

PEMBROKE PINES 2023 ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE



REINVENTING YOUR CITY



The City Of
PEMBROKE PINES

ACKNOWLEDGMENTS

Special recognition is given to the following participants for their valuable insight and the time donated assisting in the development of this Economic Development Strategic Plan (EDSP) for the City of Pembroke Pines.

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INTRODUCTION AND EXECUTIVE SUMMARY

In 2014, the City of Pembroke Pines collaborated with partner organizations to develop the City’s economic development strategy for the next five years. The 2023-2028 Pembroke Pines Economic Development Strategic Plan Update (“Plan Update” or “EDSPU”) builds upon the robust vision, goals, objectives, and strategies of the 2014 Economic Development Strategic Plan, as it considers the achievements of partners and lessons learned from its implementation.

The 2023 Plan Update remains centered on the City’s economic priorities and strong competitive position in the region. While maintaining the six goals of the 2014-2019 Plan, the EDSPU is presented with an emphasis on providing recommendations with objectives and strategies, that either have been revised or are new, to fit the current economic environment, thereby expanding the scope and purview of the 2014 Strategic Plan. This plan will demonstrate the effectiveness of cross-objectives, as they can interplay with goals today.

Alignment across governing bodies encourages consistent focus on public and private efforts in long-term partnership. The State of Florida’s Strategic Plan for Economic Development 2018-2023 identifies 3 goals and 27 strategies to address key challenges and opportunities. The Florida Chamber Foundation also has a long-range plan, “Florida 2030,” which is fully supported by the six pillars. The Plan Update incorporates the State’s most recent economic goals; therefore, the City actively advances the initiatives of the region and the State.

Pembroke Pines’ Planning and Economic Development Department’s mission is to utilize all available resources, especially information technology to measure, plan and guide the City’s growth in a manner that is reflective of the vision of the citizens and their chosen representatives.

SUSTAINABILITY

Sustainability is fulfilling the needs of current generations without compromising the needs of future generations, while ensuring a balance between economic growth, environmental care, and social well-being. In today’s world of relocating or expanding a business, careful attention is paid to sustainability, in addition to financial concerns, taxes, workforce, utilities, supply chain, etc.

Business leaders today view “climate change” as a top concern for their organizations, amid global uncertainty. Asked to rank the most pressing issues to their organizations, many rated “climate change” among the top three of ten total topics. Other concerns reported were “innovation,” “competition for talent,” and “supply-chain challenges.” Only “economic outlook” ranked slightly higher than “climate change,” according to a recent report from Deloitte, “2023 CxO Sustainability Report: Accelerating the Green Transition.”

INTRODUCTION AND EXECUTIVE SUMMARY

ECONOMIC RESILIENCY

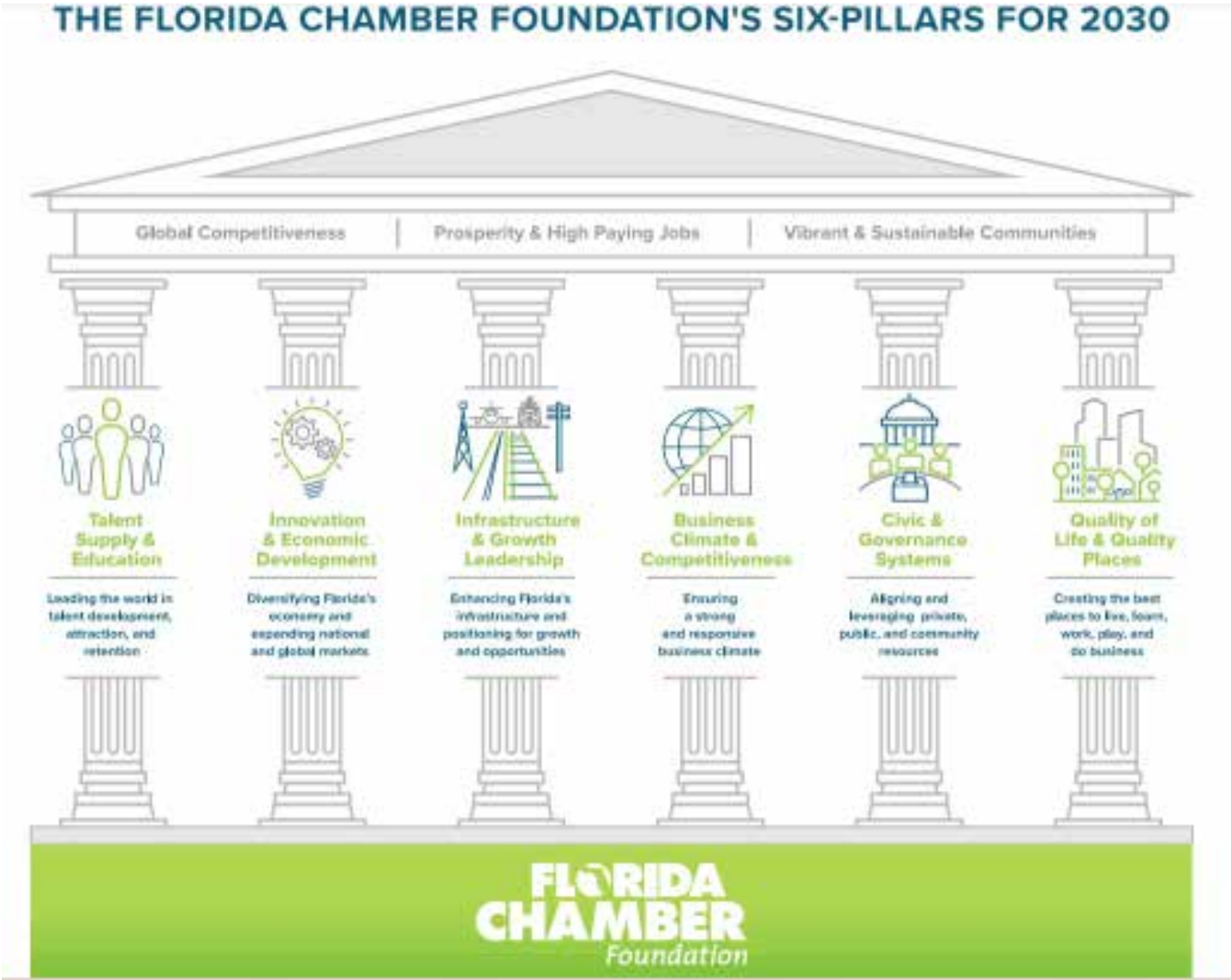
Environmental, social and governance (ESG) practices are now common practices in the business world, including public and private sectors.

The most important factor in office location decisions remains access to talent, especially in technology, research and development, service centers, headquarters, and data centers.

Industrial project considerations are more focused on the proper infrastructure and supply chain to support a project. Increasingly, **sustainability** and energy concerns are major factors for all new project development.

Remote and hybrid work models in both office and industrial industry sectors are not going away, which is impacting workplace models and location strategies. A stark disconnect in work philosophy between CEOs and younger employees is highlighting the differences in generations.

Our Plan Update focuses and incorporates several themes that are the basis for good planning efforts in economic development: **economic resiliency, sustainability** through balanced growth, and the improvement of the quality of life for Pembroke Pines, holistically. It is important to understand, in this post-pandemic world, the changes that have occurred, and how Pembroke Pines may continue to grow and prosper, as a community.



PEMBROKE PINES' GOALS

Position City Image, Business Climate, & Brand

Position the City for Economic Development

Develop Product: Land and Buildings

Promote Redevelopment Throughout the City

Develop Infrastructure for Balanced Growth

Improve Quality of Life and Quality Places



ECONOMIC DEVELOPMENT BEST PRACTICES

1. Achieve successful redevelopment and business attraction/retention activity by assigning dedicated economic development staff to focus on plan implementation
2. Increase regional collaboration with EDOs, Chambers of Commerce, Convention and Visitor Bureau, Workforce Development Boards, and more to maximize business attraction and marketing efforts
3. Foster implementation of the vision through a holistic approach to evaluating city-owned real estate assets (i.e., relocating/redesigning municipal service locations, etc.)
4. Leverage infrastructure investments by integrating with catalytic/anchor site development
5. Realize the vision of downtown core “City Center” plans through structured funding and implementation tactics
6. Increase implementation pace by expanding staff capacity with outside economic development expertise as needed
7. Facilitate collaborative alignment of community planning and economic development policies within impacted departments
8. Foster private investment and development in by providing the infrastructure needed to achieve transformative change
9. Foster redevelopment activity with a formalized communications strategy for Business Retention and Expansion Program outreach
10. Capitalize on the draw of regional assets by promoting the City within the greater Fort Lauderdale metropolitan statistical area with marketing campaigns, collateral, and social and digital media

As we move forward with new and/or expanded strategies, these best practices for economic development remain a cornerstone. Today’s strategic planning must include initiatives that reflect the lessons learned from the past and provide cutting-edge solutions to the challenges we will face in the future. Economic resiliency and sustainability are in the forefront of those planning efforts.



GOAL 1:

POSITION CITY IMAGE, BUSINESS CLIMATE AND BRAND

Opportunity: Place branding and positioning is one of the most important components of successful economic development and business recruiting. It is more than a logo or a tagline.

A brand is the singular thought you hold in the mind of a prospect, according to Al Reis, noted marketer and author. So, your brand is what others think about you (if anything) when they hear your name.

To effectively position a city for growth and success, it is imperative that the City crafts, manages, and distributes the intended message. Pembroke Pines becomes the premier storyteller to its target audiences, whether they be existing or new residents, business owners, investors, or visitors. This section of the Plan Update will provide an overview of recommended strategies to position Pembroke Pines' image as a great place to live, open a business, invest in, or visit. In economic development, **it all starts with a visit!** In DCI's "Winning Strategies for Economic Development Marketing" survey, business and personal travel are cumulatively reported as the leading source of information influencing executive perceptions of an area's business climate by more than 50% of site selectors interviewed.

Over the last several years, numerous initiatives have laid the foundation and continue to position the City for economic growth, including the adoption of a modernized City logo, attendance at ICSC and other conventions focused on business attraction, collaboration with the Greater Fort Lauderdale Alliance, a variety of multi-media advertising, and the debut of Charles F. Dodge City Center and the FRANK, featuring a robust menu of social and cultural offerings.

Chart A: Leading Sources of Information Influencing Executive Perceptions of an Area's Business Climate.



Source: Development Counselors International (DCI) 2020
"Winning Strategies in Economic Development Marketing"

OBJECTIVE 1.1:

PROMOTE THE CITY'S POSITIVE IMAGE WITH A NEW BRANDING CAMPAIGN

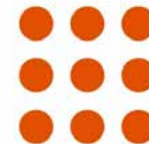
The Plan Update details the City's assets, opportunities, and current and potential market position. The City can continue to increase awareness, elevating the opportunity for investors, developers and businesses to discover the business- friendly environment in Pembroke Pines.

STRATEGY 1.1.1:

IMPROVE STRATEGIC PARTNER COMMUNICATIONS

It is recommended that city staff continue communications with strategic partners, participation in economic development organizations, and conducting tours and events as necessary.

- Greater Fort Lauderdale Alliance
- Chambers of Commerce
- Trade Shows/ICSC/ULI/NAIOP
- Discovery Tours
- Banker/Broker/Developer Events
- South Florida Regional Planning Council
- Visit Florida
- Local Retail Centers including Pembroke Lakes Mall, Shops of Pembroke Gardens and City Center



STRATEGY 1.1.2: DEVELOP AND AMPLIFY THE CITY BRAND; CONSIDER A WELLNESS OR HEALTH FOCUSED CITY-WIDE BRAND

Within a city there are many sub-brands, or areas/districts, that have distinctive personalities and varying experiences. The objective of branding and promoting the City, overall, is to create various but consistent messaging that highlights the unique assets and opportunities of each area. This study reveals the market position of each of the three districts: East, Central and West. It is recommended that marketing and promotional messages express the overall feeling of Pembroke Pines while also illustrating the three distinct areas.

For example, in Wilton Manors, each of major corridors has its own unique identity, business mix, and investment opportunities. RMA helped Wilton Manors create district icons, or sub-brands, along with descriptions positioning each corridor for growth.



Excerpts from the Wilton Manors Corridor Brand Style Guide

STRATEGY 1.1.3: STRENGTHEN TOURISM AS AN INVESTMENT DRIVER

Since economic development “all starts with a visit,” it is important to ensure that the quality of life and experiential opportunities are included in the local and state tourism outlets with the messaging the City wants to promote. For example, the Visit Florida website only features Pembroke Pines City Center with a link to City’s “City Center” page, while the Visit Lauderdale site includes a much more comprehensive dive into the full experience and brand of Pembroke Pines. Additionally, the Visit Lauderdale magazine, *Explore Greater Fort Lauderdale*, has excellent features about Pembroke Pines. The City should use this content to capitalize on its exposure through third-party testimonials and endorsements in promotional strategies. The emergence of new trends such as health tourism, cultural and culinary tourism, adventure tourism, art tourism, and sports tourism have changed the way tourists plan vacations. Now, people are looking for new activities and entertainment to fill their leisure time.

Sports tourism is becoming one of the fastest growing sectors in tourism. Notable sporting events improve the image of an area and attract future visitors to it. As more tourists view sports activities as part of their travel, events of various kinds are becoming popular.

[*According to the Sports Business Journal*](#), youth and amateur sport-specific venues have spurred more than \$9 billion in spending since 2017. Local communities, private developers, visitors and convention bureaus and club sports teams are developing sporting venues that attract visitors to their communities. These projects generate a boost in the local economy. Enticing sports travelers to come to year-round multisport destinations has become a major source of competitions between communities.

The economic impact of amateur and youth **sports tourism** is staggering. According to the Sports Events and Tourism Association, \$39.7 billion of the direct spending impact of amateur and youth sports tourism in 2021, [*generated a total economic impact of \\$91.8 billion*](#), which resulted in the generation of 635,000 jobs and a total tax revenue of \$12.9 billion for the local economies.

Funding for the development of amateur and youth sports facilities comes from various sources. Many communities are using Hotel Occupancy Tax funding for the development of sports facilities.

Parks and recreation departments provide funding in some communities. Another source of revenue for developing sports facilities is municipal or county bonds and capital improvement program (CIP) funding. Soccer, baseball and football teams and others are investing in the development of sports facilities on municipal park sites throughout the country.

By investing in youth and amateur sports Pembroke Pines may create tremendous economic opportunity and potentially boost local tourism.



Pembroke Pines profile page on Visit Lauderdale.

Culinary or food tourism is the pursuit of unique and memorable eating and drinking experiences. The phenomenal success of breweries is an example of this type of tourism that draws people of all ages and walks of life to a casual experience. The world food travel association estimates that food and beverage expenses account for 15% to 35% of all tourism spending, a very big number!

Shopping **tourism** is a form of tourism in which shopping is the main motivation for traveling to a destination. The larger retail centers throughout the county embrace this type of tourism by designing centers today that are more aimed toward an experience, which in turn provides the traveler or resident with a pleasant environment that is conducive to a feeling of well-being.

The proximity of major entertainment and sporting venues, such as the Seminole Hard Rock Hotel and Casino, Hard Rock Stadium, and Gulfstream Park, draws many visitors to the area. With Pembroke Pines' plentiful assets, deliberate consideration to collaborate with the Recreation and Cultural Arts Department should be given to capture the attention of travelers who are visiting in/around the City.

STRATEGY 1.1.4:

MARKET PEMBROKE PINES AS A REGIONAL HUB AND COMPETITIVE LOCATION

Recommendations for promoting the city's positive image to various target audiences:

- ▶ Create and implement a Citywide Branding and Messaging Campaign.
- ▶ Create and implement a destination/identity branding campaign for each district connecting one to the other through messaging and signage.
- ▶ During Public Events and Festivals, conduct intercept surveys and highlight opportunities to open a business or move to the area.
- ▶ Host special events featuring opportunity sites (including tours).
- ▶ Participate with Visit Florida and continue participation with Visit Lauderdale to increase visitors to the area. Focus on an "investment tourism" strategy where visitors are exposed to messages about the quality of life and opportunities to move their business or open a business in the city.
- ▶ Pitch stories (and opportunities) to media outlets that reach specific target audiences.
- ▶ Consider co-op advertising opportunities with county and state tourism and economic development organizations.

OBJECTIVE 1.2:

PROMOTE THE CITY'S BUSINESS-FRIENDLY ATTITUDE, ITS OPENNESS, AND OPPORTUNITY TO SUCCEED

Industry experts - corporate executives with site-selection responsibilities - indicate that the most effective marketing technique is an economic development organization's website. This objective will focus on the elements most often identified that should be included in an economic development website along with examples of award-winning sites and other social media/digital strategies. Other highly effective marketing techniques are planned site visits, special events, media relations and publicity, trade shows, and advertising as indicated in the table (see Objective 1.1).

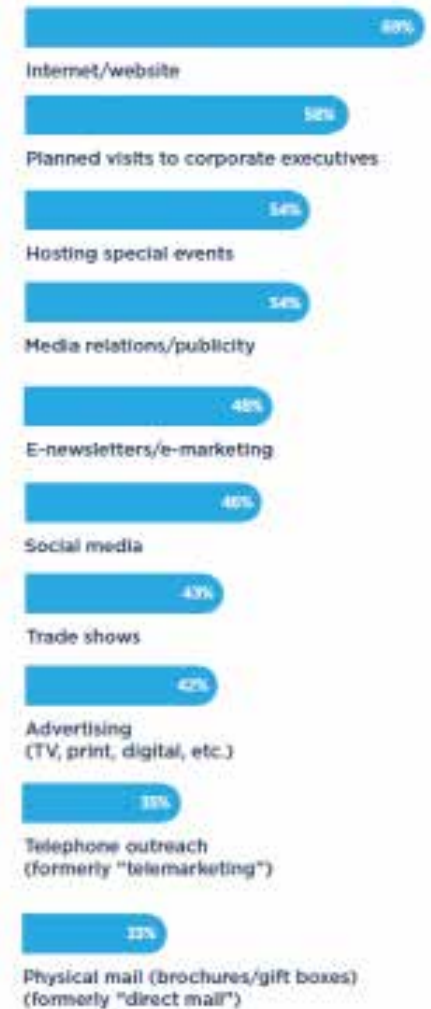
STRATEGY 1.2.1: CREATE A DYNAMIC WEBSITE SPECIFIC TO ECONOMIC DEVELOPMENT

The economic development pages within the City’s website, while content-heavy and robust, lack ease of navigation and visually impactful storytelling about the Pembroke Pines brand and opportunity. It is recommended that the Economic Development Department have a stand-alone URL and site. The site can be accessed directly or via a link from the City’s economic development page.

