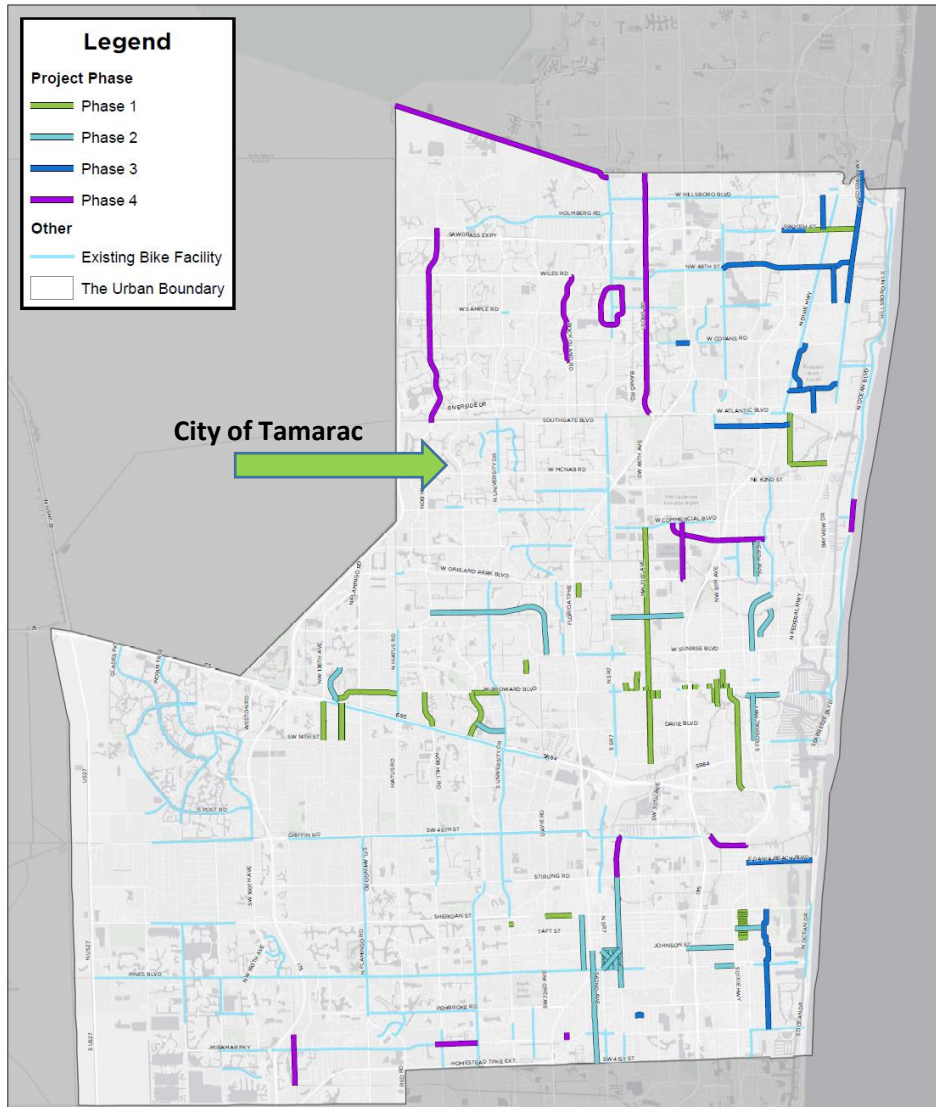


Figure 2: Broward County Mobility Projects (2016-2021)



**Broward County Metropolitan
 Planning Organization (MPO)
 Mobility Program & Complete
 Streets Opportunities**

The Broward MPO continues to fund new improvements under the Mobility Program on an annual basis. The City of Tamarac has an opportunity to actively engage the MPO in future regional mobility investments better connecting Tamarac to the regional public transit network.

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Market Constraints

- Undesirable retail uses Underutilized Applebee's Plaza is struggling with 50% vacancy rate due to site configuration and lack of competitive retail tenant mix
- Redevelopment of the majority of Tamarac's disinvested retail commercial centers is challenged by small parcel ownership patterns (e.g., Denny's site is a separate parcel and assemblage of the entire retail center is viewed as long-term challenge)
- Fragmented property ownership (Example: Pine Island and McNab Road)
- Relatively lower median household incomes as compared to Broward County due to a predominance of retired residents living on fixed incomes (social security, pensions, other retirement income) equates to constrained discretionary spending for retail/dining/entertainment uses
- Tamarac's working-class population continues to experience wage stagnation consistent with income inequality trends nationwide
- Public school performance is not competitive for upscale family homebuyer; while the City of Tamarac has little direct control over the school district, the City's elected officials are working as change agents to improve school performance through new programs in collaborating with the Broward County School Board.
- City is attracting mostly working force families with limited spending power
- Even in disinvested commercial centers with high vacancies, prevailing rents and land values are too high to support the financial feasibility of property acquisition and redevelopment into higher density or alternative uses
- Lack of a champion for redevelopment for Medical Corridor
- "I don't go to Tamarac because that's for old people"

- Proximity of "intentional" higher quality adjacent retail (Coral Springs, Sawgrass Mills, Sunrise, Coconut Creek Promenade, Plantation, Fort Lauderdale)
- Disinvested housing stock and retail - HOA matching grant

Positive Market Indicators

- Woodmont Project: Pulte 152 Units at \$400-\$500K
- Central Parc, Manor Parc, Hidden Trails Projects: 696 Units at \$290-\$400K
- New Clubhouse and Hotel at Colony West Golf Course
- Tamarac Village – 401 Units and commercial with opportunity to become good gathering place through programming at Amphitheatre; eating at outdoor space
- Millennials choosing proximity of home, work and leisure within public transit distance
- Park and recreation system, public arts, highest caliber of city staff, city leadership and municipal management
- Long-term strategic planning related to city financing - AA Moody's Rating
- Stable tax millage rate (8 years)
- Property appreciation - values increased 8%-9% (2016-2017); good for resales, equity in homes
- 11th safest city in Florida (crime stats)
- Firefighter & Paramedics Tier 1 (elite); outstanding Law Enforcement - emergency services
- Competitive critical mass of affordable starter housing stock (2 BR/2 BA - \$185K)
- Expand Land Bank Program: Opportunity for City to buy land
- Own Colony West - Leverage Hotel and Clubhouse to drive maximum ancillary commercial/residential redevelopment

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- High quality of life (despite relatively lower median household incomes)
- Redevelop Prospect Bend - large parcel of prime industrial space adjacent to airport
- Commerce Park 2.3% - Light Industrial
- City is proactive redevelopment partner for Tamarac and Colony West (land, infrastructure and cash)
- Planning, zoning, entitlements process Excellent access - proximity to everything else; Tamarac is central
- 5th busiest Library in the State of Florida - eligible for Arts Grants
- Successful Public Arts Program
- Taste of Tamarac

Target Opportunities

- Act as joint development partner through land banking or other incentives tools to spur redevelopment activity and spur economic growth
 - Tamarac is challenged by a substantial amount of vacant retail space and redevelopment and reuse is necessary to diversify and expand the tax base
 - Targeting better quality retailers
 - Retail spending leakage from residents spending outside the market
 - Retail spending leakage from missed capture from drive-through traffic
 - Use large sites for optimal commercial advantage
 - Improve school performance through partnership with the School Board of Broward County.
 - Create School Readiness Advisory Council - nutrition and parental involvement
 - Expand industrial base (Example create a second Commerce Park)
- Adopt a Formal Land Bank Policy
 - Medical Corridor Anchored by Hospital with ancillary retail/commercial development;
 - Enhance regional economic development partnerships (e.g., Broward Alliance, Workforce One, Tamarac Chamber of Commerce)
 - Enhance City's proactive, friendly business climate (planning, zoning, entitlements) with New Business Expositions (monthly, quarterly), dedicated permitting coach.
 - Adopt Density Bonus Policy to Fund Economic Development Initiatives
 - Promote the Tamarac Farmer's Market as a backbone for Healthy Living / Hospital District / Building Health & Wellness Community
 - Attract more and higher quality restaurants and gathering places (e.g., Irish Bar, Metro Diner, Cheddars, Trader Joe's, Sports Bar, Bonefish, dog friendly outside dining destinations)
 - Promote the redevelopment of existing disinvested commercial centers with a target to create at least one central community anchor providing competitive community gathering places with high quality public art
 - Adopt formal development guidelines to create more community spaces
 - Actively advocate to improve the City of Tamarac's public transit connections to attract Millennials
 - Expand bike path usage through marketing/programming
 - Achieve target residential population 60,000 to 75,000 residents to further support retail redevelopment.
 - Expand City resources to fully implement Economic Development Plan (hire City of Tamarac Economic Development Manager in FY 2018-2019)

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- Attract new rental housing development at a variety of price points (pent-up demand at 97% occupancy) - but depends on location and quality)
- Leverage opportunity for ethnic/authentic culinary arts/food incubator
- Launch “Tamarac Talks” - build on literacy; Wolf Blitzer at the Library

Existing Economic Development Incentives

The City of Tamarac’s current development incentives are structured to attract more commercial and retail development while concurrently supporting existing struggling businesses. Following is a summary profile of existing City of Tamarac Development Incentives.

Qualified Target Industry Tax Refund (QTI)

The Qualified Target Industry Tax Refund incentive is available for companies that create high wage jobs in targeted high value-added industries. This incentive includes refunds on corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes. Pre-approved applicants who create jobs in Florida receive tax refunds of \$3,000 per net for each new Florida full-time equivalent job created; \$6,000 in an Enterprise Zone or rural county. For businesses paying 150 percent of the average annual wage, add \$1,000 per job; for businesses paying 200 percent of the average annual salary, add \$2,000 per job. The local community where the company locates contributes 20 percent of the total tax refund. There is a cap of \$5 million per single qualified applicant in all years, and no more than 25 percent of the total refund approved may be taken in any single fiscal year. New or expanding businesses in selected targeted industries or corporate headquarters are eligible.

Qualified Defense and Space Contractor Tax Refund (QDSC)

Florida is committed to preserving and growing its high technology employment base by giving Florida defense, homeland security, and space business contractors a competitive edge in consolidating contracts

or subcontracts, acquiring new contracts, or converting contracts to commercial production. Pre-approved applicants creating or retaining jobs in Florida may receive tax refunds of \$3,000 per net new Florida full-time equivalent job created or retained; \$6,000 in an Enterprise Zone or rural county. For businesses paying 150 percent of the average annual wage, add \$1,000 per job; for businesses paying 200 percent of the average annual salary, add \$2,000 per job.

Capital Investment Tax Credit (CITC)

The Capital Investment Tax Credit is used to attract and grow capital-intensive industries in Florida. It is an annual credit, provided for up to twenty years, against the corporate income tax. Eligible projects are those in designated high-impact portions of the following sectors: clean energy, biomedical technology, financial services, information technology, silicon technology, transportation equipment manufacturing, or be a corporate headquarters facility. Projects must also create a minimum of 100 jobs and invest at least \$25 million in eligible capital costs. Eligible capital costs include all expenses incurred in the acquisition, construction, installation, and equipping of a project from the beginning of construction to the commencement of operations. The level of investment and the project's Florida corporate income tax liability for the 20-years following commencement of operations determines the amount of the annual credit.

High Impact Performance Investment Grant (HIPI)

The High Impact Performance Incentive is a negotiated grant used to attract and grow major high impact facilities in Florida. Grants are provided to pre-approved applicants in certain high-impact sectors designated by the Florida Department of Economic Opportunity (DEO). In order to participate in the program, the project must: operate within designated high-impact portions of the following sectors - clean energy, corporate headquarters, financial services, life sciences, semiconductors, and transportation equipment manufacturing; create at least 50 new full-time equivalent jobs (if a R&D facility, create at least 25 new full-time equivalent jobs) in Florida in a three-year period; and

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make a cumulative investment in the state of at least \$50 million (if a R&D facility, make a cumulative investment of at least \$25 million) in a three-year period. Once recommended by Enterprise Florida, Inc. (EFI) and approved by DEO, the high impact business is awarded 50 percent of the eligible grant upon commencement of operations and the balance of the awarded grant once full employment and capital investment goals are met.

Quick Response Training Incentives (QRT)

Quick Response Training is a customer-driven training program designed to assist new value-added businesses and provide existing Florida businesses the necessary training for expansion. A local training provider—community college, area technical center or university—is available to assist with application and program development or delivery. If the company has a training program, a state training provider will manage the training program and serve as the fiscal agent for the grant funds.

Incumbent Worker Training (IWT) Program

This program is funded by the Federal Workforce Investment Act and is administered by Workforce Florida, Inc. This program provides a grant to train currently employed workers, with the goal of keeping the company's employees competitive by providing them with new skills and retaining existing businesses. Training services can be provided through community colleges, state universities, vocational-technical centers, consultants, or trainers from the business.

Foreign Trade Zone (FTZ)

FTZ is a designated area within the United States, in or near a U.S. Customs port of entry where foreign and domestic merchandise is considered to be outside of U.S. Customs territory. Customs duties on products admitted through the zone can be deferred, reduced or eliminated. Becoming an FTZ company can improve a business' bottom line.

Economic Development Transportation Fund (Road Fund)

The Economic Development Transportation Fund (Road Fund) is intended to solve transportation problems as an inducement for an eligible company's expansion, retention/location decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to \$3 million. The award is made to the local government on behalf of a specific business for public transportation improvements.

As part of the Economic Development SWOT Workshops to be conducted as part of the grant requirements, the efficacy of these incentives will be evaluated to determine if further refinements to regulations or guidelines are needed to expand the use and impact of these programs.

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Demographic & Economic Overview

The Data & Analysis Report includes the collection of housing, demographic, transportation, real estate, employment, retail, educational, and socio-economic data to analyze its impact on current and future market performance.

The following demographic and economic overview provides preliminary data regarding trends and projections in the Tamarac submarket.

The demographic and economic analysis will be further expanded throughout the preparation of the Economic Development Element to incorporate primary market research from the upcoming SWOT Workshop and ongoing stakeholder interviews with real estate developers, brokers, property owners and operators.

Population

Tamarac is not only growing, but attracting higher value new housing construction. Population is forecast to grow by 5,900 to 69,230 residents

Household Income

One of the most positive economic indicators supporting the City of Tamarac’s focus on retail revitalization is the projected growth in households, household income, and new residential development target sales prices (\$350,000 to \$650,000 per unit) by 2022:

- Average household incomes are forecast to experience an 18% increase (+\$7,815) to \$64,838
- The proportion of households with income greater than \$60,000 is projected to increase by 22% to 47% of all households

Table 1: Population & Household Growth Trends, 2017-2022

	2010	2017	2022	Net Change (2017-2022)
Population	60,427	65,389	69,230	3,841
Households	28,415	30,177	31,726	1,549
Average Household Income	N/A	\$57,023	\$64,838	\$7,815
Median Household Income	N/A	\$42,373	\$47,594	\$5,221

Source: ESRI Business Analyst; U.S. Census Bureau; Willdan, 2018

City of Tamarac Comprehensive Plan

Economic Development Element (2018-2022)

Figure 3: City of Tamarac Households, Income and Projected Retail Spending Power

City of Tamarac - 20 Minute Drive Time	2017	2022	Net Change (2017-2022)
Households	254,951	268,959	14,008
Average Household Income	\$69,191	\$78,008	\$8,817
Total Household Income (\$Billions)	\$1.76	\$2.10	
Disposable Income	22.0%	22.0%	
Retail Spending Power (\$Millions)	\$388.09	\$461.58	\$73.49

¹ US Consumer Expenditure Survey 2016 reports 22% of average household income spent on retail, dining and entertainment expenditures.

Source: ESRI Business Analyst; US Consumer Expenditure Survey; Willdan, 2018

Retail Spending Power – 20-Minute Drive Time

The City of Tamarac is located within a highly competitive retail submarket with nearly 6,000,000 square feet of existing retail space within a 20-minute drive time. Concurrently, existing conditions of retail located within Tamarac are challenged by with high vacancy rates and marginal tenant mix.

However, household and income growth projections support the demand for more and higher quality retail redevelopment over the next five years. Within the 20-minute drive-time retail submarket, households are expected to grow by 8,817 units to a total population of 268,959 persons. Concurrently, average household incomes are projected to grow by \$8,817 by 2022, generating net new retail spending power of approximately \$74 million.

Assuming investment-grade retail sales productivity rates for new construction of \$400 per square foot, this net new retail spending power could be expected to support approximately 175,000 square feet of new development – or, alternatively – reuse and redevelopment of existing disinvested retail space within the Tamarac submarket. The key to attracting this retail spending to the City of Tamara will be to aggressively focus City resources on building strong and productive business relationships with property owners, manager, and real estate developers in the regional through innovative public-private partnerships focused on urban infill redevelopment.

The City of Tamarac is projected to grow by 1,549 households to 69,230 residents over the next five years.

Median household incomes are also projected to grow by \$7, 815 to \$64,838 by 2022.

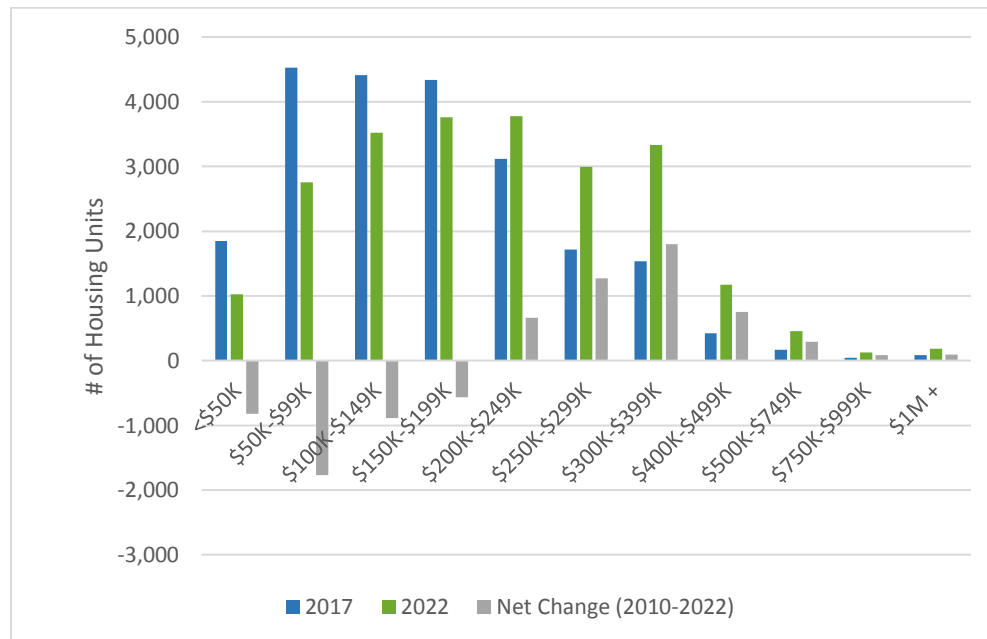
This positive household and income growth will generate stronger demand for retail, dining, and entertainment uses in the City of Tamarac.

Housing Units by Value and Tenure

Table 2: City of Tamarac Housing Units by Tenure, 2010-2022 & Net Change

	2010	2017	2022	Net Change (2010-2022)
Total Housing Units	32,794	34,289	35,633	2,839
Housing Units - Owner Occupied	22,154	22,187	23,094	940
Housing Units - Renter Occupied	6,261	7,990	8,632	2,371
Total Vacant Housing Units	4,379	4,112	3,907	-472

Figure 4: City of Tamarac Housing Units by Value, 2017-2022 & Net Change



Housing units are projected to grow by **1,549 dwellings** with a shift to relatively higher value housing units through a combination of real property appreciation and the construction of new, higher value stock

Housing valued **\$200K** or higher is **increasing** and units valued between **\$50,000** and **\$199,000** is forecast to **decrease**

The segment with the greatest projected net change over the next five years are units valued **\$300,000 to \$399,000 (1,798 units)**

Housing occupancy is projected to increase by **1.5%** to 93% of total housing units with a net decrease of **472 vacant housing units**

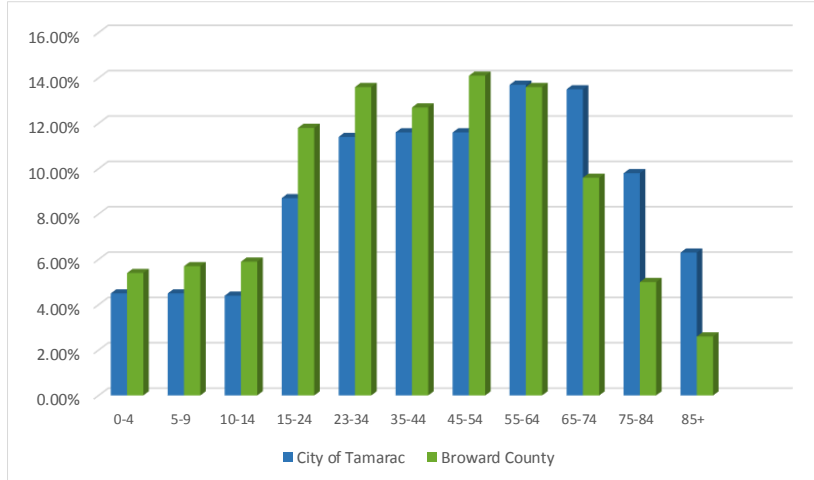
City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

Age Segmentation

Tamarac is getting younger as a city. Over the past 16 years:

- Median age decreased from 67 to 48
- Percentage of retirees (65+) has decreased from 38% to 26%
- Percentage of working age (20-64) residents has increased from 47% to 55%
- Percentage of children (0-19) has grown from 15% to 19%