The elements of an award-worthy economic development site include:

1. A general overview – the basics:
 - ▶ Incentive information
 - ▶ Demographic information
 - ▶ Searchable database of available sites and buildings
 - ▶ Workforce statistics
 - ▶ Comparisons to competitor locations
 - ▶ List of major employers
 - ▶ Quality of life information
2. Easy navigation and specific calls-to-action:
 - ▶ The end-users have varying needs (corporate executives, site selectors, local stakeholders, and businesses)
3. Incorporate new technology:
 - ▶ For example, LocalIntel makes online economic development marketing tools that hundreds of organizations have added to their website to promote their community’s location advantages, including Enterprise Florida. The technology illustrates the “Why” based on the topic.
4. Bring data to life:
 - ▶ In addition to technologies like LocalIntel, graphically portraying data in easy-to-read charts, tables, and graphs provide a quicker and clearer answer to the “Why Pembroke Pines?” question.
5. Use meaningful evaluation metrics and count what really matters:
 - ▶ Awareness—Where is your site traffic coming from, and what’s driving it?
 - ▶ Engagement—How many people are signing up for the e-newsletter or downloading resources?
 - ▶ Conversions—How many contacts have engaged with you and/or used your calls-to-action?
6. Adapt to change:
 - ▶ Content should be updated frequently to ensure accuracy and relevance in the ever-changing market.

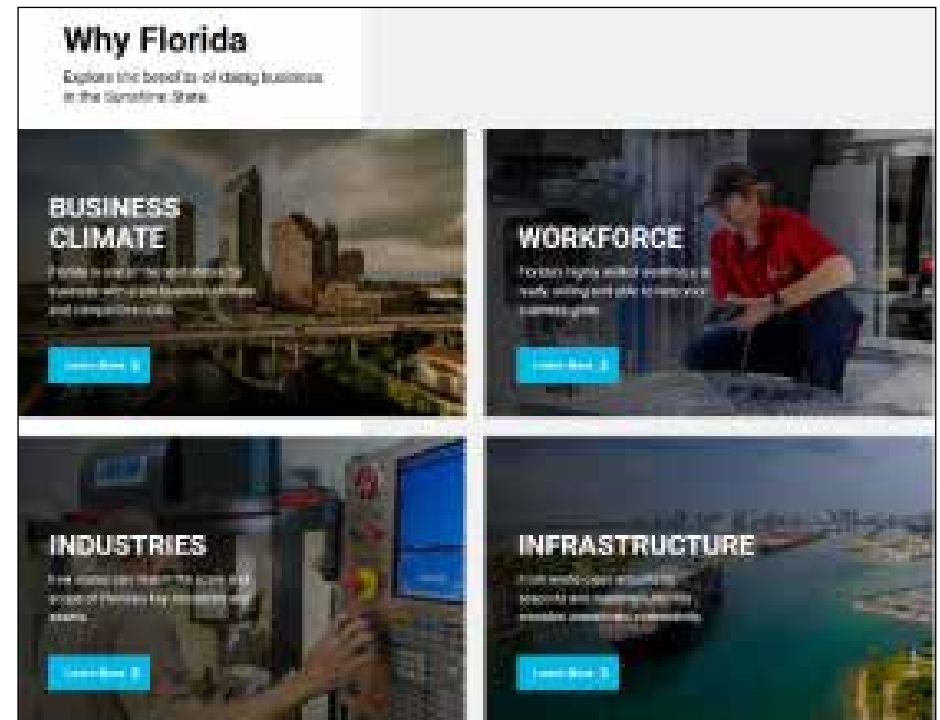
Chart C: Most-Effective Marketing Techniques
(percent rating 4 or 5 on a five-point scale)



“What’s the one thing that communities can do to stand out right now and get attention?”

This was the final question asked to a panel of experienced site selectors during a recent webinar hosted by the Site Selectors Guild. This is what they said:

- ▶ “I think it’s a compelling marketing message that really demonstrates what a community’s ‘Why?’. It’s got to be distinctive, compelling, and really make me say, ‘That’s kind of interesting, I want to explore that more.’” Jeanette Goldsmith, Vice President at Strategic Development Group
- ▶ “Create something memorable and authentic that tells me something compelling about your community.” Didi Caldwell, President and Founding Principal at Global Location Strategies
- ▶ “Show something different, show your value proposition, that’s the key.” Jay Garner, President and Founder at Garner Economics



STRATEGY 1.2.2: TARGET E-NEWSLETTERS AND E-MARKETING

Online communications tools are identified as effective marketing techniques in DCI's aforementioned report and present the opportunity for a city to write its own stories, without relying on the media to pick up the good news the city would want to share. At the beginning of this section, we noted that becoming your own best storyteller is important in establishing and promoting your city's economic development brand. E-newsletters are an effective and cost-effective means to highlight important business success stories, workforce availability, new business openings and new opportunities. Unlike "City Connect," an economic development e-newsletter would have a targeted focus and target audience.

Sample Economic Development e-newsletters:

<https://www.northportfl.gov/business/newsletter-sign-up>

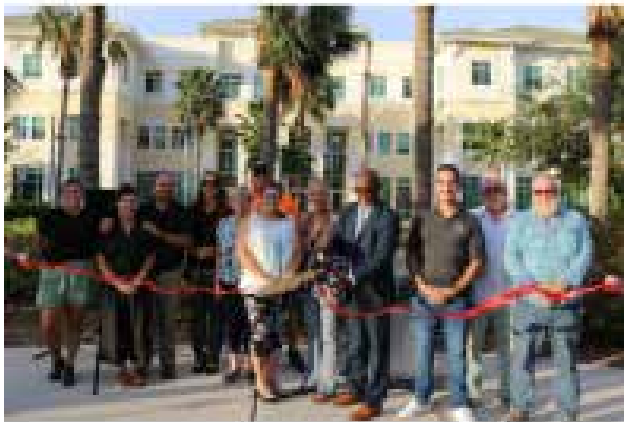
<https://www.cityofmontclair.org/documents/2023-february-economic-development-e-newsletter/>



The Changing Face of North Port, Florida

November 2022 was a month for celebrating our City's growing entrepreneurial community, highlighting the importance of Small Business Saturday as our local businesses reopen following Hurricane Ian, and engaging across 14 tough discussions with leaders in Florida's manufacturing arena. Keep reading, we'll get the best on business in North Port.

City Hosts Inaugural Quarterly Business Welcome



Business Spotlight: Luperón Cakes.

Connelly, Grace, Luperón and Bakery, Luperón Cakes is a full-service bakery offering a wide range of options of the most incredible variety of cakes, pastries, breads, pastries, and baked goods.

Don't forget to place an order for your favorite variety of delicious, baked goods and pastries.

Place an order (909) 391-0236

Visit our website



STRATEGY 1.2.3: PROACTIVELY USE SOCIAL MEDIA AND VIDEO STORYTELLING

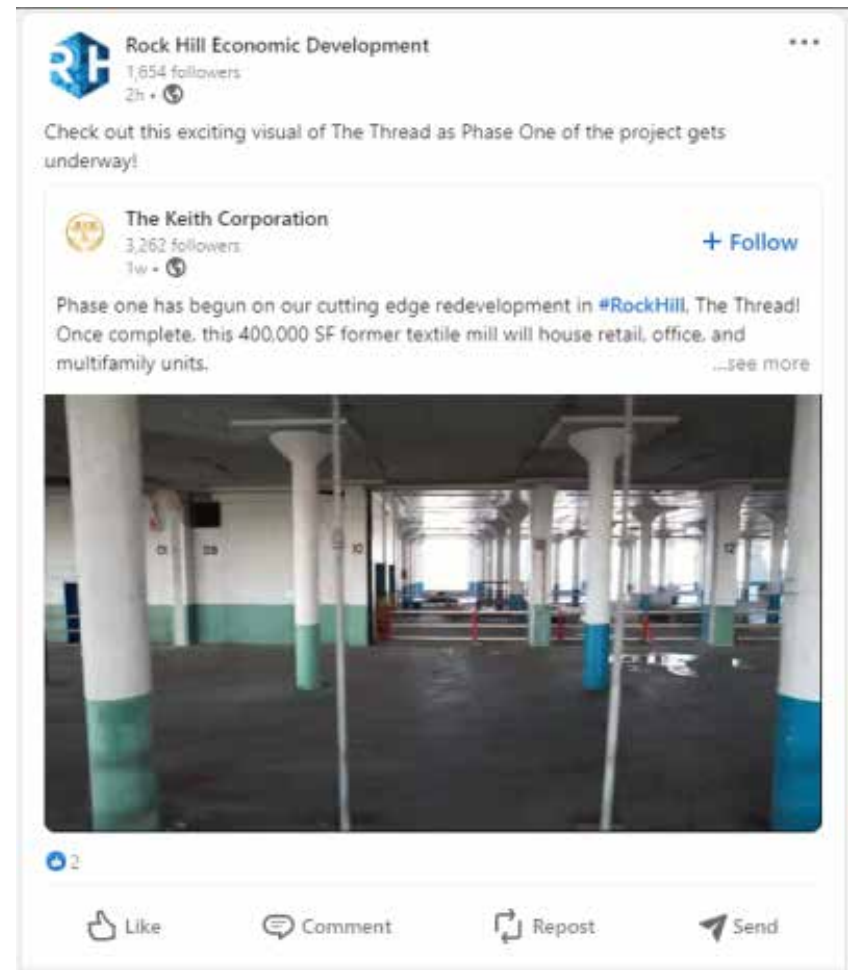
To bring it all full-circle, your website can link to Pembroke Pines' social media pages or stand-alone social media sites. Especially for LinkedIn, Pembroke Pines may narrow the content to economic development. The creation of video testimonials, used frequently in economic development today, is a powerful way to share the answer to "Why Pembroke Pines?" and will provide relevant content for posting on LinkedIn and storytelling on the website. Additionally, social media content and video story content can also be repurposed on e-newsletters, thus creating a comprehensive marketing and messaging strategy that will influence decision-makers on multiple platforms.

Best Practice: Rock Hill, SC

Sample economic development organization website, social media and video storytelling strategy:

<https://www.rockhillusa.com/why-rock-hill>

Rock Hill has a population of approximately 76,000 making it the fifth largest city in South Carolina. The City has undertaken several initiatives to encourage development within certain strategic areas of the city. The success of this smaller City's efforts is attributed widely to its dedicated website and social media program.



OBJECTIVE 1.3:

CREATE PROGRAMS AVAILABLE TO AND SUPPORTIVE OF SMALL BUSINESSES AND ENTREPRENEURSHIP

In the book, *Build the Fort*, Chris Heivly writes that the ecosystem of entrepreneurship is comprised of many members of the community. These community members he identifies as: entrepreneurs/founders, individual community enthusiasts, support organizations, government agencies, universities, public private partnerships, community foundations, local businesses, successful founders, investors, media, and alumni. This is the intersection of economic development and entrepreneurship.

STRATEGY 1.3.1:

ENCOURAGE PARTICIPATION IN SMALL BUSINESS DEVELOPMENT FINANCING PROGRAMS

Businesses that apply for a certificate of use in the City should be informed of the many federal, county and state incentives available. The [Broward County Office of Economic and Small Business Development](#) (OESBD), in particular, supports Broward County businesses and their success by providing a comprehensive roster of client-focused services. Technical assistance is available for a range of topics, from current procurement opportunities to financing. Related to the latter, the OESBD has a Broward Municipal Services District (BMSD) Revolving Loan Fund (RLF) that provides flexible, low-cost capital for existing businesses, as well as new start-up businesses, and commercial property owners in the BMSD. The RLF also provides small business training and other support services.

STRATEGY 1.3.2:

PROMOTE SMALL BUSINESS ENTREPRENEURSHIP ASSISTANCE AND OPPORTUNITIES

[Broward College Entrepreneurship Experience](#) offers continuing education courses, whether one is a small business owner or works for a Fortune 500 company. In addition, the National Center for Economic Gardening focuses on [Economic Gardening®](#), which the organization sees as the gold standard for an entrepreneurial approach to economic development. To grow jobs locally, the program focuses on supporting local, Stage 2 growth companies with strategic information and frameworks. Lastly, Florida State University's Jim Moran Institute for Global Entrepreneurship collaborated with Tallahassee, Broward County, and a coalition of public agencies and community nonprofit organizations around Jacksonville to create [AERO](#). AERO assists businesses with solutions, ideas, and strategies to improve their business situation. The resources are offered at little or no cost for Broward County businesses.

STRATEGY 1.3.3: EXAMINE AND IDENTIFY OBSTACLES TO SMALL BUSINESSES

In stakeholder interviews, one of the challenges identified is a shortfall of prospective workers with vocational and technical education training. This deficit affects small businesses that require employees to complete an onboarding period for the business to run efficiently. By focusing on Pembroke Pines' growth sectors, training and workforce programs would lead to job opportunities, versus training with no potential job opportunity, post-training. The City may look to partner with educational institutions to implement neighborhood-based licensed technical training programs that are most sought by growth sector industries.

STRATEGY 1.3.4: HOST EVENTS FOR THE DEVELOPMENT AND SUPPORT OF SMALL BUSINESSES

The [Broward County Office of Economic and Small Business Development](#) (OESBD) offers a robust series of events and programs, hosted themselves or through a partnership with another organization. Resources include technical assistance, seminars, executive programs, CEO peer groups, business counseling, workshops, mentoring, and funding opportunities. M

STRATEGY 1.3.5: PROMOTE SMALL BUSINESS CAMPAIGNS AND ACTIVITIES

Campaigns that highlight the benefits of “shopping local” can help business retention and attraction efforts by the City. The City should consider features the following “shop local” programs or concepts:

- ▶ Participate in the [American Express Shop Local](#) program
- ▶ Organize community businesses and property owners, as well as residents, by establishing a Neighborhood Ambassador Program, to work together to transform major corridors into great neighborhood commercial activity streets with active commercial and mixed-uses utilizing resources such as “[The 3/50 Project](#)”
- ▶ Engage with existing business owners to understand the needs of their businesses (need for employees, marketing/promotion of business, etc.)
- ▶ Create a “business spotlight” program where a different business in Pembroke Pines is highlighted every week or month to create awareness or business categories are selected and several businesses within the category are highlighted monthly. This is typically a chamber function with endorsement from the City

STRATEGY 1.3.6: SUPPORT AN ENTREPRENEURSHIP AND INNOVATION ECOSYSTEM AND MARKET PEMBROKE PINES TO TARGET INDUSTRIES WITH REGIONAL PARTNERS

In the stakeholder interviews, the interviewees helped identify regional partners that would be good collaborators for the City and includes the following organizations:

- ▶ Broward College
- ▶ Greater Fort Lauderdale Alliance
- ▶ The Prosperity Partnership
- ▶ South Florida Regional Planning Council
- ▶ Southeast Florida Regional Partnership (Seven50 Plan)
- ▶ Broward MPO (Comp Plan)
- ▶ Southeast Florida Regional Climate Change Compact
- ▶ Broward County Office of Economic and Small Business Development (OESBD)
- ▶ CareerSource Broward



In particular, the OESBD is primarily responsible for enhancing the economy of Broward County by recruiting new industry, supporting existing industries, and creating new value-added employment opportunities for residents. Its mission is to promote job growth, diversify the County's industrial mix, and expand the local tax base. OESBD works closely with key partners to accomplish its mission.

Broward College is also a resource for workforce initiatives. In interviews with Dr. Mildred Coyne, Senior Vice President of Workforce Education and Innovation, it was discovered that the College has Memorandums of Understanding (MOUs) with 13 municipalities in the county to further those initiatives. **It is highly recommended that Pembroke Pines formally enter into a similar agreement.**

STRATEGY 1.3.7: EDUCATE THE BUSINESS COMMUNITY IN AVAILABLE PROGRAMS AND FINANCING OPTIONS

The City could place hyperlinks on the Economic Development Plans and Programs webpage to direct interested groups to the OESBD's resource directory. Pembroke Pines may create marketing collateral promoting economic development resources and initiatives to supply to businesses at their initial LTBR application or upon renewal.

GOAL 2: POSITION THE CITY FOR ECONOMIC DEVELOPMENT

Opportunity: In positioning Pembroke Pines for economic development, it is important to address certain key elements and to engage smart planning to formulate strategies, conduct effective monitoring, and administer consistent evaluations to improve performance. The advantages the City has available, in terms of incentives, favorable zoning, and streamlined business practices (e.g., online permitting), should be conveyed by a variety of interactions. Similarly, making known the available sites and buildings to the potential users, the professional commercial real estate community, and city, county, and state economic development organizations (EDOs) is a key part of promoting development and redevelopment. These activities include familiarization (FAM) tours on a quarterly basis, C-level executive briefings (followed up with one-on-one meetings), and participation with the top real estate organizations. The Miramar-Pembroke Pines Regional Chamber of Commerce is also an ally in promoting economic development locally.

The top four site-selection factors and trends:

- ▶ Workforce and Labor Availability
- ▶ Risk Mitigation (natural, geopolitical, supply-chain)
- ▶ Real Estate, Sites and Buildings
- ▶ Environmental, Social, and Governance (ESG) Initiatives

The Plan Update reviewed these current qualifiers and noted differences depending on market sectors. For instance, office sites have different criteria than industrial sites, and their needs have changed as result of the shifting workforce.



% AGREEMENT ON WEIGHTING OF TALENT IN LOCATION DECISIONS BY SECTOR OF SPECIALIZATION (OFFICE VERSUS INDUSTRIAL)

The availability of quality talent is the single-most important consideration during **office location engagements**



The availability of quality talent is the single-most important consideration during **industrial project engagements**



OFFICE PROJECTS: AGREEMENT WITH STATEMENTS ON REAL ESTATE, SITES AND BUILDINGS (1=DON'T AGREE AT ALL, 5=COMPLETELY AGREE)

My clients are reducing their office footprint to account for an increasing hybrid working environment



Office locations will be smaller and more dispersed in the future



Office space will be used in very different ways than it was pre-COVID (i.e., training, collaboration, customer visits etc.) which will reduce total square footage requirements



Midsized cities are seeing higher office vacancy rates compared to Tier 1 cities



OBJECTIVE 2.1:

OPTIMIZE QUALITY OF LIFE, ENVIRONMENTAL, AND ECONOMIC DEVELOPMENT BENEFITS

New development and redevelopment must occur in a manner consistent with the resiliency and sustainability objectives of the City. Industry best practices outlined by the Urban Land Institute (ULI) and American Planning Associations are important to insure the environment and quality of life in Pembroke Pines continue to improve.

STRATEGY 2.1.1:

PROVIDE LINKS TO A LIST OF AVAILABLE SITES AND BUILDINGS

Assign responsibility to maintain currency on a monthly basis (see Strategy 1.2.1).

STRATEGY 2.1.2:

DISTRIBUTE THE LINKS TO ECONOMIC DEVELOPMENT ORGANIZATIONS, LIKE THE GREATER FORT LAUDERDALE ALLIANCE, THE MIRAMAR-PEMBROKE PINES CHAMBER OF COMMERCE, AND OTHERS

Florida Association of Chamber Professionals ranks Miramar-Pembroke Pines Regional Chamber of Commerce #1!

OBJECTIVE 2.2:

CREATE INNOVATIVE PARTNERSHIPS TO SUPPORT EXISTING BUSINESSES AND THEIR EXPANSION

One evergreen tenet for business longevity is the capacity to build and maintain relationships. Likewise, a city is equally as reliant on the connections with its entrepreneurial business partners in order to be conducive to its needs and goals. Knowledge regarding supply chain linkages is critical to grow the economy. Who is doing business with your businesses is important to assist the economy's growth. The automobile dealerships in Pembroke Pines provide a tremendous opportunity for linkage asset growth.