Figure 5: City Tamarac & Broward County Age Segmentation, 2017

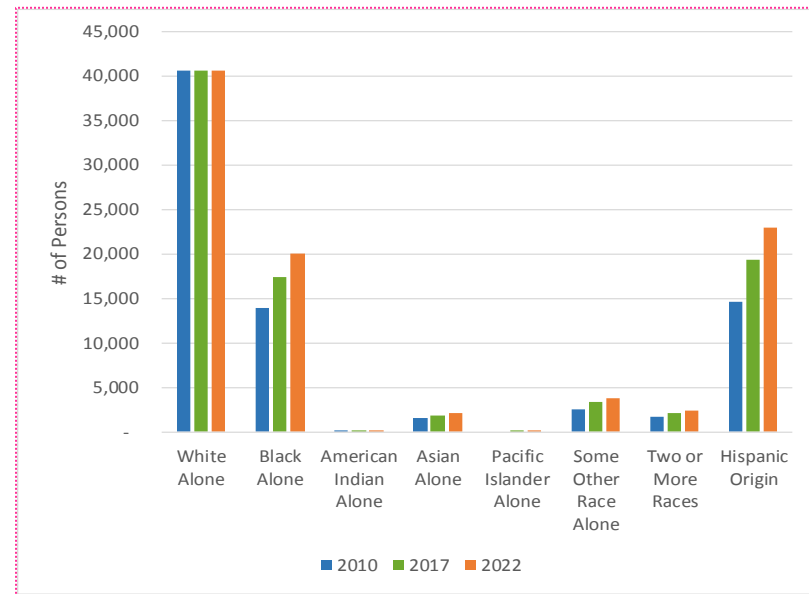


Race Trends

The City of Tamarac is growing more culturally diverse:

- Percentage of residents identifying as white alone has decreased from 82% to 65%
- Percentage of residents identifying as Black/African American alone has grown from 11% to 28%
- The largest growth projected within Hispanic population (+3,000, to 21,479 residents, or 28% of the total population)
- Tamarac will remain a diverse and vibrant community

Figure 6: City of Tamarac Demographic Trends – Net Change in Race, 2010-2022



Source: ESRI Business Analyst; Willdan, 2017

City of Tamarac Comprehensive Plan

Economic Development Element

(2018-2022)

Retail Spending Characteristics – Psychographic Profile

To further explore the potential market demand for more and better retail, dining and entertainment uses in the City of Tamarac, a psychographic profile of Tamarac residents was acquired from ESRI Business Analyst, a software tool for mapping of demographic and economic data related to real estate and economic development planning. ESRI collects and analyzes current Census and other data to provide custom data related to markets, customers, competitors, and business patterns for market planning and site selection.

Tapestry segmentation provides an accurate, detailed description of America's neighborhoods at the block group level. U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition (psychographics).

Psychographics can be defined as a quantitative methodology used to describe consumers based on psychological, demographic and socioeconomic attributes. Psychographics has been applied to the study of personality, values, opinions, attitudes, interests, and lifestyles – especially as they relate to consumer expenditure behaviors and preferences.

The 67 distinct markets reported by ESRI Business Analyst Tapestry detail the diversity of the American population within a specific community. Grouping the segments can simplify these differences by summarizing markets that share similar traits.

The following Table 1 provides a summary snapshot of the City of Tamarac's top 10 ESRI Tapestry Segments along with the corresponding number of residents (and the number of residents as a percentage of total Tamarac residents).

The following pages provide a summary snapshot of key socioeconomic traits and spending behaviors for each segment.

Detailed profiles for each segment are also available at <https://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.html>.

Table 3 City of Tamarac Population by ESRI Tapestry Segment, 2017

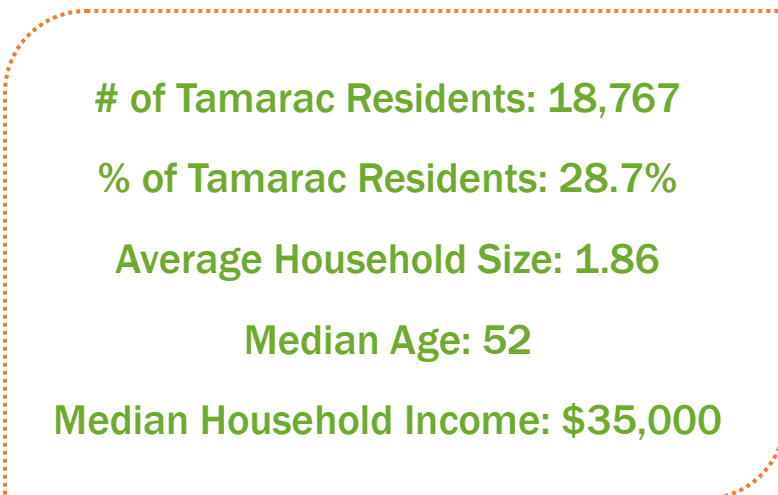
Rank	Tapestry Segment	Percent	Residents	Cumulative Residents
1	Retirement Communities (9E)	28.7%	18,767	18,767
2	The Elders (9C)	15.1%	9,874	28,640
3	American Dreamers (7C)	14.9%	9,743	38,383
4	Golden Years (9B)	8.7%	5,689	44,072
5	Old and Newcomers (8F)	7.1%	4,643	48,715
6	Midlife Constant (5E)	6.3%	4,120	52,834
7	Rustbelt Traditions (5D)	3.6%	2,354	55,188
8	Middleburg (4C)	3.2%	2,092	57,281
9	Traditional Living (12B)	2.9%	1,896	59,177
10	Front Porches (8E)	2.2%	1,439	60,616
	Other Miscellaneous	7.3%	4,773	65,389

Source: ESRI Business Analyst; Willdan, 2018

Retirement Communities

- Income & net worth below national average
- Residents enjoy going to the theater, golfing, & taking vacations
- More than 50% multifamily unit renters
- Many prefer dining out
- Brand loyal, will spend more for favorite brands
- Frugal spenders who use coupons/points/promotions
- Health conscious, prefer name brand drugs, spend on personal care products

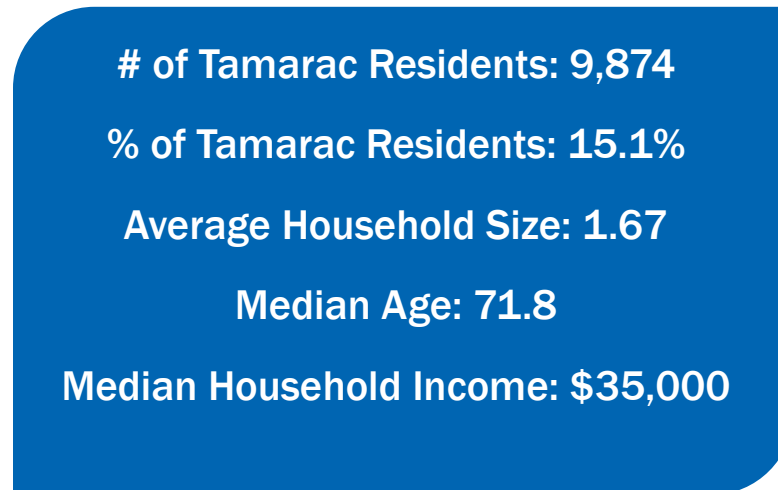
Figure 7: Retirement Communities Socioeconomic Traits



The Elders

- Labor force participation low: 21.3%
- Primarily retired, semi-retired, self-employed
- Majority of wages from Social Security, retirement investments
- Frugal spenders but willing to spend on quality
- Use coupons and buy American/ environmentally safe products
- Use cell phones primarily for making/receiving calls

Figure 8: The Elders



City of Tamarac Comprehensive Plan

Economic Development Element

(2018-2022)

American Dreamers

- College Degree: 16%
- High School Diploma/Some College: 63%
- Unemployment relatively high: 10.7% = Index 124
- Labor force participation relatively high: 67%
- Majority of income from wages/salaries
- Relatively higher poverty rate: Poverty Index = 126
- Frugal spenders focused on necessities, quick service dining, family outings
- Captivated by new technology (smartphones)
- Connected to internet for socializing and convenience

Figure 9: American Dreamers Socioeconomic Traits

of Tamarac Residents: 9,743

% of Tamarac Residents: 14.9%

Average Household Size: 3.16

Median Age: 31.8

Median Household Income: \$48,000

Golden Years

- Independent, active seniors soon to retire/retired
- Well educated: College/Graduate Degree: 46%
- Labor force participation relatively high: 67%
- Primarily single households/empty nesters: 40%
- Enjoys healthy leisure time (tennis, golf, boating, and fishing, walking, hiking)
- Active social lives include travel, especially abroad, plus going to concerts and museums

Figure 10: Golden Years

of Tamarac Residents: 5,689

% of Tamarac Residents: 8.7%

Average Household Size: 2.01

Median Age: 51.0

Median Household Income: \$61,000

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Economic Development Element

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Old and New Comers Retirement Communities

- Unemployment relatively low: 7.8% = Index 91
- Labor force participation rate = 62.6%
- 30% of households are currently receiving Social Security.
- Some college/college degree = 61% (Index 99)
- Still enrolled in college = 10% (Index 126)
- 54% renter occupied; avg rent = \$800 (Index 88)
- Consumers are price aware and coupon clippers, but open to impulse buys
- Food features convenience, frozen and fast food

Figure 11: Old and New Comers Socioeconomic Traits

of Tamarac Residents: 4,643

% of Tamarac Residents: 7.1%

Average Household Size: 2.11

Median Age: 38.5

Median Household Income: \$39,000

Education and Employment Characteristics

The following Figure 12 provides a summary snapshot of current education and employment characteristics in the City of Tamarac (2017).

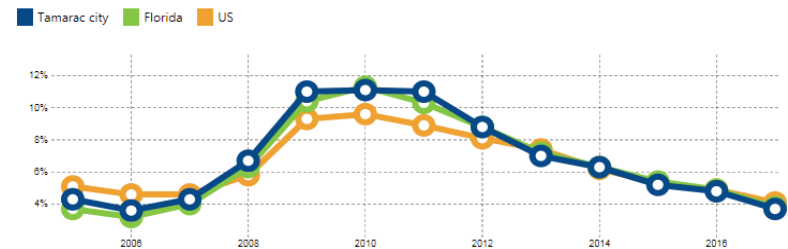
The City of Tamarac is relatively less educated when compared to the Broward County and the United States. Approximately 31% of residents are high school graduates, 30% have some college, and 30% hold a Bachelor's or Graduate/Professional Degree.

In comparison, Broward County as a whole reports approximately 27% of residents are high school graduates, 20% have some college, and 42.6% hold a Bachelor's or Graduate/Professional Degree.

The majority of employment located in the City of Tamarac is white collar in nature (64%), with 17% blue collar sectors and 18% in the service sector.

The current unemployment rate is 6.2%, down from the ten-year peak of nearly 12% in 2010.

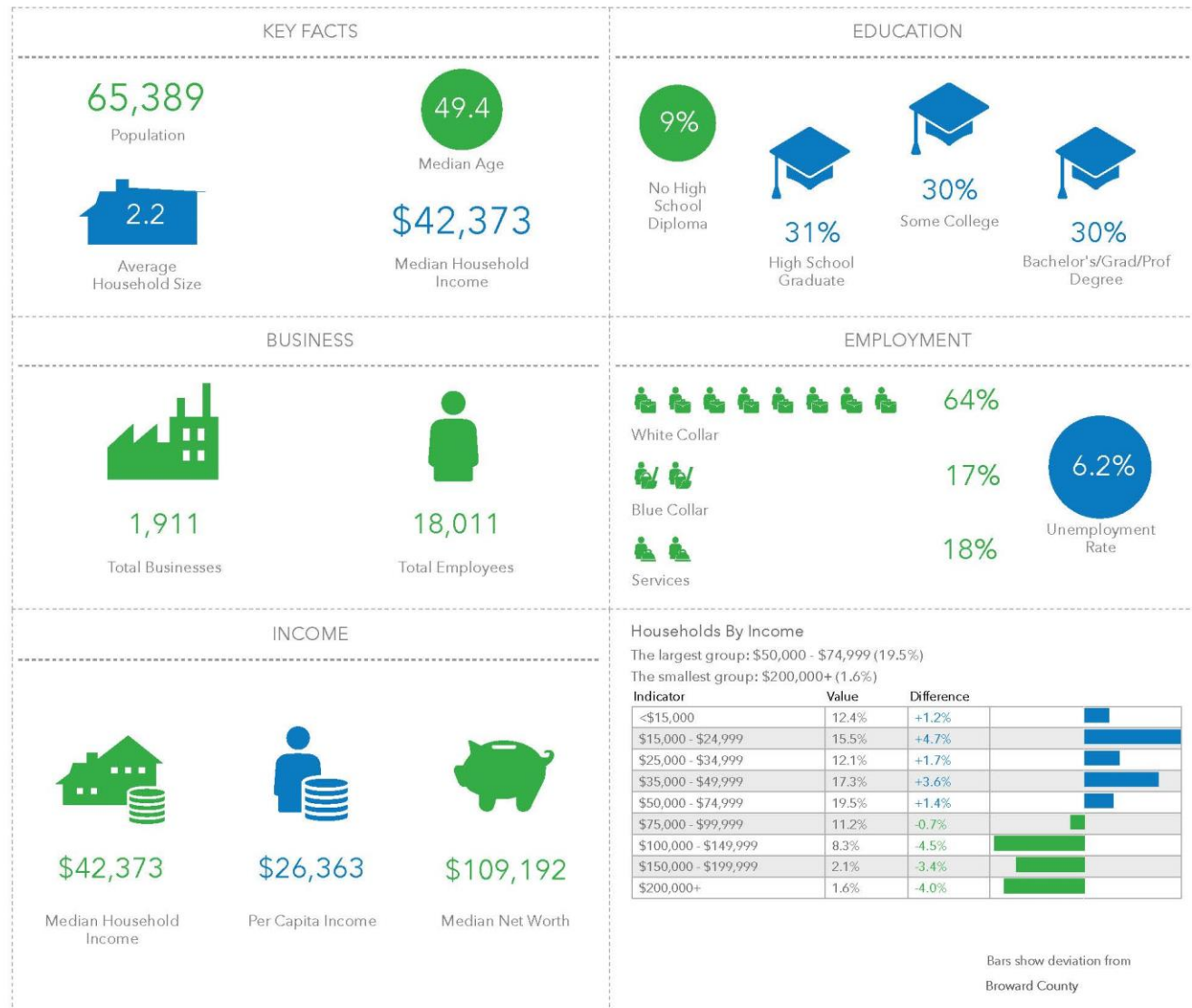
Figure 12: City of Tamarac Unemployment



Source: CivicDashboards.com; Willdan, 2018

City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

Figure 13: City of Tamarac Demographic Snapshot, 2017



City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

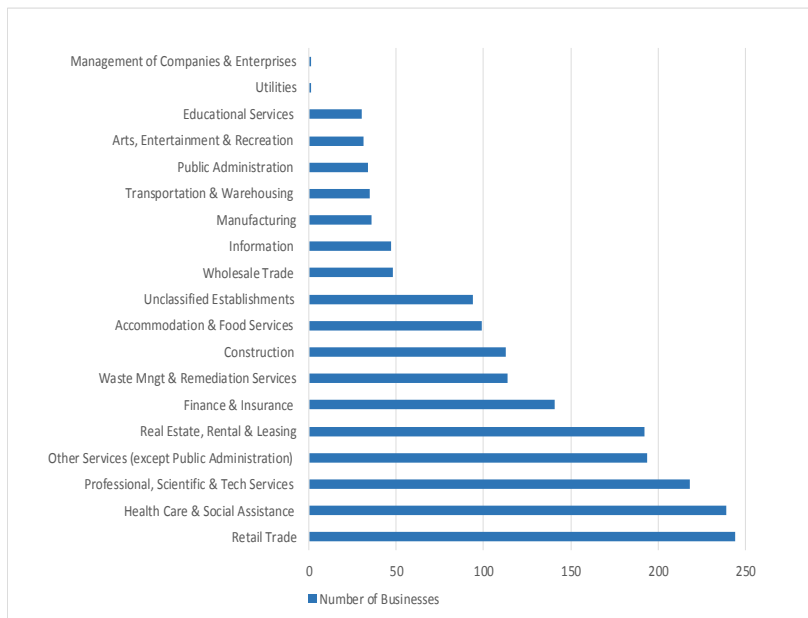
Employment by Industry & Employed Population by Industry

There are 1,911 businesses and 18,011 employees located in the city of Tamarac. Based on an employee to resident ratio of XX, Tamarac is characterized as a bedroom community with the majority of city revenues generated from residential over commercial sales and property tax generating sources.

The following figure provides a summary snapshot of the City of Tamarac’s current business segmentation by industry.

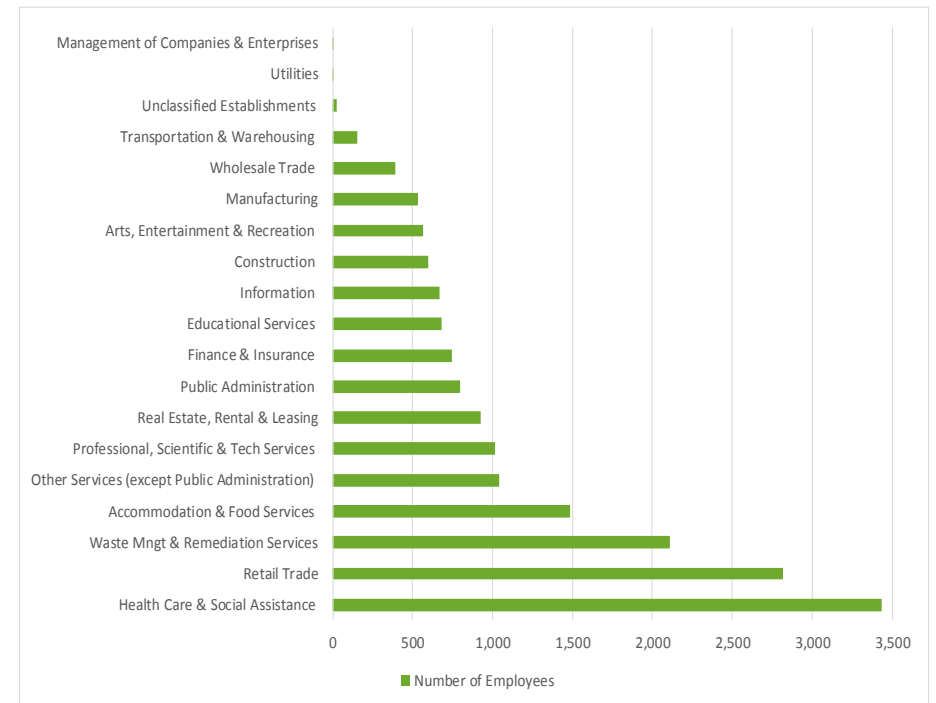
The majority of businesses are associated with retail trade, health care and social assistance, professional/scientific/technical services, other services, and real estate/rental/leasing services.

Figure 14: City of Tamarac Business Segmentation (Number of Businesses by Industry, 2017)



The following Figure 15 provides a summary of City of Tamarac employed population by industry. Similar to Tamarac’s business segmentation characteristics, the majority of employment resides in the healthcare and social assistance, retail trade, waste management and remediation services, accommodation and food services, and other services.

Figure 15: City of Tamarac Employed Population by Industry



City of Tamarac Comprehensive Plan

Economic Development Element

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Growing Industry Sectors

According to Broward.Org and the Broward County Economic and Small Business Development program, the Broward County Board of County Commissioners has identified 10 sectors as its primary focus for attraction, relocation and expansion efforts.

These industries were selected based on multiple factors including existing businesses, workforce availability, environmental concerns and industry trends.

Broward County's industry targets are summarized in the following overview. These sectors should be considered as potential targets for the City of Tamarac in future business expansion and recruitment efforts, especially if evaluating tactics to expand the City of Tamarac's robust industrial base.

Advanced Materials and High-Tech Manufacturing

A vital component of the state's economic engine, this industry includes nearly 18,000 manufacturers who employ over 311,000 statewide according to Enterprise Florida. Broward County is uniquely positioned to provide excellent opportunities for success to local manufacturers.

Alternative Energy and Renewable Resources

Solar energy and developing alternative energy sources is an international thrust. Broward County is a major advocate of green initiatives and technologies to preserve natural resources while powering our lives.

Aviation / Aerospace

The aviation industry is well established in Broward County. With existing aerospace firms and world class facilities like the Greater Fort

Lauderdale-Hollywood International Airport, the regional infrastructure to support growth in this industry is secure.

Global Business Services

According to Enterprise Florida, nearly 90% of the state's gross economic output is generated by over 122,000 financial and professional services companies. South Florida is home to many regional banking and finance institutions.

Global Media and Production

With Broward County's wide range of cultural diversity, this focus area is devoted to a universal application of information and entertainment media. Included in this sector are local production offices and sound stages, software design firms, and digital media providers.

Headquarters and Management Operations

Establishing corporate headquarters in Florida is vital to the state's economy. With an estimated 150 corporate headquarters, Broward County serves as the epicenter of South Florida, the largest metropolitan region in southeastern United States.

Human Resources and Higher Education

This focus area is centered around entities that educate, train and prepare the workforce. Home to the sixth largest and largest fully accredited K-12 and adult school system in the country, Broward County also hosts several institutions of higher learning including Nova Southeastern University and Broward College.

City of Tamarac Comprehensive Plan

Economic Development Element

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Global Business Services

According to Enterprise Florida, nearly 90% of the state's gross economic output is generated by over 122,000 financial and professional services companies. South Florida is home to many regional banking and finance institutions.

International Trade and Logistics

Combining several areas such as warehousing, distribution and transportation, this focus area provides support for the export and import of goods and services. Businesses based in Broward County enjoy the benefits of both Port Everglades and Fort Lauderdale-Hollywood International Airport as well as close connections with the Caribbean basin and Latin America.