STRATEGY 2.2.1: PROVIDE NEW BUSINESSES WITH USER-FRIENDLY DOCUMENTS

Provide a packet that is specific to the size of the business entity. Packets should contain minimal information for home-based and small businesses with fewer than 20 employees. Distribute packets directly to businesses or at the initial Certificate of Use issuance, according to license type. Packet content should include:

- ▶ Marketing tips
- ▶ Reminder to update their online presence with new business address and contact information
- ▶ QR code to Pembroke Pines' Resources tab
- ▶ QR code to Economic Development Board tab

Tips and refreshing insight can help local businesses maintain an edge over larger companies with larger budgets. For instance, in an article by the US Chamber of Commerce titled "9 Small Business Growth Strategies for 2023," a Google Business profile is recommended. Citing Justin Silverman, the CEO of Merchant, a company dedicated to marketing solutions for small businesses, the report states,

"Ninety percent of people search online for a business near them and if you put some effort into your local business profiles, you're going to start showing up in more search results and getting new customers."

STRATEGY 2.2.2: CONDUCT A BRIEF ANNUAL SURVEY

Conduct a brief, electronic business survey to better understand the needs, interests, and expectations of stakeholders on an annual basis as part of business registration renewal.

STRATEGY 2.2.3: SUPPORT SOUTH BROWARD FOUNDATION YOUTH PROGRAM TO CONNECT LOCAL BUSINESSES WITH PEMBROKE PINES-BASED EDUCATIONAL INSTITUTIONS

Support the Chamber's efforts in these activities.

STRATEGY 2.2.4: ENGAGE IN FACE-TO-FACE EXECUTIVE BRIEFINGS, CONFERENCES, MEETINGS, ETC.

Meet company executives at trade shows and follow-up with one-on-one meetings to liaise for their needs and plans. Strategies and tactics that increase exposure and awareness of the City's Economic Development Activities are critical to the success of the program. Participation in industry conferences and meetings provides opportunities for Economic Development.

STRATEGY 2.2.5:

PROVIDE EDUCATIONAL EVENTS AND COUNSELING TO EXISTING BUSINESSES THROUGH ORGANIZATIONS

Organize educational events and counseling with entities like Service Corps of Retired Executives (SCORE), Small Business Development Center (SBDC), Small Business Administration (SBA), and others for business owners to explore innovative opportunities. One advantage specific to Pembroke Pines is the ability to publicize with Broward College the availability of a full curriculum of aviation subjects to enhance the opportunities at North Perry Airport.

STRATEGY 2.2.6:

INTERACT WITH PROFESSIONAL COMMERCIAL REAL ESTATE (CRE) ORGANIZATIONS ON A REGULAR BASIS TO KEEP YOUR SITES TOP OF MIND

Get involved with CRE representatives by offering to speak at meetings, provide meeting rooms, or other measures that will help strengthen familiarity between Pembroke Pines and the CRE world.

Interface with the leading CRE professional organizations through membership, sponsorship, hosting meetings/events/classes. Organizations include:

► [Certified Commercial Investment Member \(CCIM\)](#)

Over 35,000 commercial real estate professionals at 50 chapters around the world provide proven expertise through its focus on education, technology, and networking. As the premier provider of commercial real estate education and the industry's best-known membership organization, its members hold or are earning the Certified Commercial Investment Member (CCIM) Designation. The CCIM designation is considered the PhD of commercial real estate. Only after completing a rigorous program of 160 hours of case-study-driven education, submitting a portfolio of qualifying experience, and passing a comprehensive exam do members earn the right to wear the coveted CCIM pin.

Source: CCIM

► [Urban Land Institute \(ULI\)](#)

The ULI has over 45,000 members worldwide. The mission of ULI is to shape the future of the built environment for transformative impact in communities world-wide. It is a global network of professionals in every sector of real estate development and land use.

► [National Association for Industrial and Office Parks \(NAIOP\)](#)

NAIOP houses the Commercial Real Estate Development Association, which is the leading organization for developers, owners and investors of office, industrial, retail, and mixed-use real estate. NAIOP comprises 20,000+ members and provides strong advocacy, education, and business opportunities through a powerful North American network.

Source: NAIOP

► [International Council of Shopping Centers \(ICSC\)](#)

While the International Council of Shopping Centers is still the legal name, they will use the acronym ICSC in all marketing, communications, and external relations. This is to expand their brand beyond just shopping centers and malls to include mixed-use centers and street-level storefronts. More than 43% of the 38,000+ members are "Next Gen."

Source: ICSC



STRATEGY 2.2.7:

CREATE AND ACTIVELY MANAGE A BUSINESS RETENTION, EXPANSION AND ATTRACTION PROGRAM (BREP)

This program is to accelerate the City's evolution towards a more proactive and resilient approach to delivering economic development services. With the City approaching buildout, the resources provided by the business community must be protected and encouraged to grow. A BREP Program or Plan should be included as part of the Economic Development Strategic Plan, according to best practices of the International Economic Development Council. A BREP program can help the City to identify business needs that may be addressed with 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

Successful BREP Programs require strong strategic partnerships in the community. It is recommended that the City establish a BREP steering committee comprised of key members of the business community including:

- ▶ University/Research Institutions
- ▶ Philanthropic
- ▶ Public-Private Partnerships
- ▶ Utilities
- ▶ Neighborhood Organizations
- ▶ Special Authorities
- ▶ Community Colleges
- ▶ Workforce Development Boards

The following are the implementation recommendations to launch a formalized Business Retention and Expansion Program:

- ▶ Adopt/Announce Program
- ▶ Form Steering Committee & Set Quarterly Outreach Breakfast/ Lunch Schedule
- ▶ Expand Business Contact List (Requires Dedicated .25 FTEs)
- ▶ Update & Conduct Business Climate Survey
- ▶ Publish Annual Business Climate Survey Results
- ▶ Triage Critical Business Needs & Schedule Follow-up Visits
- ▶ Deliver Targeted Assistance (Check Status in 30 Days)
- ▶ Repeat Process Annually

OBJECTIVE 2.3:

CREATE A REGULATORY ENVIRONMENT THAT EMBRACES COLLABORATION AND COOPERATION

The changing environment of this area mandates zoning updates that are constantly being evaluated and implemented, according to a recent ULI report.

Benefits include creating more livable and equitable places by promoting development patterns that achieve multiple intersecting goals, including supporting healthy and sustainable mobility, housing affordability, climate resilience, and other positive outcomes. Zoning policies can allow, incentivize, or require development types, uses, and features that are aligned with market demand for healthy, sustainable, resilient, and energy-efficient development – often not possible by right, under traditional zoning.

In April of 2021, the Pembroke Pines City Commission adopted a new comprehensive Land Development Code. Pembroke Pines is a Platinum Permitting City, a designation awarded by the Greater Fort Lauderdale Alliance, for offering a streamlined, development review/permitting process and a concierge to help businesses navigate the procedure. Pembroke Pines has led the practice for outsourcing some of their processes and putting others online, a cost-saving and efficient measure.

Aligning zoning policies with community needs and market demand makes development funds available for investment in features that benefit the public realm and support health, equity, resilience, and sustainability. Through the facilitation of these policies, projects that are compliant with certain zoning standards may obtain approvals and building permits relatively easily. In turn, these types of projects increase according to the specifically zoned area. This may also streamline the development process, resulting in lower project costs.

STRATEGY 2.3.1:

IMPLEMENT A PRELIMINARY PERMIT APPLICATION REVIEW PROCESS

Input from the business community has indicated there is a concern with the permit application process, which requires the applicant to restart their application if an error is detected. To avoid mistakes that prompt the application to be rejected in error, consider offering a preliminary review of permit applications.

STRATEGY 2.3.2:

PROMOTE PD-SL TYPE OF ZONING AS INCENTIVES FOR INVESTORS OR DEVELOPERS

Pembroke Pines is helping small businesses with new zoning, Planned Development-Small Lot (PD-SL). A new zoning category for small lots of 10 acres or less, PD-SL district encourages sustainable development practices through creativity in design and construction of smaller sized lots. The PD-SL District allows the developer to propose setbacks and parking requirements that differ from the standard land use code, inspiring flexibility in development, redevelopment, investment, or reinvestment of underutilized and/or abandoned properties. It is applicable toward Affordable Housing projects, should a developer qualify. The adoption of PD-SL will be especially useful in efforts to redevelop eastern parts of the City.

[Source: City of Pembroke Pines Affordable Housing Advisory Committee \(AHAC\) Affordable Housing Incentives Report \(2018\), page 7](#)

STRATEGY 2.3.3:

CONDUCT ANNUAL SURVEYS TO KEEP ABREAST OF CRE NEEDS, CONCERNS AND SOLICIT SOLUTIONS TO ISSUES HINDERING ATTRACTING NEW INDUSTRIES AND BUSINESSES

STRATEGY 2.3.4:

ESTABLISH AN OVERLAY DISTRICT TO ALLOW MIXED-USE DEVELOPMENT IN REDEVELOPMENT TARGET AREAS

The City should consider changes to the Zoning and Land Development Codes and Future Land Use categories to permit mixed-use development in the redevelopment targeted areas. To generate taxes specifically for infrastructure, an overlay district can be created. These mixed-use areas should provide for multi-modal transportation connectivity to other areas, encourage public transportation, reduce the need for automobile travel, and provide incentives for quality development. As part of the changes, the City should consider:

- ▶ Reduction of required off-street parking requirements and/or shared parking agreements.
- ▶ Reduction of road impact fees (reverse impact fee structure since higher density intensity supports transit usage).
- ▶ Revision of impact fees to instead fund transit, bicycle, and pedestrian infrastructure.

Best Practice Example: Oakland Park

An example of a specialty district, with specific infrastructure and use provisions, is located at Oakland Park. After spending \$30 million upgrading the infrastructure in, and around, the downtown core, many buildings remained blighted or vacant, pushing the city's tax base into further decline. The City identified 12 sites that were redevelopment opportunities, and prioritized the redevelopment projects located in its downtown.

Downtown Oakland Park Culinary Arts District, as it is known, was created with a strategic plan that included a strong marketing and business attraction campaign. One of the first businesses to express interest in the area was Funky Buddha, Broward County's first brewery. To support the new business use, a full Local Activity Center (LAC) was codified to allow for flexible zoning on all properties in the area.

Results:

- ▶ The downtown core was branded as a Culinary Arts District, repositioning the location as the area where all things "culinary" could occur.
- ▶ The Funky Buddha Brewery, the largest craft brewery in South Florida, selected the emerging Culinary Arts District as their home and opened Phase One of their two-phase plan in 18,000 SF of warehouse space at Oakland Station. Funky Buddha later doubled in size with the addition of 19,000 SF in Phase Two, for an on-site bottling operation and restaurant concept. Today, they have expanded to 180,000 square feet and are a major employer in the district.
- ▶ Within the first two years of the Culinary Arts District's debut, over eight properties, valued at nearly \$15 million, had changed hands within the half-mile Downtown LAC.
- ▶ The Urban Art Park was created for the benefit of the community, by re-purposing a blighted corner into additional green space and an arts & cultural outlet at the center of the Culinary Arts District.
- ▶ Broward College, along with other culinary schools, researched the Culinary Arts District as a top location for their new Food Arts & Business Center campus concept (estimated 1,000 students).
- ▶ The well-known, successful Allied Kitchen & Bath opened a second location at 20,000 square feet in the heart of the downtown.



OBJECTIVE 2.4: EVALUATE CURRENT CITY ECONOMIC DEVELOPMENT TOOLKIT

Pembroke Pines has highly motivated, highly active parties operating within the City. A dialogue that delivers relevant information to executives of educational institutions and businesses would bridge gaps of information.

STRATEGY 2.4.1: PROVIDE INFORMATION ON ALL INCENTIVE PROGRAMS

Create easy-to-navigate information to disseminate all available incentive programs (City, County, State, and Federal).

“I would advise them (municipalities) to provide us with details that are most important to us by listening to our problems. For us it’s always going to be payroll costs, taxes and getting talent. Finding that right balance is critical to us above all else. The change is going to be painful so pitch me on how easy you can make it and how the pain will be worth it in the end.”

- Corporate Executive, Services Industry

STRATEGY 2.4.2: INSTITUTE ECONOMIC DEVELOPMENT AND DISASTER RECOVERY PROGRAMS FOR SMALL BUSINESSES

Disaster recovery funding reinforces our communities to be resilient and agile, prepared to withstand any threat. The Department of Economic Opportunity has partnered with the Division of Emergency Management to provide private sector support before, during and after a disaster. This liaison between government and the private sector during an emergency helps ensure businesses are engaged in disaster preparedness, response and recovery. FloridaDisaster.biz was created to help businesses in this process.

STRATEGY 2.4.3: ENCOURAGE MEETINGS THROUGH THE COUNTY AND GREATER FORT LAUDERDALE ALLIANCE WITH SECONDARY AND POST-SECONDARY CURRICULUM ADVISORS OF LOCAL EDUCATIONAL INSTITUTIONS

Measure the alignment between needs in a workforce and those of graduates by meeting with directors of local educational institutions at the end of each semester, with the assistance of Broward County and Greater Fort Lauderdale Alliance.

OBJECTIVE 2.5: EVALUATE ECONOMIC DEVELOPMENT STAFFING AND FUNDING

Dedicated economic development staffing and funding to carry out target business attraction and retention initiatives is critical to the success of the Strategic Plan. Staff participation in industry tradeshows, memberships in economic development and real estate organizations is important to stay abreast of the local, regional, state, and national trends and shifts.

STRATEGY 2.5.1: HIRE ECONOMIC DEVELOPMENT COORDINATORS

Economic development coordinators can be assigned to conduct business visit appointments, surveys, and other economic development initiatives described in Objective 2.4.

STRATEGY 2.5.2: REMOVE WEBPAGES THAT ARE DISUSED, SUCH AS PEMBROKE PINES' SHOP LOCAL / BUSINESS DIRECTORY

Refer to Strategy 1.2.1.

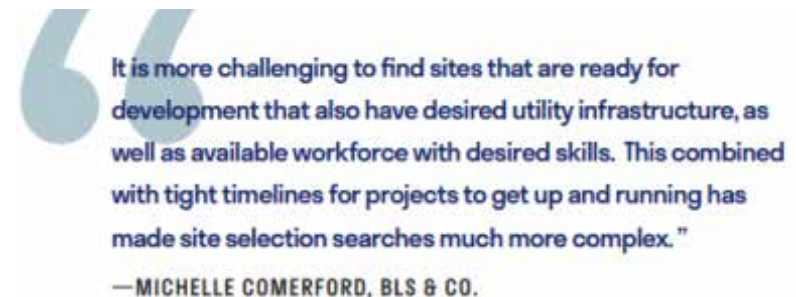
STRATEGY 2.5.3: EXPLORE STAFF ENROLLMENT IN CERTIFICATIONS AND ACCREDITATIONS

Evaluate the utility of staff members obtaining Certified Economic Developer (CEDD) accreditation by International Economic Development Council, and/or the City's potential status as an accredited Economic Development Organization.



STRATEGY 2.5.4: INCLUDE PROGRAMMING AND FUNDING FOR CONTINUING EDUCATION

This plan should also include professional memberships and attendance at appropriate conferences.



GOAL 3:

DEVELOP PRODUCT: LAND AND BUILDINGS

Florida's best-selling points to businesses are its growing industrial diversity, low taxes (no personal income tax, no corporate income tax for limited partnerships and sub-chapter S-corporations), and its close international ties, particularly with Latin American countries.

Area Development Magazine

Opportunity: The attraction of state-of-the-art projects to Pembroke Pines requires aggressive planning and actions that demonstrate a vibrant, equitable, and sustainable community.

Most industry experts agree that post-pandemic the site selection process is fundamentally unchanged, while acknowledging changes in workforce requirements, and building layouts. However, timelines continue to get shorter, and certain factors are now top siting considerations whereas before they were optimization factors.

With a majority of Pembroke Pines citizens commuting outside the City to work, the traffic issues within the City are a major concern. Pembroke Pines is a major public transit generator under Broward County by being one of the top 5% of Traffic Analysis Zones (TAZ) with the highest population density. New bus routes are being added to increase service access.

New jobs creation, as a result of new products, will ease the transportation issue, and provide the City's residents with opportunities for work closer to home. The new improvements to sidewalks and bicycle networks will also add to the overall quality of life in the community, another plus for new businesses. Talent supply and education strategies continue to be significant in economic development planning. The following strategies are in line with Florida's Strategic Plan.

Align education and workforce development programs to foster employment opportunities and develop and retain talented workers with the skills to meet current and future employer needs. Organizational mission, values, and purpose are high priorities when choosing an employer for many "Gen Z'rs," and many said they would leave a job if their employer's values did not align with their own.

According to a 2022 report by DCI, key assets that site selectors consider are fewer, including land, labor and energy and more companies have more complex requirements, with **sustainability** being at the top of the list. Sites that are ready for development that also have desired utility infrastructure, as well as available workforce with desire skills are more challenging to find. Combine these with tight timelines and it's apparent that site readiness is an important part of economic development.

Available workforce and supply chain and logistics are the top items for consideration for both Industrial and office projects.

DCI 2022 State of Site Selection

OBJECTIVE 3.1:

INCREASE AVAILABLE SHOVEL-READY SITES FOR OFFICE, INDUSTRIAL AND MIXED-USE OPPORTUNITIES

The site selection process includes a broad screening of available properties, identifying a short list and conducting site visits. Businesses assess location factors in a methodical manner, and the ability to expedite the process is critical.

STRATEGY 3.1.1:

RETAIN PLATINUM PERMITTING STATUS

The City has been recognized as a Platinum Permitting City by the Greater Fort Lauderdale Alliance, reflecting the adoption of a streamlined process, and a dedicated staff representative for businesses navigating the permitting process. Planned Industrial Development District (PID) and Planned Development Small Lot (PDSL) zoning categories incorporated now facilitate site development and provide developers with expedited processes for approvals. The introduction of online permitting software also provides efficient planning resources.

STRATEGY 3.1.2:

CREATE SITE READINESS PROGRAM

Pembroke Pines needs to recommit to improve site readiness and speed of project execution with a formal commitment and investment to provide a Site Readiness Program. National experience and observations provide concrete proof that today's companies expect readiness, speed and certainty, and development will follow those cities and communities that demonstrate these traits. The International Economic Development Council (IEDC) also recommends inclusion of a site preparation/readiness mechanism to facilitate urban revitalization.

Sites that are ripe for development include those with sellers or developers that have an established price, the assessments pertinent to the property having been completed including environmental, floodplain and easement delineation, with utility and transportation infrastructures in place or underway, and properly zoned for the intended use.

Targeted corridor redevelopment areas may be an important component of this program, especially with the City approaching buildout. This is discussed in further detail in Strategy 4.1.10.

Site Readiness Program (City-Wide)

- ▶ Formalize and announce program objectives and demolition triggers (uninhabitable 6+ mos.)
- ▶ Identify prioritized list of candidate sites annually (environmental burden mitigation, targeted redevelopment site)
- ▶ Demolish buildings
- ▶ If environmental remediation/site acquisition, facilitate redevelopment
- ▶ Track progress (private/private funds invested, project descriptions)
- ▶ Update City Manager and City Commission; allocate funds annually

OBJECTIVE 3.2: MARKET KEY PARCELS

STRATEGY 3.2.1: MARKET KEY OPPORTUNITIES ON ECONOMIC DEVELOPMENT DEDICATED WEBSITE

STRATEGY 3.2.2: CONTINUE PRACTICE OF ACQUIRING AND ANNEXING PROPERTIES WITH THE GOAL TO STEER DEVELOPMENT OPPORTUNITIES

This practice creates opportunities for economic development and promotes redevelopment of obsolete buildings, such as the former Broward Correctional Institute, now known as the South Florida Distribution Center.

STRATEGY 3.2.3: TARGET INDUSTRY SECTORS IN PARTNERSHIP

The development and construction community in Pembroke Pines, Broward County and the region has some of the most respected and successful professionals in the country. Environmentalists, philanthropists, and urban legends all call this area “home.” The City should continue to provide support with transportation and infrastructure improvements, an award-winning charter school system, a robust parks and recreation program, and city services to provide the quality of life that new residents seek in South Florida. The assets of the City are the selling points for development.

STRATEGY 3.2.4: CREATE CUSTOM “PITCH KIT” MATERIALS TO MARKET SITES AND ASSETS

Pembroke Pines location with easy access to Ft. Lauderdale Airport, Port Everglades, and Miami are tremendous selling points. Pro-business government leadership in a right to work state with local incentives, low operating costs, and no personal state income tax all make Pembroke Pines the choice for business.

STRATEGY 3.2.5: CONTINUE TO ACTIVELY ASSIST THE EXPANSION OF SIGNATURE PROJECTS

Actively assist expansion of signature projects, namely the South Florida Distribution Center, The Edison, Memorial West Hospital, Pembroke Lakes Mall, and Shoppes of Pembroke Gardens.



STRATEGY 3.2.6: IMPROVE CONNECTIVITY TO MARKETS IN CONJUNCTION WITH THE STATE

Connect with markets in tandem with State transportation efforts. On the heels of the increasing demand as South Florida continues to add residents and expand economic growth, there is a correlating dependence on infrastructure. To achieve smart design and smart growth, Pembroke Pines should market US-27 in coordination with state agencies, as a major corridor for shipping.

GOAL 4:

PROMOTE REDEVELOPMENT THROUGHOUT THE CITY

Opportunity: Redevelopment is always more difficult than greenfield development. This plan identifies new opportunities for redevelopment throughout the City, with a focus on sustainable growth. These are significant strategies with catalytic results if implemented properly. They reflect the City's success with an aggressive real estate acquisition policy as documented in the Market Analysis report that analyzed real estate transactions completed by the City in the past 10 years.

The strategies newly presented in this plan call for smart planning and strong leadership. Very popular today, the "health and wellness" initiative shows signs of maintaining market strength and is recommended. Current utilities improvements include replacement of the existing water main and residential service lines in areas, as well as new sewer mains and service lines being constructed and extended throughout the City. It is anticipated that an emphasis on health and wellness will dramatically expand and broaden the benefits to all citizens of Pembroke Pines.

An evaluation of the City's current business incentives indicated a need to adjust the program to specifically focus on attracting redevelopment activity. Incentive programs can help mitigate costs associated with property renovation or new development. Programs can tackle exterior renovation, tenant improvements, relocation assistance, or major new developments that have a financial gap.

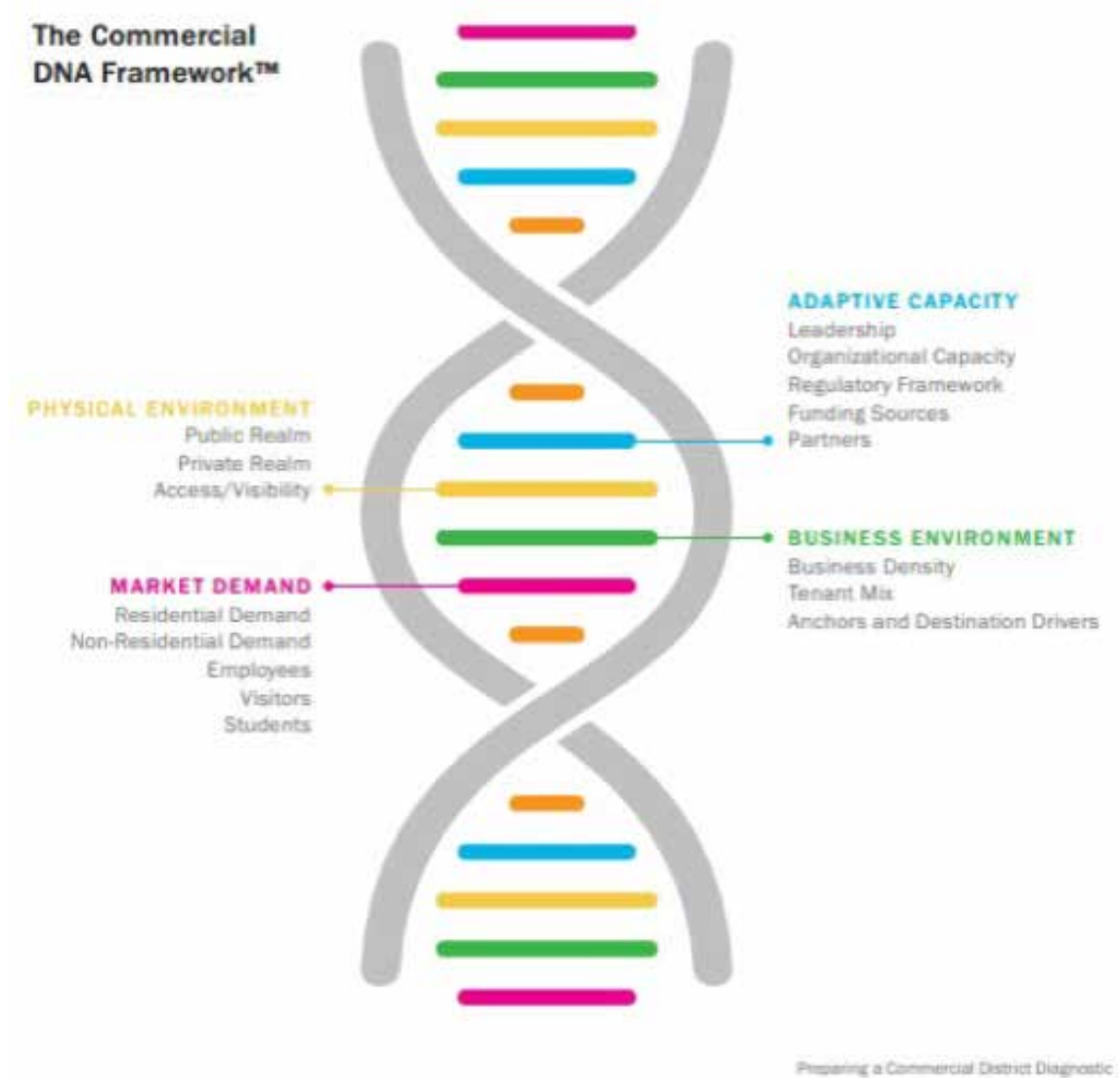
Redevelopment that incorporates a theme may provide a springboard for new businesses, residential growth, and increased community awareness. This report recommends using a Wellness or Healthy initiative to further brand the City and create new opportunities. Wellness means the pursuit of activities, choices and lifestyles that lead to a state of holistic health. And wellness-oriented cities will be the cities of choice going forward. Healthy, safe, resilient, and welcoming places for residents, workers, students, and visitors are the most important for our communities today. The wellness economy is forecast to grow from 54.1 billion dollars in 2021 to over 93 billion dollars by 2028 in the U.S., according to the Global Wellness Institute and McKinsey Statistics. Segments that are included in the wellness economy are shown in the accompanying illustration.



The Howard C. Forman Health Park provides a campus that can be enhanced and developed to be a centerpiece of the City in partnership with the State's Master Plan. The sprawling campus may be host to outdoor activities and sporting events, consider the Special Olympics or youth focused team events for youths aged 18-23 who live at Brown's Harbor.

A catalyst opportunity exists with Memorial West Hospital and Brookfield Properties, owners of Pembroke Lakes Mall. The location of these properties is directly across from C.B. Smith Park, a 299-acre public park. The opportunity to encourage redevelopment of the Mall property and expansion of Memorial Hospital is excellent. The park provides an amenity that cannot be understated. The additional development of office space and multi-family residential will provide the City with benefits, as will the private property owners.

The Commercial DNA Framework (TM) illustration of the components to forming a new district, one of the recommendations of this report, using the Commercial District Diagnostic guide from the Local Initiative Support Corporation (LISC). A wellness district incorporates essential services spanning a grid, or focused environment.



OBJECTIVE 4.1: PROMOTE REDEVELOPMENT THROUGHOUT THE CITY WITH TARGETED STRATEGIES

Identify development and redevelopment opportunities within the City and prioritize according to various evaluation factors.

- ▶ Liaise with the Economic Development Board frequently to discover new opportunities.
- ▶ Ensure infrastructure needs, such as utilities, water supply, sewage capacity, and transportation, are addressed in initial planning of redevelopment opportunities.
- ▶ Use the City's new Transportation and Parks and Recreation Master Plans to provide opportunities for redevelopment that incorporate smart planning choices.

STRATEGY 4.1.1: LAND ACQUISITION STRATEGY

The acquisition of land should be a strategic measure to help ensure that the City evolves in a coordinated and desirable manner. The strategy shall also avail itself of market conditions. All redevelopments should be sensitive to the community character and should seek to promote the quality of life of the citizens of Pembroke Pines. They should encourage economic development by providing opportunities for housing, recreation, business, and healthcare. The future redevelopment within the City may necessitate land acquisition and other redevelopment actions to effectively redevelop privately owned properties.

As redevelopment projects develop in the future, the City should document specific land/building acquisition needs and attempt to acquire necessary lands and/or buildings through public-private development partnerships (P3s) or private market purchases.

Redevelopment projects should be coordinated and designed with the Master Transportation Plan and the Parks and Recreation Plan, to incorporate their respective recommendations and strategies. They should provide opportunities for accelerated housing construction activity and provide affordable housing in the City, especially in the denser urban areas such as in the eastern part of the City.

Expanding economic development within the City anticipates an evolving array of program and project investments, depending on the City's needs and private development concepts. The following projects comprise an initial list of catalyst opportunities recommended for the City's redevelopment efforts.

Redevelopment Opportunity Sites

The in-depth real estate analysis confirmed the scarcity of large sites available for development in Pembroke Pines. This is typical of South Florida, with redevelopment of existing obsolete properties happening in a transitioning manner.

Pembroke Pines can provide a catalyst for activity that encourages investment in the area. Such a catalyst will help drive revitalization by generating additional consumer and pedestrian activity and providing additional assets and activities in the area. This strategy, when combined with development of centralized public parking, will allow for development of concepts such as central markets, special event locations, and enhanced citizen experiences. It is incumbent on the City to steer development in the direction that will benefit the whole community.

Strong physical and visual connections between the contrasting areas in the City will enable the area to grow and thrive. By exploring a potential development scenario and identifying any needed amendments to land development regulations to permit such development, we can provide guidance and insight for the City about specific catalyst sites in Pembroke Pines.

Private development is driven by perceptions of risk and return that go beyond just the financial implications, perceived risks related to community consensus, predictability and timeliness of the development approval processes, marketplace responsiveness, and other factors often vary by developers and investors. Previous experience and investment objectives play a key role in their decision-making process.

Multifamily trends today embrace flexibility, improved technologies, and amenities, as well as biophilia, and a focus on mental health and well-being. Biophilia refers to the human need to connect with nature, a crucial trend for multifamily in 2023. Evident in today’s designs are porches, balconies and planters throughout new projects.

With this in mind, we would like to explore the redevelopment of two sites that may benefit the City and the entire community significantly.

Redevelopment Opportunity Site #1: Pembroke Road and Florida Turnpike

Location

- ▶ 5 miles south of Seminole Hard Rock Hotel and Casino
- ▶ East of North Perry Airport and Broward College South Campus
- ▶ West of Hillcrest Country Club

Zoning and Usage

- ▶ Heavily retailed area
- ▶ Total site area = 18.32 acres
- ▶ Zoned commercial, residential, and institutional

Considerations

- ▶ Pembroke Road divides entire site (acreage inclusive of roadway)
- ▶ Portion of site north of Pembroke Road is approximately 13.05 acres, 5 parcels, which includes a supermarket serving the surrounding neighborhoods
- ▶ Portion of site south of Pembroke Road is approximately 4 acres, 6 parcels
- ▶ One parcel currently being redeveloped as a 5-story residential complex
- ▶ Public Transportation Corridor

a Turnpike, continued

Concept Designs/Images for Consideration of Pembroke Road and Turnpike Assemblage

Located at the far eastern side of the City, this assemblage may offer an opportunity to provide a gateway statement entrance to the City. A project to improve pedestrian safety and multimodal access along this commercial corridor. Pembroke Pines residents and visitors will make a positive difference in travel experience, while creating a distinctive sense of place and destination. This opportunity is supported by the Transportation Master Plan. Images of pedestrian bridges that are iconic are shown:

The image shows an aerial view of the Pembroke Rd & Florida Turnpike interchange area. The road network is clearly visible, including the main turnpike and several connecting roads. There are some buildings and parking areas near the interchange. A legend in the top right corner identifies symbols for 'Interchange', 'Main Roadway', 'Access Roadway', and 'Bicycle Lane'. The title of the map is 'Pembroke Rd & Florida Turnpike'.

a Turnpike, continued

Concept Designs/Images for Consideration of Pembroke Road and Turnpike Assemblage

Located at the far eastern side of the City, this assemblage may offer an opportunity to provide a gateway statement entrance to the City. A project to improve pedestrian safety and multimodal access along this commercial corridor for Pembroke Pines residents and visitors will make a positive difference in travel experience, while creating a distinctive sense of place and destination. This opportunity is supported by the Transportation Master Plan. Images of pedestrian bridges that are iconic are shown:



Redevelopment Opportunity Site #1: Pembroke Road and Florida Turnpike, continued



Publix, Polk Street in Hollywood, Florida

It is strategically important as an opportunity to introduce a horizontal mixed-use project, with residential and commercial uses blended to encourage a more cohesive community. The image shown is a supermarket in neighboring Hollywood that uses garage parking and is part of a larger mixed-use project.

In the south side of Pembroke Pines, multi-family residential units, similar to those shown, are an appropriate use.



The Edge, Fort Lauderdale

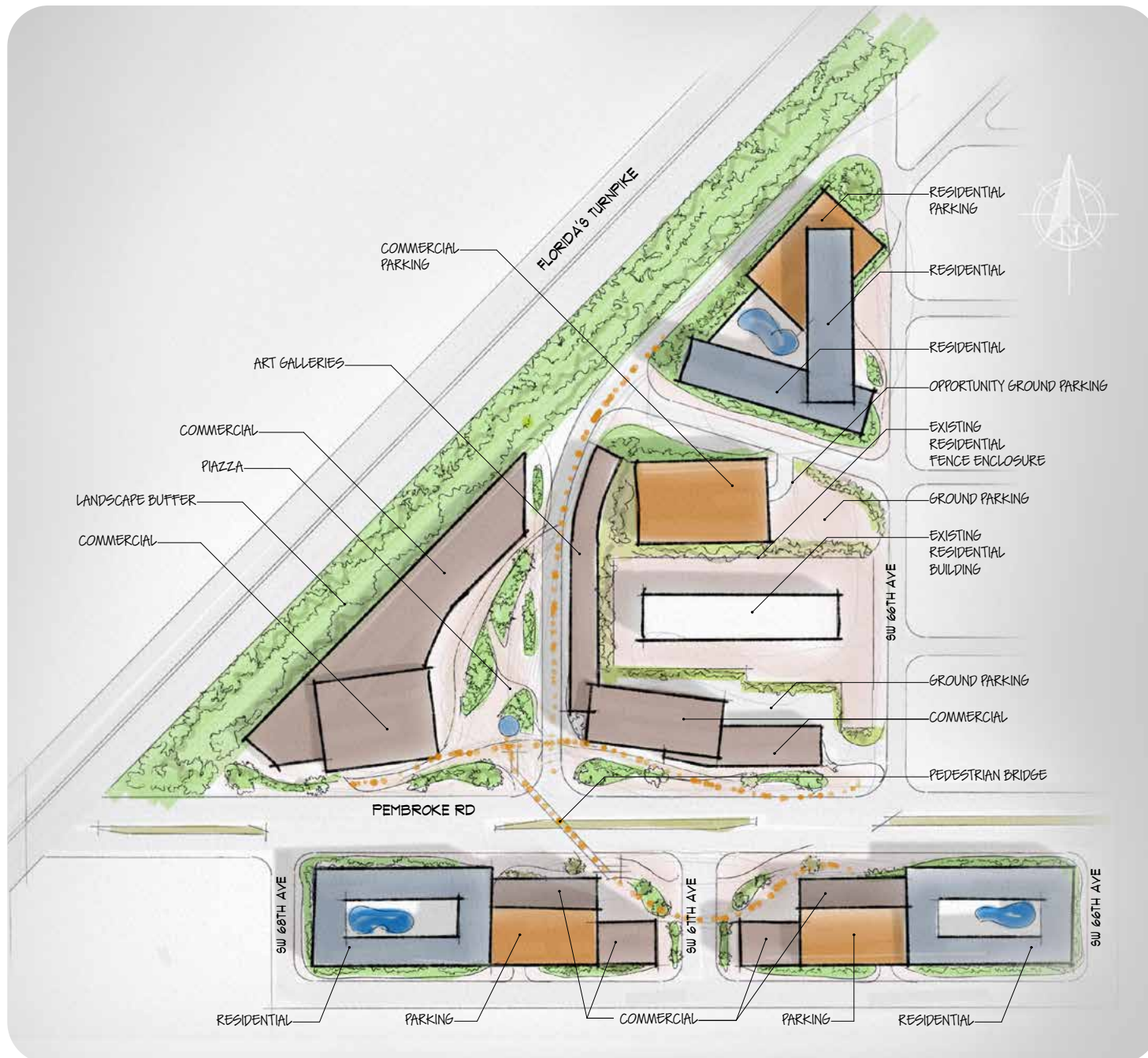
A public plaza constructed at the entrance of the project will unify the development and provide a prominent central gathering place for events and community activities. The plaza can welcome people and provide public art to the entire project. Illustrative of this concept is an interactive plaza in Los Angeles, shown to the left.