Life Sciences

South Florida is a stronghold of the life sciences industry and Broward County has a solid base which includes medical device, pharmaceuticals and medical supply firms.

Marine Industries

This sector is comprised of all the businesses that support recreational boating and the yachting lifestyle. With the Greater Fort Lauderdale area having earned the moniker "Yachting Capital of the World," Broward County enjoys a robust marine industry.

Real Estate Market Overview

The following preliminary real estate market overview provides a summary snapshot of current real estate conditions and trends. The real estate market analysis will continue to be expanded and refined based on pending stakeholder interviews with real estate brokers and developers in the Fort Lauderdale/Miami regional market.

Residential

The existing inventory of homes in Tamarac has a median home value of \$168,000. Tamarac home values have increased by 9.9% over the past year (2016 to 2017).

The median list price per square foot in Tamarac is \$136, which is lower than the Miami-Fort Lauderdale Metro average of \$218.

The median price of homes currently listed in Tamarac is \$174,900 while the median price of homes that sold is \$183,200.

The East End of Tamarac has experienced significant new home construction with homes valued from \$350,000 to more than \$650,000 in the construction pipeline (proposed, planned, or under construction).

According to Zillow, the median residential rent price in Tamarac is \$1,400 per unit, which is lower than the Miami-Fort Lauderdale Metro median of \$2,000. Based on input from area real estate developers and brokers, the Tamarac submarket shows evidence of pent up demand based on prevailing very low occupancy rates and continued price pressures upwards on rental product.

Office

According to CBRE, the City of Tamarac is located in the Coral Springs/Sunrise office submarket. Overall, office space is in demand in the Broward metro. As of Q3 2017, lease rates continue to rise as demand outpaces supply. In the submarket, overall office vacancy rates for Class A-B-C is 5.7% with rents ranging from \$12.00 to \$48.00 suggesting a level of pent-up demand for office uses.

City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

According to the University of Florida Consumer Sentiment Index (CSI) September 2017 release, Floridians are optimistic regarding the expectations of U.S. economic conditions over the next five years. Although the short-term expectations for the month of September slightly decreased and caused the overall CSI to take a slight dip, the long-term expectations create a positive outlook for the future of the market.

At the close of the third quarter, the growth of key indicators in the Broward County office market prove the county is currently in a healthy state and will remain that way. Falling vacancy rates, strong employment figures, and steady leasing and investment sale activity are anticipated to continue to bolster the Broward County office market. Overall, Broward will continue to be an attractive market as steady growth in employment creates demand for office space. Tamarac has the opportunity to capture this office demand through innovative business incubation partnerships with regional owner/operators seeking to expand in a relatively lower cost submarket through reuse/redevelopment of existing space.

Broward County Office Market Trends, Q3 2017

Total Vacancy: 12.0%

Lease Rate: \$20.11 PSF

Net Absorption: 119,000 SF

Under Construction: 127,000 SF

Figure 16 CBRE Office, Industrial & Retail
Submarkets in Broward County



City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

Table 4: Broward County Office Market Trends

Submarket	Total Inventory (SF)	Direct Vacancy (%)	Total Vacancy (%)	Q3 2017 Net Absorption (SF)	2017 YTD Net Absorption (SF)	Under Construction (SF)	Avg. Asking Lease Rate (\$/SF/NNN)
Commercial	1,904,497	28.1	29.8	(141,904)	(130,608)	-	15.89
Cypress Creek	4,091,962	11.5	12.6	36,720	143,255	-	16.33
Deerfield Beach	924,224	8.0	8.4	5,997	14,921	87,068	16.74
Downtown/CBD	5,146,578	11.9	12.1	42,895	46,628	-	27.16
Ft. Lauderdale	2,668,224	11.7	11.7	48,032	79,556	-	17.19
Hollywood	2,250,225	6.4	7.4	13,284	3,227	40,000	23.10
Northwest Broward	1,295,746	16.4	16.5	33,266	67,117	-	18.18
Plantation	3,893,103	8.8	10.6	31,047	7,096	-	19.27
Pompano Beach	732,536	18.7	18.7	24,457	38,797	-	18.77
Sawgrass	2,482,597	5.1	6.4	468	93,562	-	20.22
Southwest Broward	3,071,006	7.6	8.0	86,785	106,725	-	21.70
Total Suburban	23,314,120	11.1	12.0	76,058	409,456	127,068	18.27
Total Broward	28,460,698	11.2	12.0	118,953	456,084	127,068	20.11
Class A	13,865,385	10.4	11.0	63,835	258,022	-	22.90
Class B	11,270,390	11.6	12.9	49,927	201,870	127,068	16.10
Class C	3,324,923	13.5	13.5	5,191	(3,808)	0	16.79
DT High-Rise Buildin	3,663,327	13.9	14.1	(8,225)	39,624	0	27.53
DT Las Olas Building	1,287,600	8.4	8.4	(18,391)	(6,136)	0	35.11

Source: CBRE; Willdan, 2017

Prevailing office rents of between \$15 to \$22 for suburban locations do not support the cost of new construction.

Vacancies in some locations are high (greater than 10%), suggesting marginal, disinvested conditions that would benefit from targeted economic development, urban infill, and revitalization initiatives.

City of Tamarac Comprehensive Plan

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Industrial

According to CBRE, Broward County continues to enjoy robust industrial activity. As of Q3 2017, total warehouse vacancy rate is 3.8% (trending downward) while average lease rates per square foot are \$8.14 (trending upward). A total of 807,000 square feet of new industrial space is under construction.

In the West Sunrise submarket (comprising Tamarac). The average asking sales price per square foot for industrial space is among the highest in the Broward market at \$135 per square foot.

Limited future supply due to the lack of developable land, competition among tenants for well positioned properties with excellent distribution route access, and positive economic factors such as job and population growth are expected to carry into continued demand in 2018 and beyond.

Retail Supply and Demand – Gap Analysis

As discussed in the analysis of household growth and associated retail spending power, the City of Tamarac is located within a highly competitive retail submarket with nearly 6,000,000 square feet of existing retail space within a 20-minute drive time (see following Figure 17). Concurrently, existing conditions of retail located within Tamarac are challenged by with high vacancy rates and marginal tenant mix.

According to CBRE, the City of Tamarac is located in the Coral Springs/Sunrise retail submarket. Despite marginal conditions and relatively high vacancy rates in some centers, average triple net retail rents remain high at between \$10.00 and \$18.00 per square foot (triple net). Broker interviews indicated that the intrinsic land values for retail centers are too high to support property acquisition, demolition, and redevelopment into uses will similar density as the existing stock. To justify the cost of property acquisition and new construction would require property assemblage strategies and relatively higher density and higher value mixed-use product.

ESRI Business Analyst data reported for the 20-minute drive time of Tamarac further supports the perception of an over-supply of marginal and disinvested retail.

(Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars.

The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

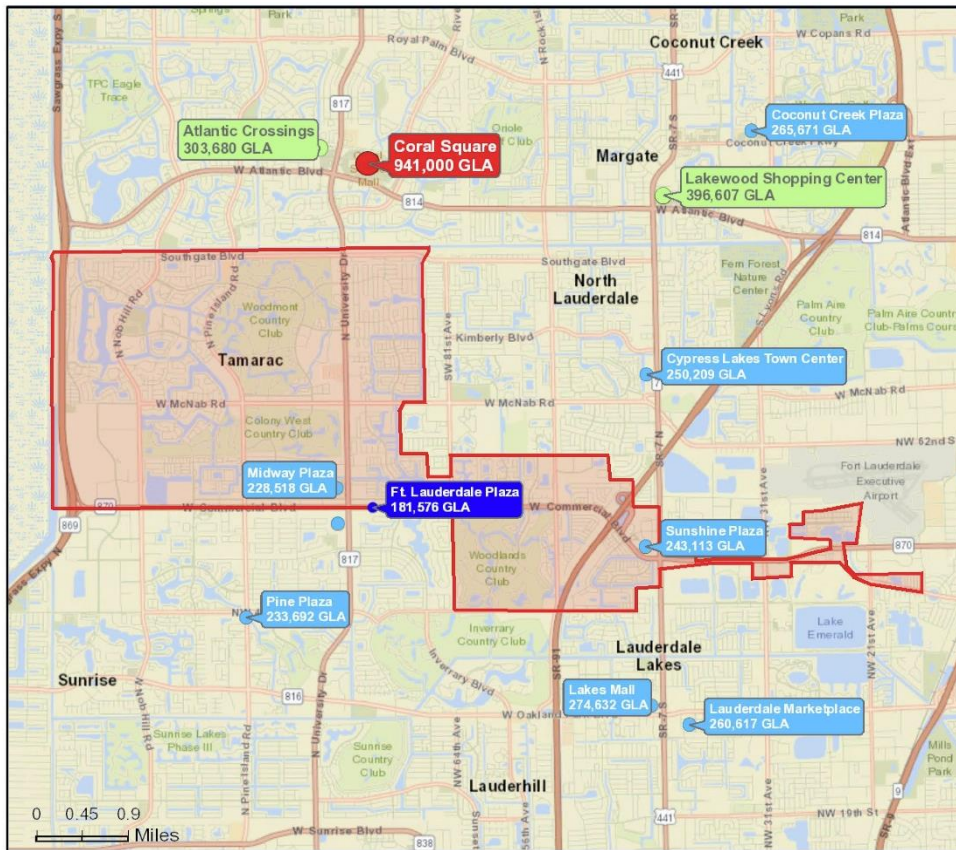
According to ESRI, the Tamarac retail submarket indicates retail leakage (supply less than demand) in the following categories:

- Lawn & Garden Equipment and Supply Stores
- Food and Beverage Stores
- Florists
- Used Merchandise Stores
- Specialty Food Service and Drinking Places

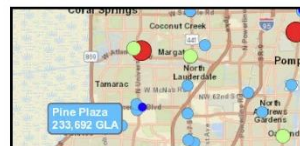
These findings will continue to be refined through the Economic Development SWOT Workshops and stakeholder research with real estate owners, operators and developers to identify the retail uses with the highest probability of success in the Tamarac submarket.

City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

Figure 17: City of Tamarac Retail Submarket – Shopping Centers



Gross Leasable Area
 ● Less than 200,000 sq ft
 ● 200,001 - 300,000
 ● 300,001 - 500,000
 ● 500,001 - 800,000
 ● More than 800,000



Source: ESRI Business Analyst; Directory of Major Malls, Inc., Willdan, 2018

Property Name	Location	Square Feet	% of Total
Coconut Creek Plaza	Coconut Creek, FL	265,671	7.4%
Atlantic Crossings	Coral Springs, FL	303,680	8.5%
Coral Square	Coral Springs, FL	941,000	26.4%
Lauderdale Marketplace	Fort Lauderdale, FL	260,617	7.3%
Ft Lauderdale Plaza	Lauderhill, FL	181,576	5.1%
Lakewood Shopping Plaza	Margate, FL	396,607	11.1%
Cypress Lakes Town Center	North Lauderdale, FL	250,209	7.0%
Pembroke Lakes Mall	Pembroke Pines, FL	274,635	7.7%
Pine Plaza	Sunrise, FL	223,692	6.3%
Midway Plaza	Tamarac, FL	228,518	6.4%
Sunshine Plaza	Tamarac, FL	243,113	6.8%
Subtotal - Square Feet		3,569,318	100.0%

Regional Outlet Mall

Sawgrass Mills¹ Sunrise, FL **2,400,000**

Total Square Feet 5,969,318

¹Sawgrass Mills is located 7.2 miles or a 15-minute drive from the City of Tamarac City Hall and is therefore included in the retail trade area but is excluded from the Major Shopping Centers map.