Turnpike and Pembroke concept

Redevelopment Opportunity Site #1: Pembroke Road and Florida Turnpike, continued

Pembroke Road and Florida Turnpike Concept



Redevelopment Opportunity Site #2: N University Drive and Sheridan Street

Location

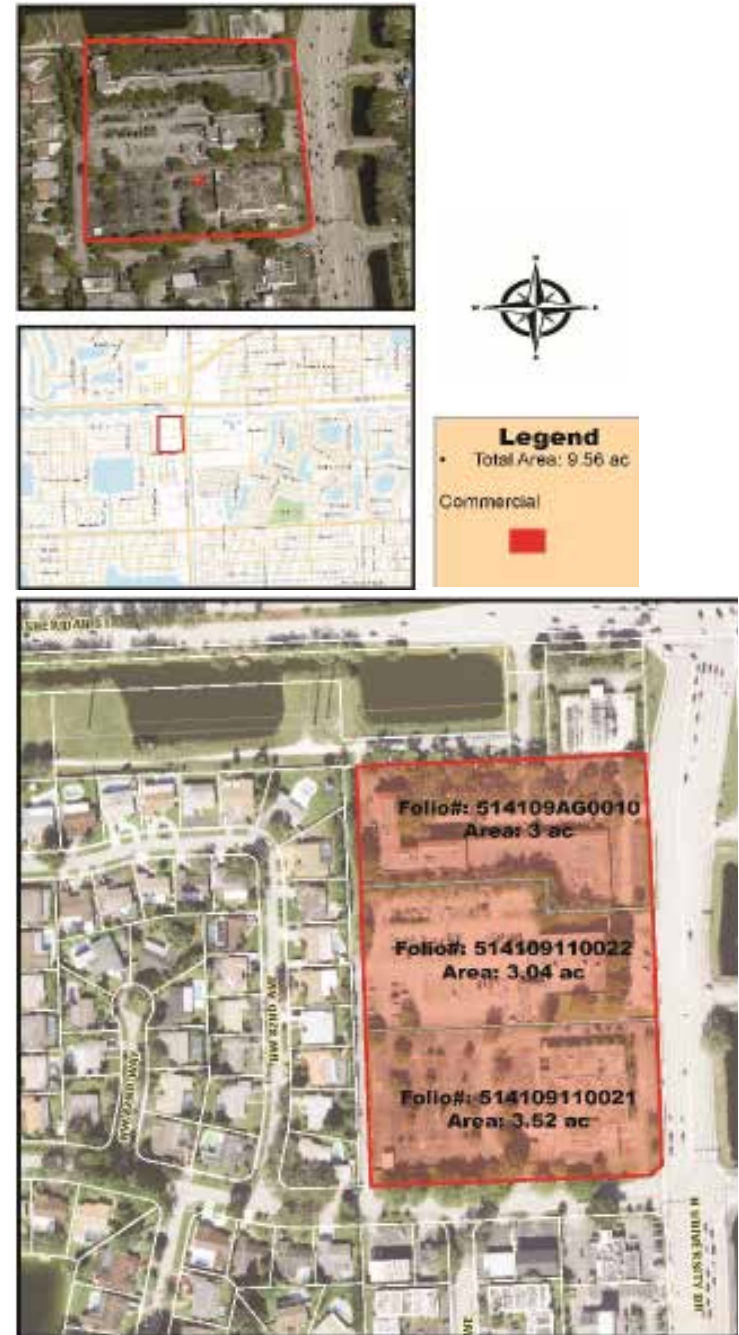
- ▶ South of Charter School and Brian Piccolo Sports Park
- ▶ North of North Perry Airport

Zoning and Usage

- ▶ Approximately 9.56 acres
- ▶ Zoned commercial

Considerations

- ▶ 3 parcels rectangular shape with road frontage on 3 sides
- ▶ Opportunity for PD-SL Zoning
- ▶ Single-family residential to the west



Redevelopment Opportunity Site #2: N University Drive and Sheridan Street, continued

Concept Designs/Images for Consideration University Drive South of Sheridan Street Assemblage

The 2023 development projects are steering away from the typical, design-sterile multifamily buildings of the past. Today we see more articulation and higher-end materials, as well as amenity-rich programming.

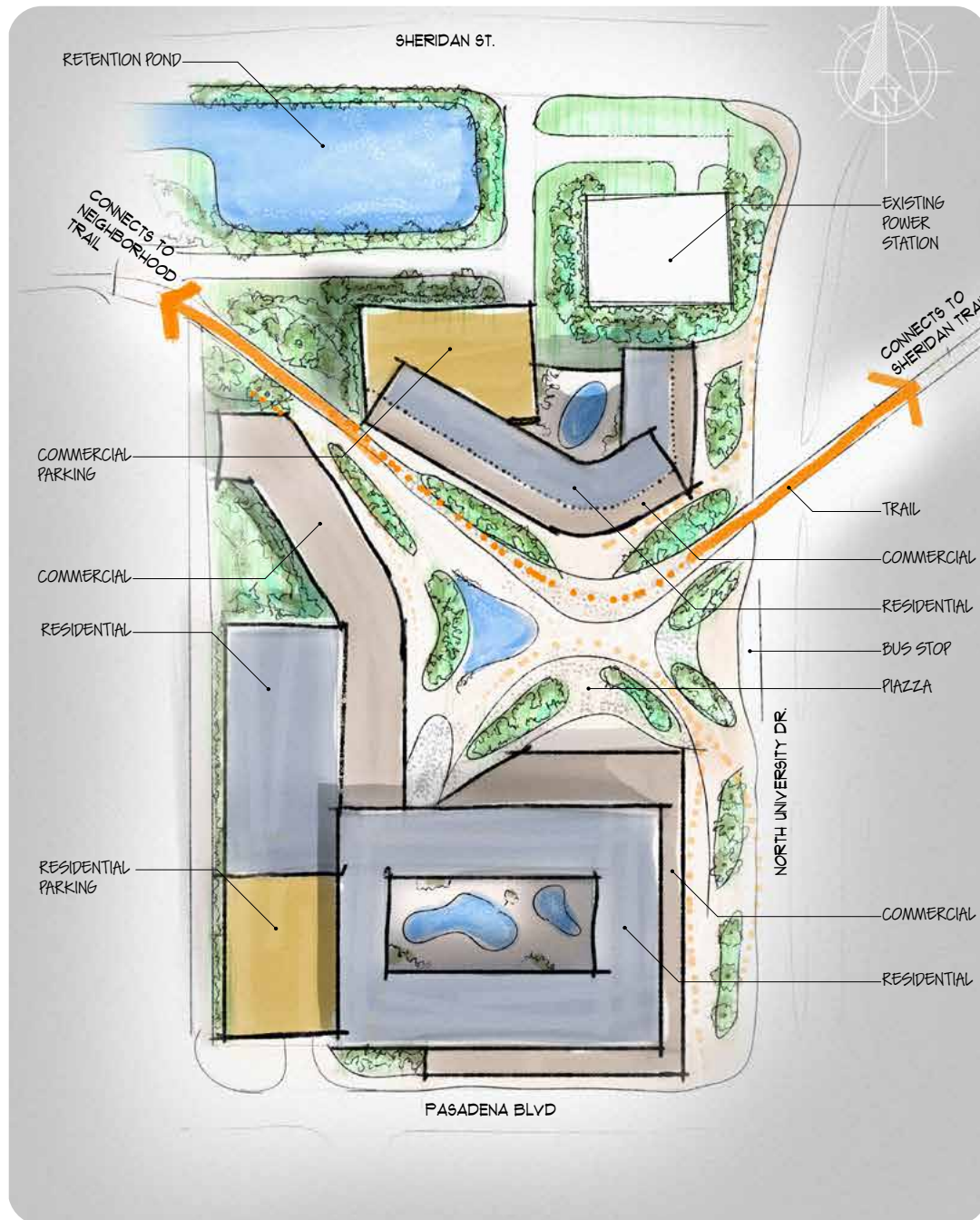
The following project shown is a \$103 million mixed-use development that will include 327 luxury apartments, 19,000 square feet of ground-floor commercial space and a 585-space parking garage, with 125 spaces reserved for the public. The development will also include a rooftop bar and restaurant. The project features a resident rooftop Sky Deck, and resort-style amenities.

Source: Flaherty Collins



Redevelopment Opportunity Site #2: N University Drive and Sheridan Street, continued

N University Drive and Sheridan Street Concept



Other Redevelopment Opportunity Sites

The following sites are other redevelopment opportunities that merit review.

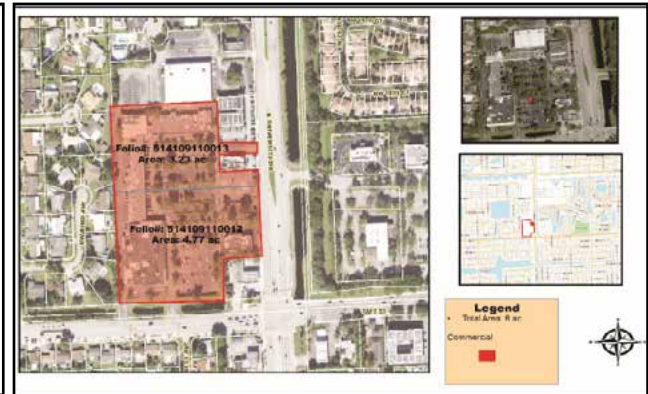
*Redevelopment Opportunity Site:
N University Drive and Johnson Street*



*Redevelopment Opportunity Site:
N University Drive and NW 81st Avenue*



*Redevelopment Opportunity Site:
N University Drive and Taft Street*



STRATEGY 4.1.2: SUPPORT INFILL AND MIXED-USE DEVELOPMENT WITHIN THE 145TH AVENUE CORRIDOR INCLUDING SHOPS OF PEMBROKE GARDENS, PEMBROKE POINTE AND EDISON DEVELOPMENTS

Planned and intentional density can result in an integrated live-work-play environment, in which the workplace, shopping, doctor's office and the playground are within walking distance. The new multifamily residences under construction and in planning stages should be accompanied by enhanced and expanded outdoor amenity spaces.

STRATEGY 4.1.3: CONTINUE TO SUPPORT LANDSCAPE AND AESTHETIC IMPROVEMENTS

Architectural elements contribute to the aesthetic of the City, as well as pedestrian-friendly areas with bike racks, numerous permanent benches and landscaping upgrades. Consider density bonuses for greenspace in new projects.

STRATEGY 4.1.4:

WORK WITH BROWARD COUNTY AVIATION TO IDENTIFY AND SUPPORT THE REDEVELOPMENT OF NON-AERONAUTICAL PARCELS WITHIN THE AIRPORT BOUNDARY FOR REDEVELOPMENT

The airport can be an economic driver, especially since it is located in a business-centric area and provides training facilities. Continue to work with Broward County Aviation to identify and support the redevelopment of non-aeronautical parcels within the airport boundaries. Creative commercial opportunities can be encouraged to support the businesses in this area.

Best Practice Example: Fort Myers

Fort Myers' Southwest Airport recently added a \$200 million project featuring industrial space with 15 buildings planned totaling 1.875 million square feet. The Park has provided manufacturing and distribution opportunities for the area.



STRATEGY 4.1.5:

INITIATE A WELLNESS/HEALTH CONCEPT

Today's society values health and happiness, evident in everyday life. Major retailers are using catchphrases like "Save more, live better." Meanwhile, with taglines like, "Life well-balanced," cities echo the same sentiment. The priority assigned to wellness and living healthfully is increasingly popular.

- ▶ Create a Wellness District that focuses on a blend of uses that promote the health and well-being of the citizens of Pembroke Pines.
- ▶ Partner with the State to expand the health and wellness concept at the Howard C. Forman campus.
- ▶ Explore opportunities with County to expand wellness programs at Parks.

Best Practice Example: Tampa Wellness Certification

In Tampa a growing district called Water Street Tampa, designed to guarantee its inhabitants a very high quality of life, especially from the point of view of health is flourishing. Health-focused building design guidelines were used on this 40-acre site. Numerous pedestrian areas, wide sidewalks, a supermarket to ensure easy access to quality food and several water supply stations are some of the unique offerings. Water Street is the first neighborhood in the world to be certified by the International WELL Building Institute for advancing healthy lifestyles.

Best Practice: City of Chattanooga

The City of Chattanooga has initiated a district that connects several areas of the downtown, as well as a hospital and university campus. The district – situated along a Three-mile stretch of the 3rd & 4th Street Corridor – will build upon the historic level of recent investment by institutional and corporate anchors and the public sector, and leverage the city’s growing innovation ecosystem, to drive research, attract talent, create jobs, spur business, and create opportunity for existing and new residents, workers, and visitors of Chattanooga.



STRATEGY 4.1.6: REVIEW AND PROMOTE LAND DEVELOPMENT AND ZONING REGULATIONS TO ENCOURAGE REDEVELOPMENT

Identify lower cost opportunity sites to allow for small scale projects. Identify strategies and policies to encourage or incentivize redevelopment of aged or bypassed properties possibly for workforce or attainable housing. The University Corridor and Turnpike/Pembroke Road may offer opportunities for redevelopment that will benefit the community.

- ▶ Amend land development code to encourage density bonuses, setback requirements and height restrictions in exchange for providing workforce housing units, as outlined in Strategy 2.3.4.
- ▶ Actively market PD-SL zoning to guide redevelopment efforts and investment east of I-75 through broker/developer target marketing.

STRATEGY 4.1.7: PRIORITIZE ENERGY EFFICIENCY AND SUSTAINABILITY AND IMPLEMENT AN ENERGY-EFFICIENCY RETROFIT PROGRAM

Resilient retrofit strategies exist for every major hazard. They can provide solutions to climate risks for buildings of all types and sizes. Although planning should be comprehensive, implementation may be incremental. By educating the business community about the availability of grants, the entire City benefits from these improvements.

STRATEGY 4.1.8: IMPLEMENT REAL ESTATE DEVELOPMENT ACCELERATOR (REDA) PROGRAM

This program is for all major projects that are typically ground-up developments or redevelopment catalytic projects that promote transformative change. Funding may be based on the development phase, with costs covered including land cost reduction, development costs, relocation assistance, demolition, site preparation, remediation, infrastructure assistance, and assembly assistance considered.



Old Town Square, Pompano Beach, FL. Sixty-three million dollars in total investment, resulting in economic impact of about \$17 million/year.

REDA is an incentive that would be restricted to areas or districts specifically created to provide tax incentives, such as a wellness or health overlay district, or designated corridor targeted for redevelopment. Projects that include public realm improvements, such as public plazas, public open spaces, and placemaking investments, should be encouraged.

The redevelopment of Old Town in Pompano now encourages additional affordable housing and a walkable environment by connecting cultural, civic, and historic assets. A land use and zoning amendment for this area was adopted to create a transit-oriented corridor (TOC). The general concept of a TOC calls for higher density located in and around transportation routes. Specific zoning regulations were enacted to ensure the appropriate transition of height, setbacks, and uses would be maintained in adjacent single-family neighborhoods.

STRATEGY 4.1.9: LIAISE WITH FDOT REGARDING INTERCHANGE MODIFICATIONS THAT IMPACT PEMBROKE PINES PROPERTY OWNERS

The proposed interchange project at I-75 and Pines Boulevard will significantly impact the businesses at and around the interchange. The redesign is to accommodate for the area's expected growth, increasing capacity and efficiency while providing opportunities for alternative transportation.



Conceptual rendering, I-75 at Pines Boulevard.

STRATEGY 4.1.10: EXPAND ON CITY'S SUCCESSFUL REAL ESTATE PROJECTS AND SUPPORT CITY ACQUISITION OF REAL ESTATE FOR REDEVELOPMENT

The success of the City's real estate program has been outstanding by all measurements. The South Florida Distribution Center is one of the prime examples of government led redevelopment supporting economic development and jobs creation.



South Florida Distribution Center

Examine replacing functionally obsolescent properties for replacement with mixed use development and open space, as recommended in 4.1.1.

Another example of redevelopment that has been successful is 16000 Pines Market, the site of the former Postal Distribution Center. A shopping center with a grocery, restaurants, a gym and other retailers and a residential town-home project are great examples of redevelopment that serves the public and contributes to an improved quality of life.



16000 Pines Market

GOAL 5:

DEVELOP INFRASTRUCTURE FOR BALANCED GROWTH

Opportunity: As part of a balanced economic development strategy, transportation utilities and broadband connectivity are cornerstones. Our strategies include methods to Identify opportunities to leverage assets and reduce barriers to the deployment of broadband Internet services in the community, improve transportation and access to utilities throughout the City. The City's robust and strategic planning in its Parks and Recreation Plan, the Transportation Master Plan, and Master Public Art Plan all contribute to the City's success and are economic drivers.

New and expanded partnerships between the public sector and the private sector provide opportunities and resources for modernizing Florida's infrastructure. For example, the Port of Miami Tunnel was financed through a consortium of private investors. Within four years of breaking ground, the tunnel was open for transportation to ease congestion in downtown Miami. Using private investments for more than surface transport, with appropriate policies and protections in place, could be effective for power systems, water infrastructure and more.

To leverage public investment in infrastructure, adopt a proactive approach to CIP planning through a strategic infrastructure investment road map that is purposely linked with the Economic Development Strategic Plan and future CIP cycles.

Internet connectivity is of paramount importance for businesses today, especially those medical operations that rely on digital connectivity for clinical and administrative operations.

OBJECTIVE 5.1:

ESTABLISH A BASELINE OF CRITICAL INFRASTRUCTURE NEEDS FOR PARKS AND RECREATION, ROADWAYS, AND STORMWATER IMPROVEMENTS

All municipal departments would benefit from the localization and prioritization of projects, for coordination in grant funding, planning, and budgeting. This will enable strategic funding decisions that take into consideration synergistic economic development opportunities.

STRATEGY 5.1.1:

EXPLORE CUTTING-EDGE TELECOMMUNICATIONS INFRASTRUCTURE, INCLUDING BROADBAND, AND ECOSYSTEM RESTORATION PROGRAMS

- ▶ Develop broadband to encourage business growth and expansion to key development sites
- ▶ Inventory current broadband capacity
- ▶ Meet with providers to explore methods of expanding and increasing broadband coverage

Telecommunications infrastructure is critical to economic development success. Several activities can promote this asset throughout the City. The Department of Environmental Protection and the South Florida Water Management District are implementing three major, overarching ecosystem restoration programs: Comprehensive Everglades Restoration Program (CERP) and Foundation Projects; Northern Everglades and Estuaries Protection Program (NEEPP); and the Everglades Restoration Strategies. These programs will restore and protect the unique Florida natural resource, that is the greater Florida Everglades ecosystem, into the future.



STRATEGY 5.1.2:

PROPOSE SOLUTION AND A SUSTAINABLE PLAN FOR FUTURE UNCERTAINTIES AS A RESULT OF NATURAL FORCES

This strategy should study alternate sources and storage, waste management, reclaimed water, and enhanced conservation. As natural forces and climate risks intensify, mitigation strategies must become a focal point. Strategies that promote resilience at the community level must be part of the Strategic Plan.

The benefits/cost ratio (BCR) of proactive resilience strategies has been analyzed by the National Institute of Building Sciences, which found that 12 federal Economic Development Administration grants with neighborhood-scale resilience strategies (elevating roads and railroads, protecting water and wastewater treatment plans, and moving power lines underground) that cost an overall \$580 million to implement, were projected to save \$2.5 billion in recovery costs such as loss of use.

Further, ULI's The Business Case for Resilience in Southeast Florida report outlines the returns from investments in resilience infrastructure in south Florida, where coastal property values may soon decrease because of climate change. For every \$1 invested in community-wide adaptations, the region will see about \$2 in benefits. These adaptations can offer \$37.9 billion in economic benefits for the region and support 85,000 job-years (a job-year being defined as one year of work for one person).



Østervold, a green/blue urban space in Randers, Denmark, includes a rainwater basin to protect the city from the impacts of heavy rainstorms.

More public investment has the potential to lower exposure to climate risk, thereby reducing the likelihood of business interruption and lowering recovery costs for individual developers and private owners.

Strategies recommended include:

- ▶ Create an internal Flood Mitigation Working Group to identify priority flooding mitigation areas according to economic development sustainability goals
- ▶ Ensure future supply and quality of water meet economic and quality of life goals
- ▶ Prioritize funding /plan (Surtax, MPO 2045 plan)
- ▶ Ensure future supply and quality of water to meet economic and quality of life goals
- ▶ Identify alternative water sources and storage, waste management, reclaimed water, and enhanced conservation.
- ▶ Develop broadband to encourage business growth and expansion to key development sites
- ▶ Inventory current broadband capacity
- ▶ Explore State Area-specific strategies including develop and maintain a cutting-edge telecommunication infrastructure
- ▶ Meet with providers to explore methods of expanding and increasing broadband coverage

The Department of Environmental Protection and the South Florida Water Management District are implementing three major, overarching ecosystem restoration programs: Comprehensive Everglades Restoration Program (CERP) and Foundation Projects; Northern Everglades and Estuaries Protection Program (NEEPP); and the Everglades Restoration Strategies. These programs will restore and protect the unique Florida natural resource, that is the greater Florida Everglades ecosystem, into the future.

STRATEGY 5.1.3: ADOPT AND FUND PROJECTS FROM THE CITY'S [TRANSPORTATION MASTER PLAN](#)

Infrastructure shapes how we live, work, live, and how we move goods and services. Mobility infrastructure must be reliable, accessible and provide seamless transit and active mobility services. A resilient multimodal transportation system is the cornerstone of economic development. Driving the economy forward must be supported with high standards for transportation. The City's Master Plan contemplates improving the area's transportation by transforming corridors to incorporate multiple modes, and multiple uses such as co-location of energy and broadband infrastructure, and emerging technologies, including infrastructure to support connected, electric and alternative fueled vehicles.

Regional transit, micro-mobility, bikeways, trails, car sharing services, electric vehicle charging stations are important in achieving the goals of the City.

Bridging the areas of the City together with pedestrian and bicycle-friendly paths could be a way to improve the experience for residents and visitors alike. As stated in the Transportation Master Plan: "Bicycling is another vital transportation mode that provides opportunities and advantages for communities by replacing short car trips to encouraging active, healthy transportation that is also environmentally friendly. The City also wants to improve its current bicycle infrastructure to help alleviate traffic congestion by encouraging more residents to ride their bikes instead of using their vehicles for short trips." The following image illustrates the power of transportation and its impact on our state, with a brief description of activities at Port Everglades.

Did you know?

In addition to moving more than \$135 billion in goods that flow through our ports every year, Florida's expansive infrastructure is built to support the 21+ million residents and 100+ million tourists who use our ports and roadways annually.



No. **1 STATE** for air cargo with **LATIN AMERICA**



FLORIDA is the **2ND LARGEST FTZ** network in the U.S.



3RD LARGEST cluster of **TRANSPORTATION** and **WAREHOUSE** establishments in the U.S



FLORIDA has **0% PERSONAL INCOME TAX** and one of the lowest corporate tax rates in the U.S.

Chief Executive
magazine

No. **2 State**
for Business

BEST
U.S. News

No. **1** in U.S.
for Higher
Education

FLORIDA
CHAMBER
of Commerce

No. **2** in U.S. for
total manufacturing
jobs created

TAX
FOUNDATION

No. **4** Best
Business
Tax Climate

CNBC

No. **5** Ranked
Infrastructure
in U.S.

Employment in the seaport industry is one of the fastest growing sectors in the US with a projected growth rate of 20 percent (compared to the average for all other occupations of 14 percent). Consider the following information about Port Everglades.



Broward County's Port Everglades is the gateway for international trade and cruise vacations. Consistently ranked among the top three busiest cruise ports in the world, Port Everglades is also one of the nation's leading container ports and South Florida's main seaport for receiving petroleum products including gasoline, jet fuel and alternative fuels. The Port Everglades Department is a self-supporting Enterprise Fund of Broward County, Florida government. It does not rely on local tax dollars for operations. The total value of economic activity related to Port Everglades is more than \$28 billion. More than 224,000 Florida jobs are impacted by the Port, including 13,322 people who work for companies that provide direct services to Port Everglades. Source: Port Everglades Trade report, February 2023.

With trade partners Dominican Republic, Brazil, Chile, Honduras, Costa Rica, Colombia, Guatemala, the Bahamas, Argentina, and Venezuela leading the \$4.65 Billion Value of tonnage from Port Everglades, the strong Hispanic ties with Pembroke Pines residents provides an opportunity for companies servicing these countries.

STRATEGY 5.1.4: FORM INTERNAL CIP WORKING GROUP TO COORDINATE FOR ECONOMIC DEVELOPMENT

- ▶ Set Quarterly/Bi-Annual Meeting Schedule and coordinate with the Economic Development Board.
- ▶ Hold CIP Working Group Meeting to correspond to City Budget Cycle (January 15)
- ▶ Prepare CIP Implementation Recommendations for OMB (February 1)
- ▶ Hold Mid-Year Infrastructure Status Update (April)
- ▶ Hold End of Fiscal Year Re-Cap (October 1)

STRATEGY 5.1.5: FACILITATE PRIORITIZED ROADWAY IMPROVEMENTS

- ▶ Integrate prioritized list of roadway deficiencies into the Transportation Master Plan.
- ▶ Develop a Funding Plan to improve roadway deficiencies
- ▶ Integrate key transportation improvements into major projects (new shelters, complete streets and Surtax projects)

STRATEGY 5.1.6: CONTINUE TO DEVELOP DIFFERENT HOUSING TYPES THROUGHOUT THE COMMUNITY TO IMPROVE HOUSING STOCK

Florida faces several challenges in achieving its economic development goals, and they are similar to what Pembroke Pines faces today. An increasing generational imbalance, lack of affordable starter, elderly and workforce housing, a high percent of annual income in homeownership costs, and low homeownership rates.

These challenges must be tackled for economic development to continue to prosper.

Pembroke Pines can be a community of choice by encouraging quality growth and development providing healthy, safe, resilient and welcoming places for residents, workers, students and visitors. A range of safe and stable housing opportunities with easy access to quality schools, shopping, health services, cultural amenities, parks, social services, and other resources is important. This community atmosphere provides fertile ground for economic development. The transportation networks, infrastructure, cultural, recreational, and educational opportunities all contribute to the quality of life in Pembroke Pines.

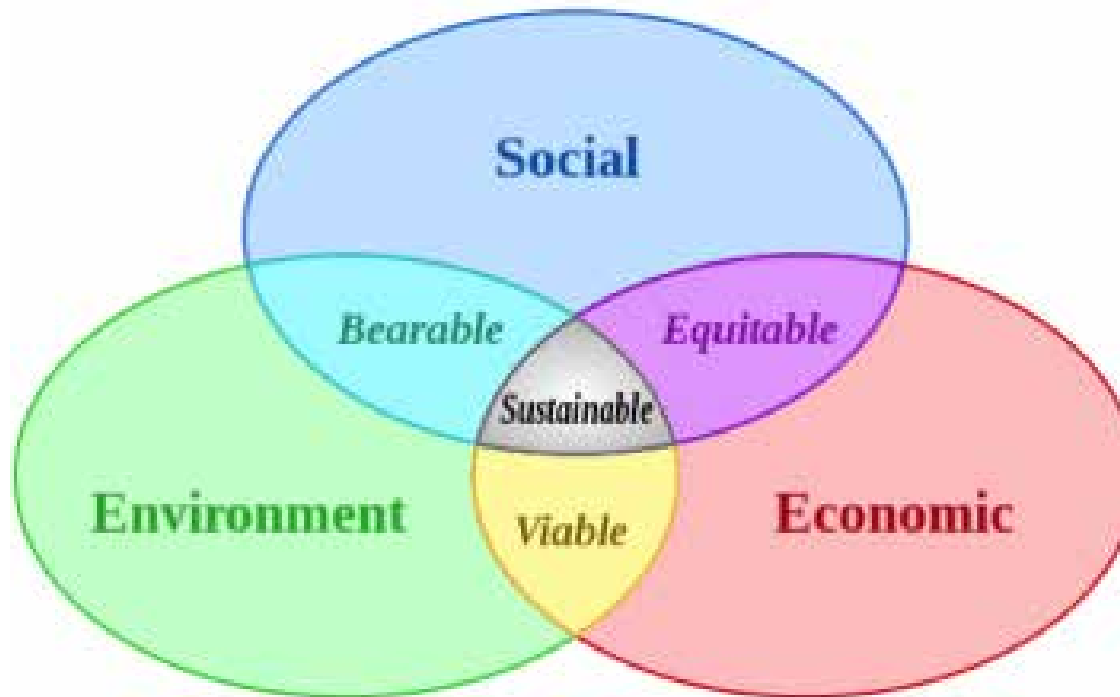
Multi-family projects such as developed at City Center are an excellent example of market leading development, with an assist from government. Townhomes, condominiums, apartments, single-family rentals, and owner-occupied housing are all available in Pembroke Pines. Some of the newer types of housing include work lofts, tiny houses and container housing; product types that have been incorporated in other cities. The authors of this report support work lofts and mixed-use commercial and residential development. Affordability for the workforce is a factor to consider when planning for new product types in the City.

OBJECTIVE 5.2: SUPPORT A GREEN ECONOMY

A green economy typically has five guiding principles including public involvement, social dialogue, informed consent, openness, and accountability. These are demonstrated by resource saving and management, ecosystem protection and recovery, water conservation and natural disaster prevention.

Pembroke Pines' Green Plan forms the platform for a green economy, and continues to provide guidance for the future in the 2022 update plan.

Some other examples of sustainable initiatives are water/flood mitigation plans, plant-based community gardens and cycling as a means of transportation.



Source:
Triple bottom line was first coined in 1994 by John Elkington, incorporates the notion of sustainability into business decisions. The framework incorporates social, environmental and financial. This framework takes the bottom line account for all three spheres – also known as the three Ps: people, planet, profits.

STRATEGY 5.2.1:

CONTINUE TO BE A LEADER IN COMPREHENSIVE ENVIRONMENTAL SUSTAINABILITY AS A MEANS OF ATTRACTING RESIDENTS, BUSINESSES, AND VISITORS WHO VALUE THIS QUALITY OF LIFE.

STRATEGY 5.2.2:

EXPLORE GRANTS PROGRAMS FROM FEDERAL, STATE AND LOCAL GOVERNMENTS

There are an abundance of grants programs available for economic development. Trade grants, virtual business matchmaking, environmental, job growth and others are available for businesses. Recently the City of Parkland replaced 84 fixtures at Terramara Park with 56 green light fixtures and integrated an internet based centralized control system with a grant from the state. And Broward County received funding to replace two chillers with two new 200-ton centrifugal water-cooled chillers at the West Regional Courthouse. They also implemented a process improvement study to upgrade its County-wide computerized traffic system. The State also has disaster preparedness and recovery programs and grants available.

GOAL 6:

IMPROVE QUALITY OF LIFE AND QUALITY PLACES

Opportunity: Creating the best places to live, learn, work, play and do business creates a quality of life desired by all. New residents and businesses are attracted to cities with a high quality of life and quality places. By developing, protecting, and promoting the City's quality places, new workers, visitors and businesses will be drawn to Pembroke Pines. The City's Master Plans, including Economic Development, Transportation, Public Art, and Parks and Recreation, all synergistically provide the platform for a superior quality of life and quality place.

Quality of life also includes our natural resources and environment, as well as our historical and cultural heritage, which the City must continue to protect and enhance. It cannot be measured with precision, and its definition is open to interpretation. U.S. News, in its *25 Best Places to Live for Quality of Life* report, states that affordability and career opportunities do contribute. As important are daily commute, access to quality education, access to health care, crime rates, air quality and general well-being. In other words, **"How do I feel when I'm here?"**

Placemaking is one of the buzz words we hear a lot these days. But what is it? And why is it important to Economic Development?

"The rules of placemaking haven't changed since ancient times...What attracted wayfarers to the main boulevards of ancient cities were entertainment, comfort, variety, walkability, sustenance, convenience, people-watching, safety and security, commons areas, and natural elements, such as trees, gardens, and water features. A successful place was enhanced by evocative or triumphal entrances, signage, iconic wayfinders, memorable architecture, and beautiful landscapes."

– Landscape architect Trent Noll

The key elements and forms that create quality places are generally defined as the following:

- ▶ Safe
- ▶ Connected
- ▶ Welcoming
- ▶ Accessible – ability to easily circulate within, along, and between public places
- ▶ Comfortable – address perceptions about cleanliness, character, and charm
- ▶ Quiet – unless they are designed to be otherwise
- ▶ Sociable – have a physical fabric where people can connect with one another
- ▶ Promote and facilitate civic engagement
- ▶ Allow authentic experiences

Knowledge-sector jobs are faster-growing and more lucrative than professions with more routine functions. Consequently, communities are changing the way they approach economic development. Instead of differentiating themselves primarily by transportation access, low costs, proximity to natural resources, or other traditional competitive advantages, many communities today are attracting multi-generational talent by becoming desirable places to live.

The City must ensure opportunities for achieving healthy outcomes and contributions to society are expanded through all generations. At the same time, the City must protect and enhance its environment to continue being a community of choice. That means providing a range of safe and stable housing for each segment, with easy access to schools, shopping, health services, cultural amenities, parks, social services and other resources. Placemaking in Pembroke Pines continues with a vibrant variety of commercial, recreation, and institutional uses which offer mutually reinforcing benefits for the City. The inclusion of people in all socioeconomic statuses, as well as services provided for the young, seniors, families, and singles, continues to provide an ever-improving quality of life. Pembroke Pines is a model city for diversity, equity and inclusion, and as noted previously, these are critical to economic sustainability for a City. The City must continue to be a leader in providing services for all generations to truly be a City of diversity in all categories.

Pembroke Pines is a model city for diversity, equity and inclusion, and as noted previously, these are critical to economic sustainability for a City. The City must continue to be a leader in providing services for all generations to truly be a City of diversity in all categories.



Chapel Trail Preserve. Source: @shelleyw01, Instagram.



Artist Ivan J. Roque and mural at The FRANK. Source: @kraig305, Instagram.



Source: @cityofppines, Instagram.

OBJECTIVE 6.1:

CREATE AND SUSTAIN A VIBRANT, SAFE, HEALTHY, AND RESILIENT COMMUNITY

Today's parks and open space reconnect residents, provide health and environmental benefits, and increase city-wide resilience to the impacts of climate change. With equitable and inclusive community engagement playing a large role in the City's Parks and Recreation Master Plan, the end result will benefit neighborhoods throughout the City. With support from the State's Strategic Plan, which states that a quality of life and quality places must be the best places, the City is on the right track.

Parks offer themselves as venues for multiple programs. For example, Los Angeles County Department of Parks and Recreation instituted "Parks After Dark," an initiative that delivers several activities and classes, like healthy cooking and literacy, as well as performing arts recitals and employment opportunities. UCLA Center for Health Policy Research examined the results of Parks After Dark and discovered a decline in chronic disease treatments, a decline in criminal activity in neighborhoods surrounding participating parks, and a decline in unemployment. Parks After Dark's outcomes mark an elevated quality of life for residents and simultaneously alleviated LA County resources.

In 2019, the World Health Organization published a report, "What Is the Evidence on The Role of the Arts in Improving Health and Well-Being? A Scoping Review," crediting cultural arts and other artistic media to stimulate health and wellness.

"Including the arts in health care delivery has been shown to support positive clinical outcomes for patients while also supporting other stakeholders, including health care providers, the patient's loved ones and the wider community."

- World Health Organization

As it relates to the City, the strong presence of healthcare service providers in Pembroke Pines lends itself as an opportunity to support robust programming of the arts and recreation that solidifies the foothold as a wellness-focused community.



STRATEGY 6.1.1: ADOPT AND IMPLEMENT THE PARKS AND RECREATION MASTER PLAN

Seek opportunities for public-private partnerships to fund Parks & Recreation Master Plan improvements. Link recommendations for City marketing and branding into place-based Parks & Recreation investments.

STRATEGY 6.1.2: IMPLEMENT THE WELLNESS/HEALTHY INITIATIVE CITY-WIDE TO PROMOTE THE HEALTH OF THE RESIDENTS, BUSINESSES AND VISITORS OF PEMBROKE PINES

Wellness is more than being free from disease, it is a state of mind, body and soul. The trends in health and wellness are quite amazing, as the industry continues to grow.

STRATEGY 6.1.3: PROGRAM BREP NETWORKING EVENTS AT THE CIVIC CENTER TO PROMOTE THE CITY'S BUSINESS LEADERSHIP AND ASSETS

Showcasing City Center for business events and tradeshow demonstrates the City's commitment to quality of life and quality places.

STRATEGY 6.1.4: EXPAND QUALITY AFFORDABLE HOUSING

The Housing Market must be included in any discussion of quality of life. Pembroke Pines is known for its beautiful, well-kept neighborhoods and the welcoming atmosphere of the City. An increase in wages and housing for newcomers benefits the workforce significantly.

- ▶ Encourage development of affordable housing by revisiting the densities allowed by the Land Development Code.
- ▶ Acquire properties to expand affordable housing opportunities through land acquisition, development & redevelopment projects as recommended in Strategy 4.1.6.

BEST PRACTICE EXAMPLES

Laureate Park, Orlando

Lake Nona in Orlando has recently opened Laureate Park, which has detached single-family homes and attached townhouses, but also offers other “missing middle” homes, such as duplexes and fourplexes. The housing styles are interspersed throughout the neighborhood. This approach stands out from the typical product segmentation strategy and may be encouraged for smaller redevelopment projects.