Source: ESRI Business Analyst; Willdan, 2018

Development Constraints Matrix

The City of Tamarac prepared a Development Constraints Matrix containing an inventory of properties located within economically constrained areas and provide specific policy recommendations to encourage economic stability and revitalization.

Focus Area 1: Wal-Mart Neighborhood Market Plaza

Parcel Address/Folio Number	6921-7251 NW 88th Avenue / 494105010160
Parcel Size	679,434 SF (15.59 ACRES)
Land Use Designation	Commercial
Zoning Designation	R-3
Infrastructure Investment Needed	N/A; Capacity Available
Condition of Property	FAIR
Existing Tenant Vacancies	50% Vacant
Notes/Redevelopment Potential	Property would benefit from an upgraded façade and uniform signage program. Center may be overparked for retail use. Site capacity (10+ acres) provides optimal opportunity for higher density mixed-use infill development. Candidate for potential future City of Tamarac land bank.

Source: City of Tamarac, Willdan, 2018

Figure 18: Wal-Mart Neighborhood Market Plaza, 6921-7251 NW 88th Avenue



Focus Area 2: Shoppes At Tamarac

Parcel Address/Folio Number	8501-8601 W McNab Road / 494104220020
Parcel Size	154,789 SF (3.5 ACRES)
Land Use Designation	Commercial
Zoning Designation	B-1
Infrastructure Investment Needed	N/A; Capacity Available
Condition of Property	POOR
Existing Tenant Vacancies	95% Vacant
Notes/Redevelopment Potential	Candidate for substantive repositioning, redevelopment and/or demolition for higher density mixed-use development on a major corridor.

Source: City of Tamarac, Willdan, 2018

Figure 19: Shoppes at Tamarac, 8501-8601 W McNab Road



Focus Area 3: Highlander and Presidential Plaza

Parcel Address/Folio Number	4699-4989 N. State Road 7 (4 Parcels: 494113010041, 494113010046, 494113010042, 494113010047)
Parcel Size	147,095 SF (3.37 ACRES)
Land Use Designation	Commercial
Zoning Designation	B-1
Infrastructure Investment Needed	N/A; Available
Condition of Property	POOR
Existing Tenant Vacancies	Underutilized
Notes/Redevelopment Potential	Degraded appearance of properties. Buildings originally designed as restaurant (IHOP) and retail, now occupied by small congregation churches. Parking lot surfaces and landscaping are degraded. Site would benefit from partial assemblages, commercial or mixed-use residential/retail/office development. Excellent location on major arterial.

Source: City of Tamarac, Willdan, 2018

Figure 20: Highlander and Presidential Plaza



Focus Area 4: Tamarac Marketplace

Parcel Address/Folio Number	10000-10098 W McNab Road / 494107020010
Parcel Size	651,469 SF (14.9 ACRES)
Land Use Designation	Commercial
Zoning Designation	B2/B3
Infrastructure Investment Needed	N/A
Condition of Property	FAIR
Existing Tenant Vacancies	30% Vacant
Notes/Redevelopment Potential	Exterior appearance of the shopping center is dated. Although this plaza has a movie theater, it is underutilized and does not serve as an anchor or generate spin-off development. Plaza has potential synergy with child-related uses including existing K-5 charter school, children's physical therapy, and daycare. Center also has a pizza restaurant, CVS, and Krispy Kreme and Char-Hut. Property would benefit from façade and signage/canopy upgrades, strategic landscaping and placemaking improvements (i.e. outdoor dining area, fountain). Site capacity (10+ acres) indicates enhanced density, design and programming could attract patrons shop/dine and linger.

Source: City of Tamarac, Willdan, 2018

Figure 21: Tamarac Marketplace, 10000-10098 W McNab Road



Focus Area 5: Applebee's Plaza

Parcel Address/Folio Number	6005-6045 N University Drive/ 494109450010
Parcel Size	84,176 (1.5 ACRES)
Land Use Designation	Commercial
Zoning Designation	B-2
Infrastructure Investment Needed	N/A
Condition of Property	GOOD
Existing Tenant Vacancies	85% Vacant. Applebee's is only current tenant.
Notes/Redevelopment Potential	Built in 2006, this center has poor configuration and access. Sight lines and signage visibility for retailers is very limited. Minor cosmetic exterior maintenance required (pressure wash). Site has potential for substantial repositioning from retail to higher density medical office village, education or other office uses. May require additional adjacent property assemblage to achieve density required for financial feasibility due to prevailing land values.

Source: City of Tamarac, Willdan, 2018

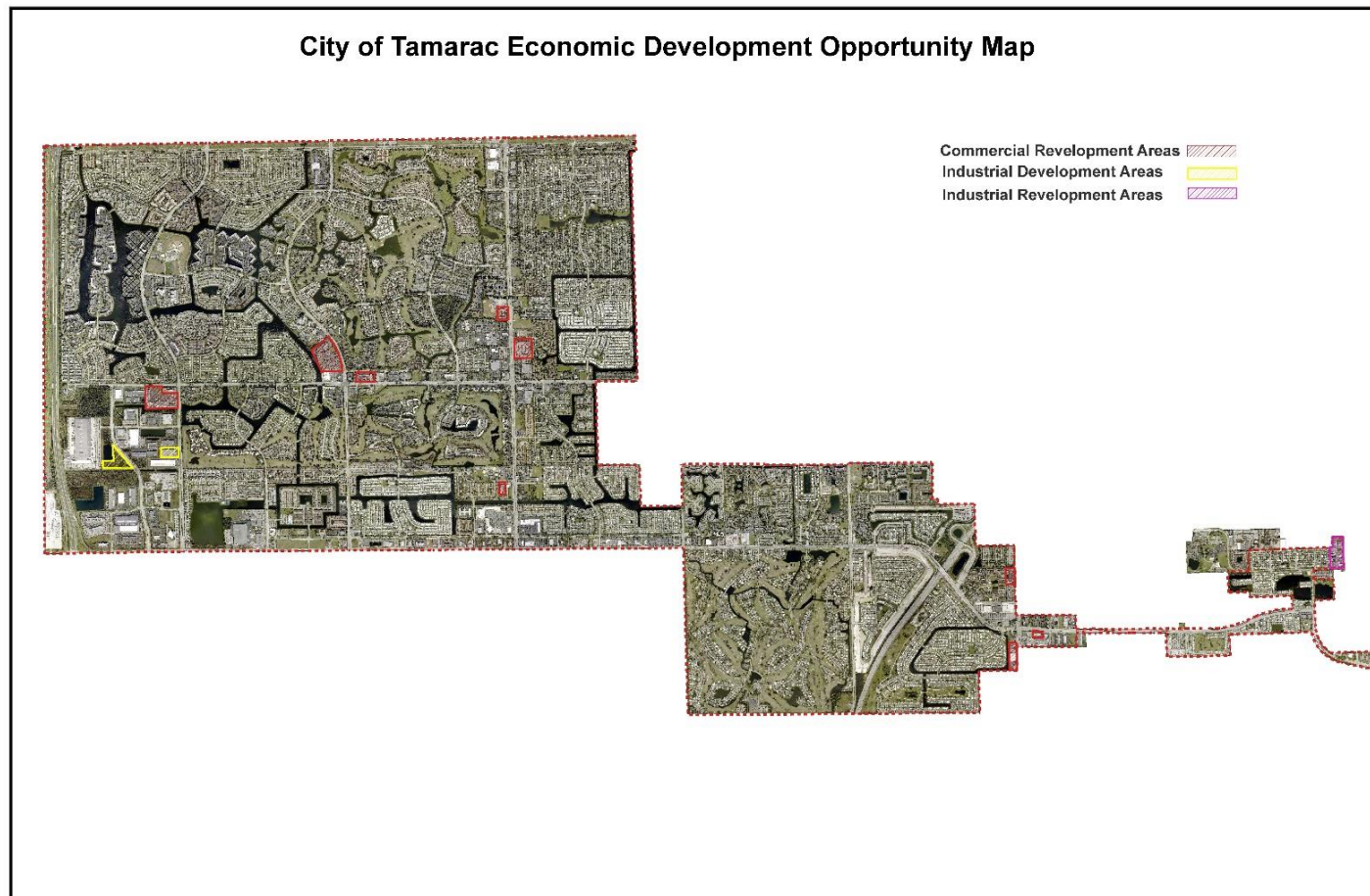
Figure 22: Applebee's Plaza, 6005-6045 N University Drive



Economic Development Opportunity Map

The following Figure 23 depicts areas of development where economic growth has been slow or stagnant.

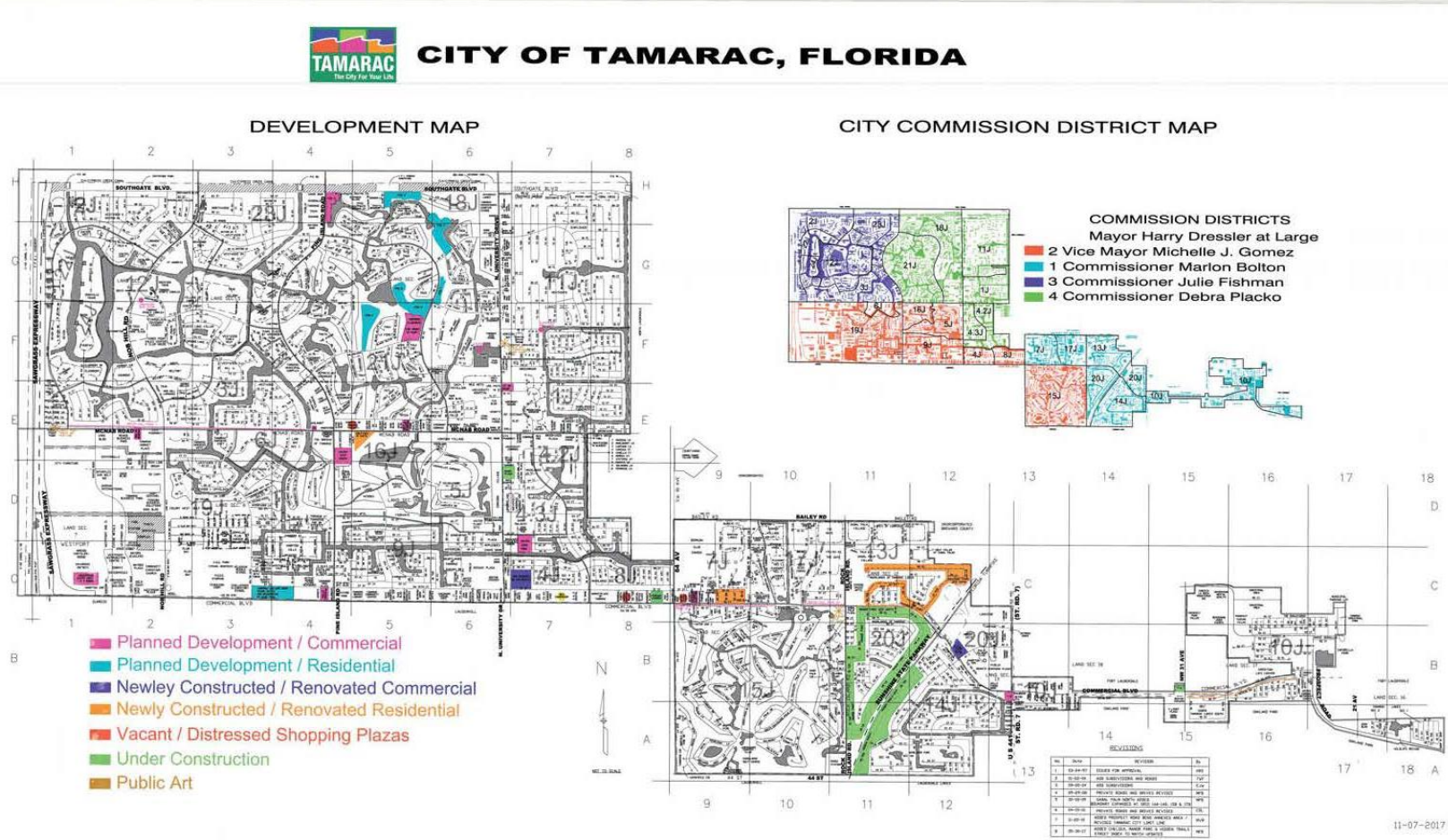
Figure 23: City of Tamarac Economic Development Opportunity Map



City of Tamarac Comprehensive Plan Economic Development Element (2018-2022)

The following Figure 24 depicts the City's targeted redevelopment (focus) areas and the City Commission District Map.

Figure 24: City of Tamarac Development Map & City Commission District Map



Proposed Economic Development Policies and Programs²

The following preliminary profile provides a high-level summary of potential economic development policies and programs to address areas of economic decline and disinvestment in the City of Tamarac. These preliminary recommendations will be further refined through the upcoming Economic Development SWOT Workshops to be conducted in February 2018.

1. Expand Developer Incentives

Expand incentives to qualified real estate developers to include density bonuses in exchange for investment/development in priority redevelopment areas (either provided on site or paid in lieu). Additional models the city should investigate in conjunction with soliciting development proposals would include Tax Increment Financing (TIF) or Community Development Districts (CDD).

2. Adopt Business-Friendly, Community Building Code Enforcement-Related Programs

Improve business climate for small business owners through programs that support code compliance. Because small business owners' primary contact with the City is often relating to code enforcement violations, code enforcement may be perceived as working against economic development, where good communication with business owners is required to assist with expansion and retention activities.

It is recommended that the City adopt programs to assist cooperative business owners comply or incentivize needed upgrades. Programs could include a city match for specific improvements, and waiving fees as appropriate to improve compliance. The city could also seek grants

to expand the funding available for property-related enhancements, especially façade improvement.

These programs coupled with increased communication between Code Enforcement and the City's small business services would be positive for enhancing business climate, and for business attraction and retention. Small business owners are often unaware of mentoring, assistance and training opportunities available to them.

3. Implement Business Recruitment & Expansion Program

Enhance City's partnership with Tamarac Chamber of Commerce to effectively coordinate City economic development activities with the Chamber membership stakeholders. Focus specifically on attracting high-value industrial, office, higher-education and medical research tenants to key Tamarac sites.

4. Explore Regional Partnerships to Expand Poverty Alleviation Programs

Explore possibilities of further enhancing critical educational pathway programs for City residents, including:

- Address the City's gap in the provision of high school curriculum within the City's boundaries by offering innovative and challenging high school curricula. Work with community and school district to locate a high school in the district or provide access to other high school opportunities for residents.
- Improve K-12 school performance through a range of programs in partnership with the School Board of Broward County. Potential programs may include poverty alleviation programs (e.g., Whole Child Tamarac Initiative via Children Services Council, Headstart, Healthy Start, Voluntary Pre-K) subject to municipal approvals.

² To be amended, pending Economic Development SWOT Workshop Input.

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- Create School Readiness Advisory Council focused on nutrition and parental involvement.
- Coordinate with the area's community college network to ensure high school graduates are well prepared to complete degrees and have access to financing and scholarship opportunities.

5. Expand City Pride/City Beautiful Initiatives

Expand City wayfinding, street scape improvements, landscaping, and other public realm investments and incentive/encourage private activities to enhance community aesthetics. Using a carrot and stick approach, couple the citation and penalties available through Code Enforcement with a proactive approach to incentivizing and assisting owners to maintain and/or upgrade properties.

The City would seek grants for strategic neighborhood stabilization including façade improvement grants and organize structured community improvement days (e.g., Habitat for Humanity neighborhood events) and programs for removal of appliances, tires and other nuisance items as identified by code enforcement officers. The city would continue the successful city-wide community murals and public art program to further enhance the city's image.

6. Implement 1-3 Placemaking Pilot Projects in 2-3 Years

Work with key area shopping center owners to bring Project for Public Spaces' "Lighter, Quicker, Cheaper" tactical urbanism model to Tamarac to jump start redevelopment and reuse of disinvested retail centers in Tamarac. Targeting under-performing disinvested centers with available open space or under-utilized parking, seek to create more gathering places for residents of Tamarac. Relatively small investments in such interventions that create gathering spaces such as outdoor dining areas, fountains, or small performance spaces for musicians have been proven to have large return in placemaking, repeat visitation and increased sales (e.g., expand recreational amenities).

7. Co-Sponsor Industrial Business Incubation Program with Broward County

Working with the Broward Alliance and area industrial brokers/property owners, partner with regional business incubators to attract their operations to existing vacant space in Tamarac. Use incentives such as property tax abatements or other incentives to reduce the incubator's operating costs.

8. Promote the Expansion of Hospital Campus as an Economic Development Anchor

Explore opportunities to facilitate expansion of ancillary and related development driven by the anchor hospital in the Medical Mile district. Use city tools such as assistance with property assemblage, and streamlined approvals to encourage the hospital to expand in the area or to help the city attract related health and wellness business activity.

9. Adopt Form Based Code to Attract Mixed-Use Urban Infill Revitalization Activity

The Land Development Code re-write is currently being reviewed by the City's consultant, Clarion Associates and City staff. We anticipate this project to be completed and approved by the City Commission in Summer or early Fall of FY2018. The rewrite of the City's Land Development Code will 1) Ensure the regulations are user friendly; 2) Update zoning districts and uses; 3) Improve development quality standards; and 4) Streamline the development review process. The reorganization of the current zoning districts will add mixed-use flexibility within current commercial zoning districts to spur future economic development.

10. Adopt City Land Bank Policy

Investigate the creation of a Tamarac Land Bank. The land banks would be designed to acquire and/or maintain problem properties and then transfer them back to responsible ownership and productive use in

accordance with local land use goals and priorities, creating a more efficient and effective system to eliminate blight. In Tamarac land banking may be useful for spurring infill development.

Other Potential Development Incentives

As part of the 2014-2018 Economic Development Plan, the City of Tamarac proposed the creation of three (3) new incentive programs to retain and attract businesses and create high quality jobs for the residents of the city including the Façade Grant, Merchant Assistance Grant and Resident to Work Incentive. Note that the City is still in the process of evaluating adoption of these programs.

The Façade Grant Program

The Façade Grant program would be available to businesses for aesthetic improvements to the exterior of a commercial building and site. Painting of the building, installation of awnings, new doors/windows, landscaping, and brick pavers are typical improvements covered by the Façade Grant Program.

The Merchant Assistance Incentive

The Merchant Assistance incentive would be designed to assist merchants in increasing sales through design, merchandising and marketing techniques. The Program would be available only to restaurants or retail businesses. The incentive is limited to the following activities; re-design and re-merchandise an occupied space, advice in restaurant/retail operation in advertising, marketing, promotion, sales and service techniques

The Resident to Work Incentive

The Resident to Work Incentive would provide a new or expanding business in the target industry cash incentive benefit for the creation of new jobs that would result in the hiring of a Tamarac resident. The incentive would be tied to the wages of such employees and could be equal to 5, 10 or 20 percent of annual wages depending on the number of jobs created

Appendix 2: Case Study Examples

Retail Revitalization Case Study Examples

City of Washington, DC Vibrant Streets Retail Toolkit

The District of Columbia’s Office of the Deputy Mayor for Planning and Economic Development, in conjunction with consulting services provided by Streetsense, developed an innovative Vibrant Streets Retail Toolkit to tackle retail gaps in the District’s most challenging neighborhoods.

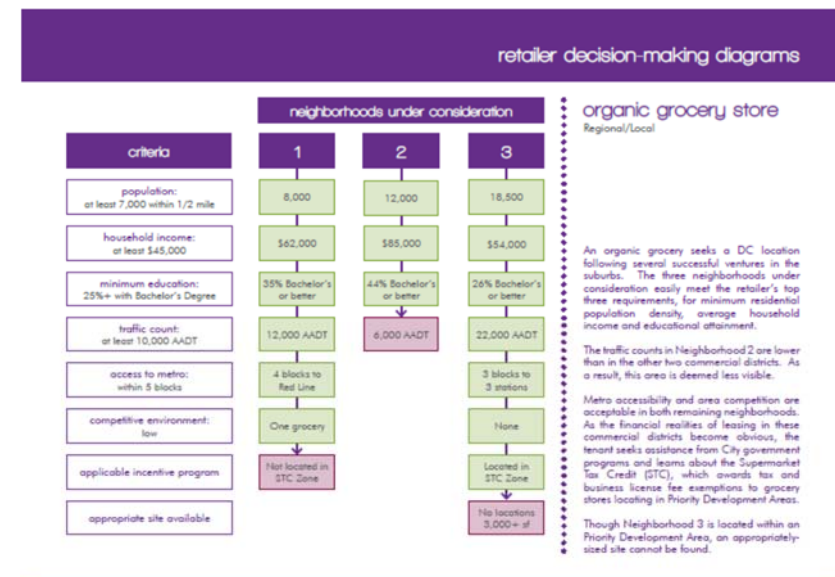
The District recognized that the City’s evolving retail economy was an opportunity for the city to grow its tax base and become more fiscally sound. The Vibrant Retail Streets Toolkit is a guide designed to take advantage of renewed interest in urban markets by retailers as well as the District’s growing population who choose the City’s increasing number of walkable, bikeable, transit-rich neighborhoods to shop and access services in the city.