Currie Park, West Palm Beach

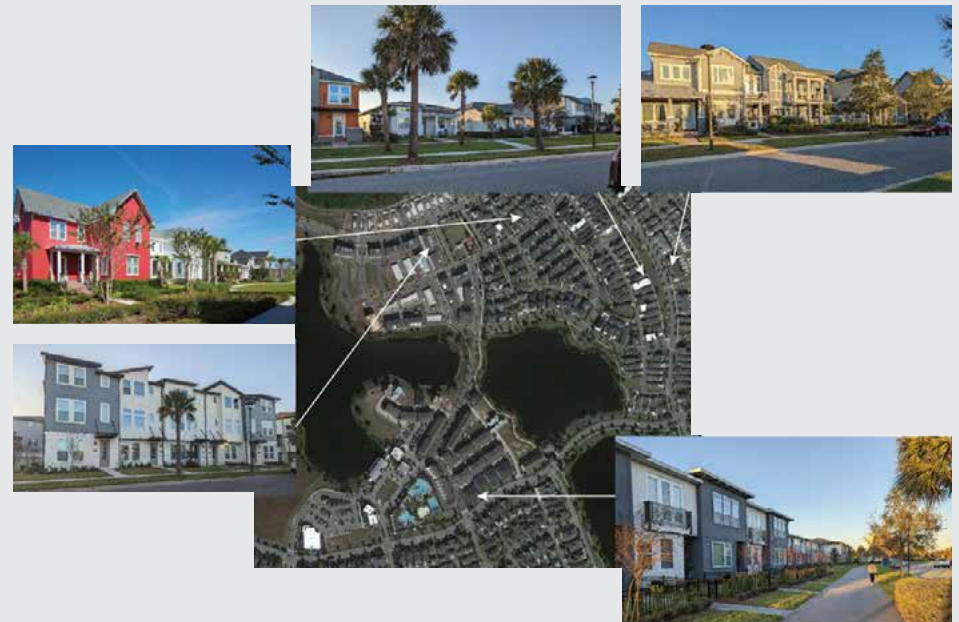
Based on a vision West Palm Beach had for a 20-acre blighted neighborhood, the Comprehensive Plan and Zoning Amendments for the Currie Park Mixed-Use District garnered interest from developers immediately after adoption. Ultimately, it was bought by one developer. The first phase of the redevelopment project alone is estimated to generate \$1 million per year in additional tax revenue.

Insert image called "Best Practice Example Currie Park WPB"

North Miami Beach

Development and housing needs in North Miami Beach were stifled by low height and density. Even in areas where transit-oriented development was desired, proposed projects were automobile oriented. The city needed to encourage redevelopment while assuring residents that the quality of life would be enhanced.

Within a year of approval of new Land Use and Zoning amendments, the city received nearly ten applications for site plan approval. Over \$280 million in real estate transactions took place in the target area in the first 18 months, with approval of over 1,000 residential units, 200 hotel rooms, and significant commercial development. The zoning change enabled North Miami Beach to lead Miami-Dade County in property taxable value, with 17% growth in the first year of adoption. This growth was driven by real estate transactions, and even more significant tax base enhancement will occur as the projects are completed over the next few years.



"Laureate Park, Lake Nona, FL. Sources: Aerial image: Google, ©2022 Maxar Technologies, U.S. Geological Survey, Map data ©2022. Other images: Minjee Kim; Tavistock Development Company"

Below is a list of upcoming developments that are at variously levels of the development process at the time of this report:

- ▶ Douglas Gardens IV & VI: 410 affordable senior housing special residential units located south of Pines Boulevard and East of Douglas Road.
- ▶ The Edison Pembroke Pines: 350 apartment units located west of SW 145th Avenue, north of Pembroke Road.
- ▶ Southwest Hammocks: 100-unit affordable supportive housing facility on the Howard C. Forman Health Park, north of Pembroke Road, west of SW 81st Avenue.
- ▶ Southport Pembroke Tower II: 88 age-restricted units located at 2201 N University Drive.
- ▶ 16000 Pines Market Residences: 165 townhouse units located south of Pines Boulevard and east of Dykes Road.
- ▶ Merrick Square: 211 townhouse units located south of Pines Boulevard and east of SW 172nd Avenue.

Affordable Housing

Pembroke Pines housing market is strong, however, interviews with business owners and leaders revealed a lack of affordable and workforce housing in the City. One of the issues for expanding businesses with larger workforces is the availability of housing for their employees.

The Broward County Affordable Housing Needs Assessment Report of 2022 has some interesting statistics. According to the report, “with 61.9% of renter households categorized as cost burdened households, Broward is already one of the most unaffordable places to live in the U.S. The dynamics driving housing affordability have been moving in the wrong direction—housing prices and rents increasing extraordinarily faster than wages, slow higher wage job creation, tightening vacancy rates, and rapid appreciation that permanently removes more units each year from the local market.

The report states, “As the population continues to increase, estimates indicate the future housing demand will be substantially weighted towards renter households in the ‘extremely low’ to ‘low’ household income categories. As Broward’s employment is projected to increase 110,364 jobs in the next eight years, 12.3% growth, the income of residents is not keeping pace with rising housing costs, significantly impacting Broward’s working households.”

The potential for construction delays and extended timelines due to ongoing labor shortages could limit the increase in vacancies. Looking back to 2013, which was early in the current construction cycle when the pipeline was approximately 300,000 units, the average time from start to finish for a multi-family project averaged 16.5 months. The timeline today for multi-family construction projects is nearly 25% longer than ten years ago, averaging 20.5 months.



Southwest Hammocks is a new affordable housing project under development within the Howard C. Forman Health Park. The three-story project will have 100 apartments and 5,000 square feet of supportive services for people recovering from mental illness. Photo: Southwest Hammocks. Source: Carrfour Supportive Housing.

STRATEGY 6.1.5: EXPLORE THE NEW LIVE LOCAL ACT

The following summarizes the Live Local Act recently passed in the State of Florida. This program provides incentives to build affordable and workforce housing. It will have a significant impact on development in Florida and may be of benefit in terms of redevelopment goals in the east and central districts of the City. This summary is directly sourced from the State's Report.

INCREASES RECORD FUNDING FOR HOUSING PROGRAMS

SB 102 continues the historically high funding for both the State Apartment Incentive Loan State Apartment Incentive Loan (SAIL) and State Housing Initiatives Partnership (SHIP) Programs, maintaining statutory language that prohibits sweeping these funds to general revenue. Based on the current documentary stamp estimate, a total of \$252 million is appropriated to the SHIP program. For the SAIL program, the total appropriation is \$259 million, which includes \$150 million in new recurring funds.

REDIRECTS DOCUMENTARY STAMP FUNDING FROM GENERAL REVENUE TO WORKFORCE HOUSING

A portion of documentary stamp funding is always transferred to general revenue. SB 102 provides \$1.5 billion over 10 years for new rental units by transferring up to \$150 million a year in documentary stamp tax revenue to the SAIL program, instead of general revenue. This transfer is in addition to the current statutory distribution of documentary stamp funding to affordable housing programs.

The SAIL program provides low-interest loans on a competitive basis to multifamily affordable housing developers. These funds generally serve to bridge the gap between primary financing and the total cost of the development.

INCENTIVES FOR INNOVATION AND RENOVATION OF OLDER PROPERTIES

The bill directs the additional funds, appropriated on top of traditional SAIL funding, to be used for innovative projects focusing on mixed-use, urban infill, or developments near military installations in our state. The bill specifically incentivizes the construction of new projects near existing workforce housing units to facilitate rehabilitation of older rental units. For example, when new affordable units are created, community residents can move from an older to a newer unit. Older units can be substantially rebuilt or substantially renovated, creating an overall increase in the number of affordable units in a community with minimal disruption for current residents.

SUPPORTS HOMEOWNERSHIP FOR HOMETOWN HEROES

All work is important to sustaining Florida's communities; therefore, SB 102 broadens the Florida's Hometown Heroes Program funded this year, dedicating an additional \$100 million to the program and expanding eligibility to all of Florida's hometown workforce. This new language makes down payment assistance available to all of our community workforce, including teachers, health care workers, law enforcement, service members, and workers in all other fields.

INCREASES COMMUNITY CONTRIBUTION TAX CREDIT PROGRAM LIMITS

The bill increases the annual amount of available tax credits to \$25 million (from \$14.5 million), further encouraging Florida businesses to make donations towards community development and housing projects for low-income persons.

CREATES NEW PARTNERSHIP WITH BUSINESSES TO HELP FUND WORKFORCE HOUSING

A new corporate tax donation program gives businesses the opportunity to contribute directly to the Florida Housing Finance Corporation to benefit the SAIL program instead of paying portions of their corporate and insurance premium taxes, up to a total of \$100 million per year.

CREATES SALES TAX REFUND FOR BUILDING MATERIALS

The bill provides for a refund of up to \$5,000 per unit for sales tax paid on building materials for developments financed through the Florida Housing Finance Corporation, providing additional capacity for loans in the program.

PROVIDES ASSISTANCE FOR WORKFORCE HOUSING PROJECTS IN THE PIPELINE

In order to maintain the vitality of projects in the development pipeline that may be experiencing unexpected hardships in starting construction, the bill appropriates \$100 million in the current fiscal year to provide additional gap financing through a competitive application process. Material and construction costs increases, inflation, and other economic factors have jeopardized the viability of projects initiated over the past several years. This funding will help bridge the financing gap and ensure these necessary affordable units are completed. Any funds not needed for this assistance will be used for the SAIL program.

CREATES “MISSING MIDDLE” PROPERTY TAX EXEMPTION

To encourage new or recently constructed and substantially rehabilitated developments to offer attainable units, the bill creates a tax exemption for these developments that set aside at least 70 units for affordable housing. Tax exemptions are targeted to moderate- and low-income brackets:

- ▶ Up to 80% AMI unit = 100% tax exemption for the unit (approximate income level of \$62,650 for a family of four)
- ▶ 81% up to 120% AMI unit = 75% tax exemption for the unit (approximate income level of \$62,651 to \$94,000 for a family of four)

In addition to meeting affordable housing requirements (rent and income limits), rent for the set aside units must be at least 10% below market rate.

AUTHORIZES LOCAL OPTION PROPERTY TAX EXEMPTION FOR LOWER INCOME FLORIDIANS

SB 102 allows counties and municipalities the flexibility to offer, through ordinance, a property tax exemption to property owners who dedicate units for affordable housing at extremely low income, very-low-income, or both (50% AMI or below, which is \$39,150 or less for a family of four). If all units in the development will be used for affordable housing, then the local government can exempt up to 100% of each unit from property tax, if less are dedicated for affordable housing, then the local government can exempt up to 75% of the value of the unit from property tax. Eligible developments include both new and existing developments and must have at least 50 units and dedicate at least 20 % for affordable housing.

PROMOTES WORKFORCE HOUSING OPTIONS IN LATENT COMMERCIAL AREAS

To help meet the growing demand for affordable rentals, the bill promotes the development of affordable multifamily housing in commercial, industrial, and mixed-use areas by reducing certain regulations for proposals to build a multifamily or a mixed-use residential project that reserves at least 40% of the residential units for households earning up to 120% AMI (\$94,000 or less for a family of four) for at least 30 years. In certain circumstances, the local government may not require a zoning change to accommodate residential use. A development must otherwise still comply with all applicable state and local laws and regulations.

PROHIBITS GOVERNMENT-MANDATED RENT CONTROLS

Respecting private property rights, the bill removes provisions in current law allowing local governments to impose rent control under certain circumstances. This change forbids rent control under all circumstances.

ENCOURAGES USE OF PUBLIC PROPERTY FOR AFFORDABLE HOUSING

The bill requires local governments to publish online the inventory of local government-owned property that may be suitable for development of affordable housing, making the information more accessible. To encourage local governments to consider using the suitable property for affordable housing, the bill also sets forth best practices to consider when using such property and requires technical assistance currently provided to local governments to include information on facilitating use of public property for these purposes.

EXPEDITED PERMITTING

The bill requires local governments to maintain a public written policy outlining procedures for expediting permits and development orders for affordable housing projects.

Housing is considered affordable when it costs less than 30% of a family's gross income. Affordable housing programs help create units that are available at a lower rent and have an income limit on renters. The rent and income limits are expressed as a percentage of the area median income (AMI) level, adjusted for family size. In 2022, Florida's statewide AMI for a family of four was \$78,300.

ACRONYMS

Acronyms have been used throughout this report that are defined in the following list:

BCR	Benefits Cost Ratio
CCIM	Certified Commercial Investment Member
CEO	Chief Executive Officer
CERP	Comprehensive Everglades Restoration Program
CIP	Capital Improvement Project
CRE	Commercial Real Estate
DCI	Development Counsellors International
DEI	Diversity, equity and inclusion
EDO	Economic Development Association
ESG	Environmental, social and governance
FAM	Familiarization Tour
ICSC	International Council of Shopping Centers
IEDC	International Economic Development Council
LISC	Local Initiative Support Corporation
LTBR	License
NAIOP	Commercial Real Estate Development Association
NEEPP	Northern Everglades and Estuaries Protection Program
OESBD	Broward County Office of Economic and Small Business Development
OMB	Office of Management and Budget
PD-SL	Planned Development-Small Lot
PID	Planned Industrial Development District
SAIL	State Apartment Incentive Loan
SHIP	State Housing Initiatives Partnership
ULI	Urban Land Institute



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CITY OF PEMBROKE PINES, FL
**Economic Development
Strategic Plan Update**
Market Analysis

***" To provide a quality of life in our community that will
foster the desire to live, work and raise a family. "***

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I. EXECUTIVE SUMMARY

Introduction

Economic development is building wealth in a community, encouraging economic growth and improving quality of life.

This is accomplished by implementation of actions that influence the five key drivers of economic development: land, labor, markets, capital, and regulation. Each community's ability to influence these drivers is different.

This market research document includes a collection of demographic and lifestyle data, retail spending and sales data, and consumer trends organized by their respective influence on each of the five key drivers. Stakeholder input collected through online surveys, focus group meetings, and one-on-one meetings supplements the research. Mapping, imagery, and GIS analysis are also included.

The Market Analysis also provides a trade area review for

Pembroke Pines and includes existing conditions review, real estate, and housing market information.

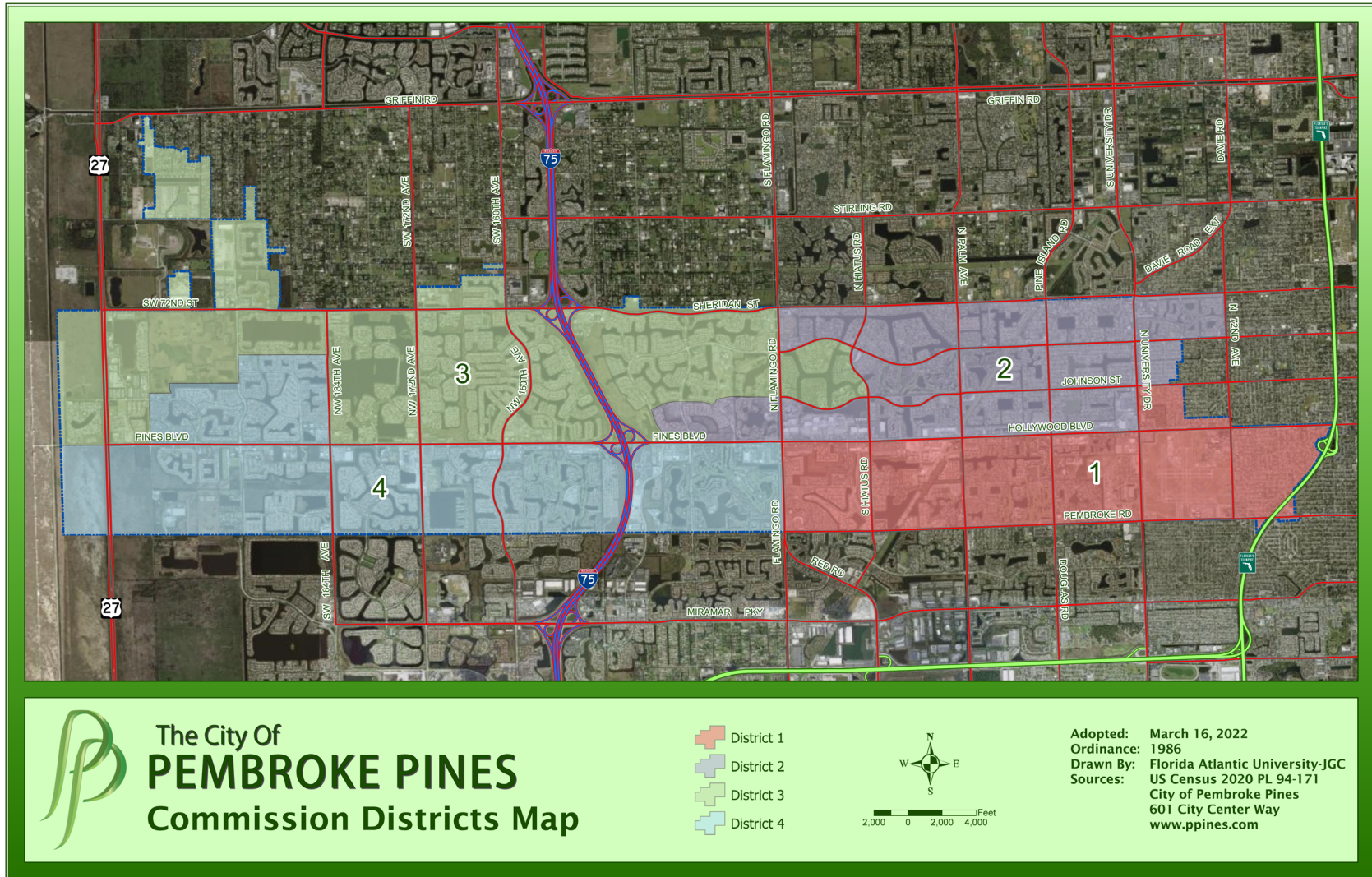
Study Area

The City of Pembroke Pines is located in southwest Broward County. As of the 2020 Census, the City had a population of 171,178.

The City encompasses approximately 35 square miles and is unique as it is approximately 13+ miles long and for the most part, is only 2.5 miles wide.

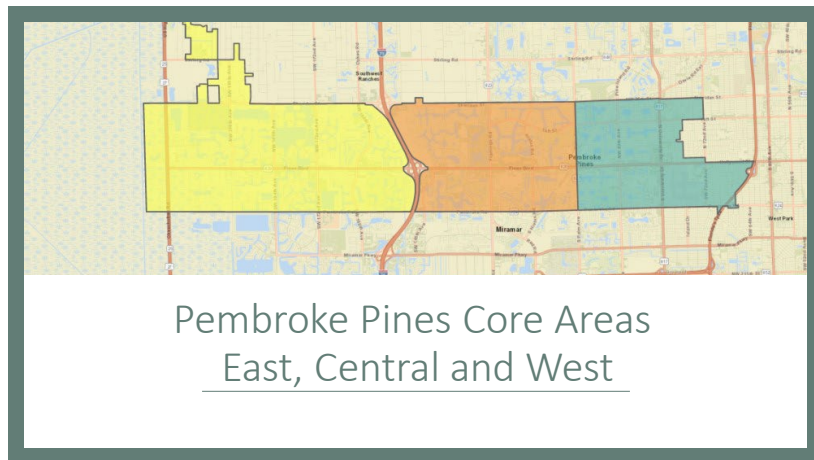
The City is bounded by the Florida Turnpike to the east, and US-27 on the west, with I-75 bisecting the City. The City is located 22 miles north of Miami, and just minutes from Port Everglades.