The Toolkit evaluates the essential elements of outstanding retail areas and offers a customizable toolbox of programs, incentives, and implementation steps to improve retail streets. The toolkit incorporates research on best practices and innovative approaches to managing successful commercial districts, and also uses retail metrics that assess the level of retail demand and accessibility as well as location mix and format. The Toolkit offers guidance on key retail issues such as retailers’ site location considerations and decision-making processes, as well as how neighborhoods can measure, gauge and spark retail vibrancy. The analysis and toolkit will equip retailers, landlords, business and neighborhood associations, nonprofits and government agencies with the tools needed to support more dynamic retail streets.

The Vibrant Retail Streets Toolkit provides the framework to help achieve a vision of inclusive retail for all by stimulating greater and more innovative collaboration among retail stakeholders. This ensures all retail entrepreneurs are supported, neighborhood shoppers have a greater selection of products and services, and DC’s retail streets thrive.

The Toolkit provides several process flow matrices, demographic and economic targets, and retail inventory templates to help provide communities with an action-oriented framework to create a dynamic retail experience for retail developers, property managers, tenants, residents, workers and visitors.

The Toolkit is available for any community to access at: https://planning.dc.gov/sites/default/files/dc/sites/op/publication/attachments/DC%20Vibrant%20Retail%20Streets%20Toolkit_final_1.pdf



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City of Baltimore, Maryland Site Assemblage Assistance

The City of Baltimore, Maryland has a precedent for working with institutions, developers, and land owners to assist in assemblage opportunities. For example, the City collaborated with Baltimore Gas and Electric (BGE) and Landex Development on a property adjacent to the Cold Spring Light Rail Station (2001 W. Cold Spring Lane) to enter into a land swap for city property on the other side of Cold Spring Lane.

In this public/private partnership, BGE built a new substation on city-owned property north of Cold Spring Lane. In turn, the City of Baltimore acquired BGE owned property to assemble a parcel sufficient to accommodate a comprehensive TOD project.

One of the largest impediments to large-scale, catalytic development in Baltimore's disinvested retail corridors is the dearth of assembled land available for such transformative projects. The City demonstrated a targeted willingness to assist developers assemble land and a conduct land swap to help encourage they type of development that would spur more private development.

City of Baltimore Retail Corridor Capital Improvement Program

The City of Baltimore established a \$3 million capital improvement program focused on the Belair Road corridor at Erdman Avenue, Frankford Avenue and Fleetwood Avenue. The fund was established to fully implement proposed "Complete streets" plans. Improvements included:

- Basic infrastructure and geometric improvements where needed (Resurfacing, Curb/gutter, etc.)
- Expanded sidewalks
- ADA compliant curb cuts
- Lighting (if needed)
- Planted medians

- Decorative crosswalks
- Signal upgrades, removal of span wires
- Bump-outs
- Greening
- Curb cut consolidations
- High quality bus shelters/real time arrival information
- Bike parking
- Way finding
- Public art
- Seating/plazas on public right of way
- Other traffic calming components
- Other safety improvements based on the BCDOT Belair Road Corridor Study

Between these nodes, the funding supported the implementation of linkages include the following features:

- Bike lanes between Fleetwood and Brendan Ave
- Neighborhood banners
- Way finding
- Crosswalk improvements/additional crosswalks where missing
- Travel lane restriping to improve safety/calm traffic where possible

Following the design and public input phase, public meetings, engineering and construction was completed within 18 months, ending in mid-2015.

Land Bank Policy Case Study Example

City of Lancaster, Texas Land Bank Policy

- **Purpose:** The primary purpose of the Lancaster Land Bank (LLB) is to encourage private investment for desired development including retail, manufacturing, industrial, and housing.
- **Criteria for Property:** Property acquired must be zoned for the use enumerated in the City's Master Land Use Plan. The primary criteria will be that the property is in a desirable location. For instance, retail property must be on roads such as Pleasant Run or IH35E. Manufacturing and industrial structures must be in locations where access is easy or amongst other like properties. Housing will be strictly for in-fill development and will include uses desired in the hospital district, such as assisted living homes. City Council will take into consideration if the property is visibly undesirable and in need of improvements and redevelopment.
- **Acquisitions and Funding:** Properties will be acquired through various mechanisms. Properties that undergo code enforcement procedures that result in liens and foreclosure proceedings will be placed into the LLB if they fit the criteria. Manufacturing and industrial properties will be purchased through Type-A economic development funds in accordance to state law. Retail property will be purchased using Type-B economic development funds or other City general funds in accordance to state law. Type-A funds may be used if the agreement is crafted in a manner that promotes statutory uses. *Note: in Florida, this program would be funded from General Fund Revenues.
- As an example, the City of Desoto, Texas set a precedent for a retail business incubator using Type-A funds. A private developer purchased a property. The Desoto EDC guaranteed lease payments for ten years subject to the developer redeveloping the property and actively seeking tenants. The EDC reserved the right to accept or deny any business for that location. An agreement like this would

need to be written by the City Attorney to make sure there is no misuse of Type-A funds.

Housing property that does not create primary jobs in the hospital district will be obtained only through code enforcement procedures. If the property is within the hospital district, then it may be purchased with Type-B funds or City General funds. Note that in Texas, an Economic Development Corporation may borrow four times their annual revenue from a State lending fund setup by the Governor's Economic Development office.

Facilities that will be utilized for the arts and owned by the City, such as a Lancaster Art Center or museum may be purchased using hotel occupancy tax revenue.

There is a precedent to use hotel occupancy tax revenue for the restoration of downtown buildings owned by private individuals because downtowns often contribute to tourism. Hotel Occupancy Tax revenue may be used to land bank a downtown building or lot.

If the City Attorney writes an opinion that the funds noted can be used or cannot be used for what is ascertained here, the proposed use of funds will be amended.

If revenue is derived from property in the land bank through a real estate transaction or rent, the revenue will be returned to the account from which the purchase derived.

- **Use of the Land Bank:** The land that is banked will be utilized as an incentive for sought after development. Applicants will be considered on a case-by-case scenario by City Council and the board that governs the funds being used for the purchase. Each case will be critiqued subjectively to best assure sound investment.
- **Incentives:** The availability and location of the property will be enough of an incentive in some cases. In these cases, land will be conveyed at market value. The City Council will reserve the option of discounting the cost of the land by a percentage subjectively determined based on the desirability of the project and staff negotiations. City Council may convey the entire property at no cost to the developer.

Council will reserve the right to lease the property indefinitely to a developer at a price they determine is required for the success of the project. They may also apply a lease-to-own option. The goal is to leave the policy broad and to be interpreted based on the needs and desires at the time the property is to be used as an incentive.

- **Conveyance:** The City cannot convey property unless it is determined to be abandoned or there is a public bidding process. The one exception is that the City can convey property to either of the two economic development corporations. In turn, those corporations can convey property to private developers.

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Placemaking Case Study Examples

Project for Public Spaces – Lighter, Quicker, Cheaper Model

The Project for Public Spaces is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. PPS provides research, advocacy, technical assistance.

PPS advocates a “Lighter, Quicker, Cheaper” approach to Placemaking:

- Simple, short-term, and low-cost solutions.
- Remarkable impacts on shaping of neighborhoods and cities.
- Get “back to the basics” of what makes cities thrive.

- Proof that expensive and labor-intensive initiatives are not the only solution.
- Bring energy and life into a community’s public spaces – even in spaces with minimal foot traffic.

This approach requires a “Community-Based Placemaking” approach such as:

- Community vision
- Cost-effectiveness
- Collaboration
- Citizen-led change
- Guerilla urbanism
- Pop-up projects
- D.I.Y. Urbanism

This model brings life and amenities to previously lifeless public spaces by breaking down resistance to change in the community. This approach serves to empower vulnerable/disinvested communities who may have lost faith even in the *possibility* of change. It also generates the interest of potential investors, both public and private and establishes (or re-establishes) a neighborhood or region’s sense of community.

To be successful, a Community-Based Placemaking project must:

- Encourage community buy-in
- Provide demonstrations for new street designs/traffic flows - cars, pedestrians, cyclists, transit
- Bring together diverse stakeholders to find solutions/ collective vision
- Foster a community’s sense of pride/ownership of their public spaces

How Light?

- Seasonal/Pop-Up Events
- Guerilla or DIY activations

- Integrate Art
- Temporary events can test the potential of a particular public space

How Quick?

- Employ “LQC” as a path to long-term change
- Experiment with short-term pilot projects before permanent public space investments
- Example: Livable Memphis Placemaking Campaign Broad Avenue
- Initial three block streetscape, bike lanes, pedestrian improvements, pop-up retail, single-day/festive programming

How Cheap?

- Goal: Secure Diverse and Creative Funding Sources - <\$100K
- Crowdsourcing campaigns
- Community grant programs, institutions and foundations
- Private businesses near site improvements

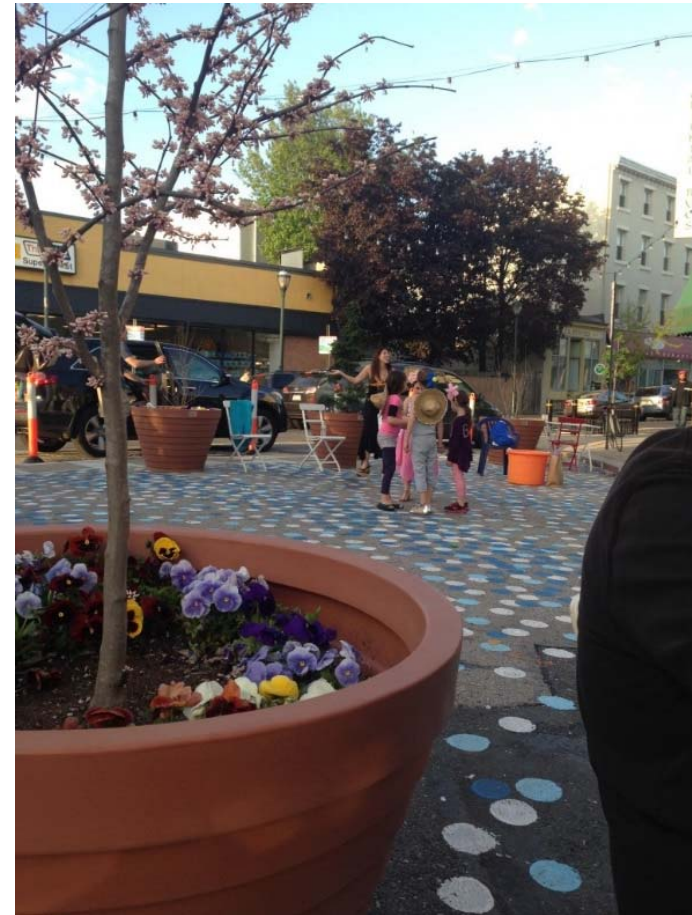
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Community- Based Placemaking Pilot Project Results

Area businesses
report **15%-20%**
increase in sales

Figure A2- 1: Case Study Example: Grey's Ferry, Triangle, Philadelphia, PA (Before & After Activation)



Source: Project for Public Spaces (www.pps.org)