Major roads in Pembroke Pines in addition to those listed above include: University Drive, Pines Boulevard, Sheridan Street, Flamingo Road, and Pembroke Road.



Market Areas

There are three different market areas for goods and services associated with the City of Pembroke Pines which are evaluated in this assessment. These include the areas shown on the map and referred to in this report as East, Central and West Districts. The housing market pricing for each district has increased dramatically, and further affirms the continued rise in home prices in South Florida with a 15.9 percent year-over-year increase, as recently reported by S&P CoreLogic U.S. National Home Price NSA Index.



East

The eastern part of the City includes the Pines Village subdivision, the North Perry Airport, and the Howard C Forman Human

Services Campus. This area is the original part of the City and therefore, the buildings are older, offering opportunities for redevelopment. Most of the housing was constructed in the early 60's, however the home values in this market are strong, commanding approximately \$450,000 to \$600,000 for single family residences.

The Howard C. Forman campus which encompasses approximately 215 +/- acres provides for a health and wellness environment and is currently leased by the State with announced plans for 100 affordable SF3 units.

Central

The central business district, or CBD, of the City includes City Center, the overwhelmingly successful planned mixed-use development with retail, office, and multi-family components. It is adjacent to the Civic Center, the heart of the community. The Civic Center is a state-of-the-art facility that includes a great hall perfect for conferences, exhibitions, and concerts. The commission chambers and outdoor plaza compliment the facility which includes The Frank, Pembroke Pines signature art gallery. Also in the Central District is Memorial Hospital West, Pembroke Lakes Mall, and multiple automotive dealerships, all significant economic engines of the City. The central district offers more variety of housing options with multi-family product available. This area of



the City also has exclusive neighborhoods with prices ranging above \$1 Million.

West

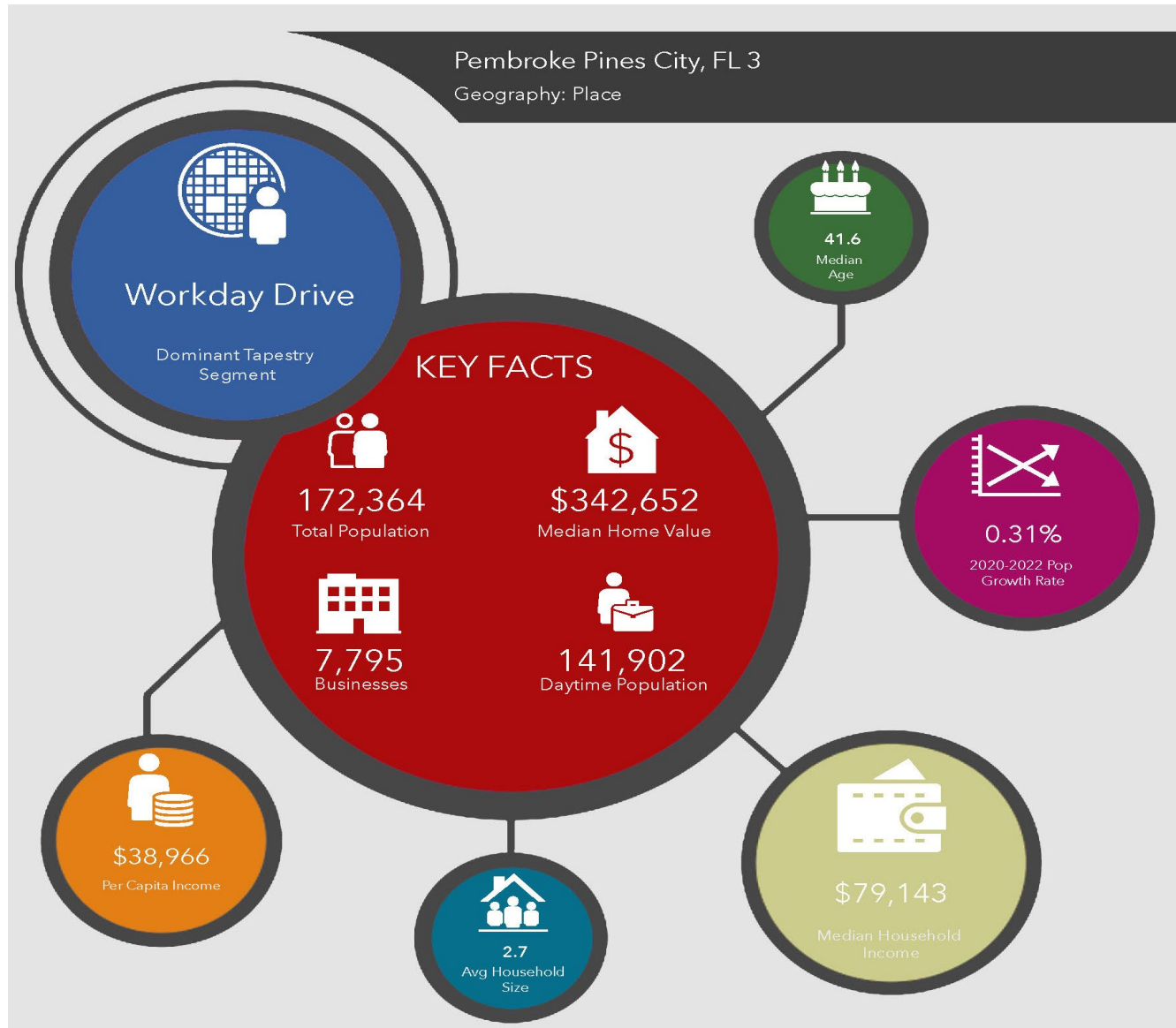
The western district of the City which lies west of Interstate 75 and east of U.S. Highway 27 includes large lots with single-family homes, automotive dealerships and office and industrial business parks. The Shops at Pembroke Gardens is a strong retail lifestyle center located here and offers opportunities for additional development. Other significant opportunities in the western side of the City include South Florida Distribution Center and Bergeron Distribution Center, offering space available for industrial uses and expansion opportunities. In terms of housing, single family residences with large lots are the norm in this area, with prices in the upper \$750 thousands.

Economic Development Strategic Plan Methodology

This economic profile report will inform the team's implementation plan. The detailed methodology and approach supporting these findings and recommendations are in Appendix III.

Market Study Highlights

The market study revealed several market strengths in Pembroke Pines regional competitive position in the industrial, office, residential and hotel sectors supporting opportunity for further diversification and growth. The same year that the previous Economic Development Strategic Plan was written (2014), WalletHub named Pembroke Pines the "Best City of Hispanic Entrepreneurs" and *Money Magazine* ranked it #32 of the 50 "Best Places to Live," the only Floridian city to make the list.



Source: Esri, Esri-Data Axle, Esri-U.S. BLS, Esri forecasts for 2022, 2027. Prepared by Bill Dehlinger.

Established Employment Center

Pembroke Pines is an importer of talent for residents from throughout the region. According to the Census, roughly 85% of Pembroke Pines jobs are filled by workers who live outside the area. Pembroke Pines is not just a bedroom community, but a competitive employment center in the region. While importing employees, most Pembroke Pines residents work outside the City, as shown in the Workforce Section of this report.

Emerging Multifamily Development

Multifamily residential development activity is occurring throughout the City and is heavily influenced by the current market. The City's regulations regarding development of high-density projects is designed to focus the development of affordable/workforce housing and units for persons 55 years of age or older. The City should focus on attracting new housing typologies in Neighborhood Centers as proposed by the Comprehensive Plan to increase the supply of competitive product and provide options for prospective residents. This strategy will also generate more spending to support retail/dining/entertainment businesses while retaining Pembroke Pines' unique sense of place within the region, adding a layer of diversity to the City.

Below is a list of upcoming developments. They are at various levels of the development process:

- Douglas Gardens IV & VI: 410 affordable senior housing special residential units located south of Pines Boulevard and East of Douglas Road.
- Edison Pembroke: 350 apartment units located west of 145th north of Pembroke Road
- Southwest Hammocks: 100 unit affordable supportive housing facility on the Howard Foreman Health Park campus, North of Pembroke Road, west of Southwest 81 Avenue
- Southport Pembroke Tower II: 88 age restricted units located at 2201 North University Drive
- 16000 Pines Market Residences: 165 townhouse units located South of Pines Boulevard and East of Dykes Road.
- Merrick Square: 211 townhouse units located South of Pines Boulevard and east of Southwest 172 Avenue

Retail/Dining/Entertainment Reinvention

City Center in Pembroke Pines is a tremendous community asset with clear inflow draw from throughout the region for the many offerings including art, entertainment, dining, and business. The City's commercial corridors and retail properties are undergoing wholesale reinvention. This reinvention is a result of evolution of trends and shopping habits of the consumer. Smaller footprints for stores reflect e-commerce's effect on the industry. And the pandemic has forced restaurants to provide outdoor dining options. Redevelopment requires focused and consistent support

in the near-term and beyond. The East Area of Pembroke Pines has unique mom and pop retailers and restaurants that add to the charm of the City. The brewery phenomenon that is currently sweeping the country may do well in some of these older shopping centers with second generation big box space. Outdoor dining options and events are also incentives for these businesses.

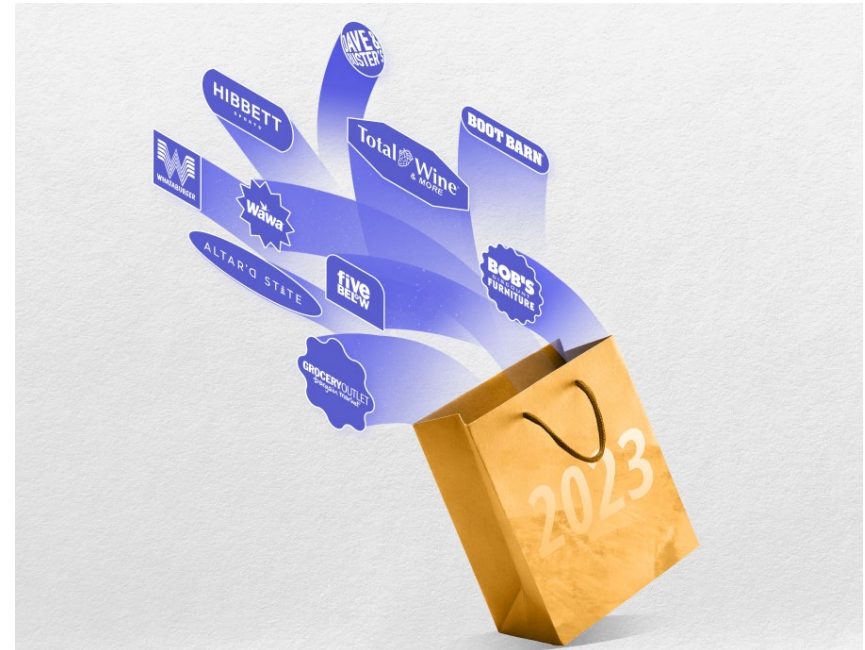
New and growing retailers entering the marketplace include some unfamiliar names, and some others that are well-known. Placer.Ai highlights 10 brands to watch in 2023, shown in the graphic image. Several of the chains are uncovering expansion potential in underserved markets with huge growth potential. Some are capitalizing on shifts in consumers' preferences. And value pricing is an important category today as well.

Medical Office Backfill/Infill Opportunities

The health care industry is one of the strongest job creation industries in the county, providing stability and growth year after year. The expansion of Memorial West with a dedicated cancer center will provide significant opportunities for jobs growth throughout the City.

There are also opportunities related to spinoff sectors, such as, MedTech (from nano-scale diagnostics to implanted devices) and related businesses. And while changes to building layouts as a

result of the pandemic are notable, jobs creation in this sector continues to grow. Telemedicine serves an important role in the medical industry, but personal visits with physicians and medical professionals still prevails.



Source: Placer.Ai

Strong Industrial Sector

The City's thriving industrial businesses are a substantial driver of Pembroke Pines' diversified economic base. The industrial and business parks show stable occupancy and rising rents. These businesses should be nurtured through a targeted Business

Retention & Expansion Program with a focus on expansion needs and business-friendly workforce development pathways/upskilling offerings.

Automotive Sales and Service Sector

Pembroke Pines automobile dealerships continue to lead the region in sales volume. In Florida, total sales by all dealerships were \$37.6 billion in 2022. The average sales per dealership is \$42.8 million with the average dealership employing 95 people.

Property Redevelopment Opportunities

The shopping centers located primarily in the East area of Pembroke Pines are older and offer prime opportunities for redevelopment. This opportunity for urban repurposing into breweries, maker spaces, family entertainment/sporting uses, and medical offices is a focus for the City.

However, as the cost of replacing infrastructure increases building costs, developers are wary of building in areas where they expect to make expensive infrastructure improvements. Developers pay special consideration to the calculation of the return on their investment, i.e., achieving rents or sales prices high enough to profit from their costs. Therefore, redevelopment of existing properties is difficult and provides a higher degree of risk for developers than development of green sites.

Common public-sector responses to these challenges include funding infrastructure improvements, acquiring and selling property for redevelopment, and offering financial incentives that require significant public funds. Now that the City is almost completely built out, efforts can be heightened to incentivize redevelopment of these areas. The City's strategic acquisition of properties with potential for higher and better uses has proven to be a catalyst for measured directed growth.

Continued redevelopment will occur around Memorial Hospital West and Pembroke Lakes Mall, as both property owners explore various options available in this Central area. With City Center serving as the civic hub of the community, the Mall and Hospital offer the City opportunities for multi-family development, additional medical offices, and redefined shopping, dining and entertainment venues.

Recreation and Cultural Arts

Parks and green space create value and drive economic development and real estate value, while advancing health and sustainability. The role of recreation and cultural arts in supporting real estate and economic development, health, social equity, and resilience is a lead role. The importance of recreation

and cultural arts is evidenced by Pembroke Pines' 28 parks supported by staff who are dedicated to providing positive programs for children, adults, and seniors, and recognize the diversity that makes Pembroke Pines bursting with vitality. The concurrent Parks and Recreation Master Plan will provide a blueprint for the future to compliment the Economic Development Strategic Plan, recognizing the importance of these assets within the community.

With opportunities including story walk, prose poetry night, music series and more, Pembroke Pines' parks offer the community a wide variety of options. Fitness/wellness programming is recommended to increase offerings. This department provides state of the art registration processes for activities and active upgrades to facilities throughout the system.



In the West area of Pembroke Pines, the Chapel Trail Nature Preserve (460 acres) is another strong asset for the City. There are multiple opportunities to take this preserve to the next level, with conservationists and environmentalists interested in providing educational opportunities.

The County also has their largest park in Pembroke Pines, CB Smith Park which is one of the most diverse in the area with a sprawling water park, a lazy river, a large campground, golfing center, tennis complex and a special event area with a capacity of up to 22,500 people, providing the City with multiple options for its citizens. .

Art and Culture including visual, performing, and creative sectors are a big part of Pembroke Pines today. Cultural arts programs are offered for all ages with a variety of choices.

The Charles F. Dodge City Center is a multi-use facility that serves the community by hosting events such as banquets, conferences, concerts, meetings, social events, trade shows, and facilitating local events which will promote civic, educational and community pride.



The Great Hall offers 45,000 square feet of flexible indoor and outdoor event space. The City Center is visually striking, attendees will notice the modern contemporary architecture with its sleek lines and the unique layout of the facility.

The City Center's largest space is the Great Hall which measures over 23,000 square-feet. This impressive space offers room for over 3,200 guests seated theater-style, 2,100 standing for concerts, 1,300 classroom-style, 1,120 banquet-style, and over 100 exhibits for trade shows. The Mezzanine is 4,544 square-feet and can seat up to 210 guests for banquets. The center also offers nine (9) flexible meeting rooms with of state-of-the art amenities and accommodates up 220 attendees.

The Frank C. Ortis Art Gallery is a two-story art gallery at City Center. Lovingly known as “The Frank,” this contemporary art

gallery showcases multidisciplinary inclusive exhibitions that foster connections, facilitate collaborations, and initiate cultural change. The gallery's exhibition and learning space serves as a site of convergence for artists, performers, thought leaders and community members.

Studio 18 in the East area of Pembroke Pines offers affordable space for emerging and mid-career artists. Resident artists participate in exhibitions throughout the year, drawing hundreds of people to this location with mixed mediums evident.



Studio 18

Economic Development Market Analysis Highlights

This chart demonstrates the market potential and typical developer specifications for the types of uses shown.

Figure 1

Product	Market Potential	Developer Specifications
DOWNTOWN RETAIL/DINING/ ENTERTAINMENT	<ul style="list-style-type: none"> City Center will continue to emerge as a focus point for the community 	<ul style="list-style-type: none"> 1,000 - 5,000 SF per retail tenant in mixed use multifamily building
MIXED-USE RETAIL	<ul style="list-style-type: none"> Limited potential for ground-floor mixed-use retail in the next five years 	<ul style="list-style-type: none"> 1,000 - 5,000 SF per retail tenant in multifamily building
MED OFFICE	<ul style="list-style-type: none"> Hospital system's long-term expansion plans will catalyze spin-off development. 	<ul style="list-style-type: none"> 20,000 - 30,000 SF per Med Office building 2 stories, 16-25 du/ac High visibility locations and intersections
MULTIFAMILY	<ul style="list-style-type: none"> Approximately 1400 Units Planned over the next three to five years 	<ul style="list-style-type: none"> Neighborhood Infill typology (6 units per acre and building heights of 2-5 stories) and 1 to 5 acres per project Street frontage and rear-access parking with garages. Amenities include outdoor dining areas, game rooms and private movie theaters. Medium High category permits up to 25 du/pa High density permits up to 50 du/pa with specific criteria Structured parking likely requires public subsidy
INDUSTRIAL	<ul style="list-style-type: none"> Low/no vacancy Steadily increasing lease rates and land value Strong market for 1,000 to 50,000 sq ft facilities 	<ul style="list-style-type: none"> New opportunities with distribution companies Capital investments are strong
HOTEL	<ul style="list-style-type: none"> Opportunity for limited hotel in the next five-years 	<ul style="list-style-type: none"> 1 to 4 acres per project Midscale class (100 -150 keys, 2-4 stories) High visibility locations and intersections

Source: RMA; CoStar; Willdan, 2023

II. ECONOMIC PROFILE

Demographic Trends

Population

Table 1 presents historical and projected population estimates for the City of Pembroke Pines as a whole, Broward County, and the State of Florida. Currently Pembroke Pines comprises approximately 8.71% of the total County population and 0.78% of the population of the State of Florida.

Table 1: Historical and Projected Population

Population	2000	2010	2023	2027
Pembroke Pines	137,875	154,276	172,364	171,788
Broward County	1,622,981	1,748,066	1,978,906	1,998,655
State of Florida	15,982,378	18,801,310	22,114,754	22,794,570

Source: ESRI Business Analyst; Willdan, 2022.

The 2027 State of Florida population is estimated to increase to nearly 22.8 million people, a 42.62% increase compared to 2000.

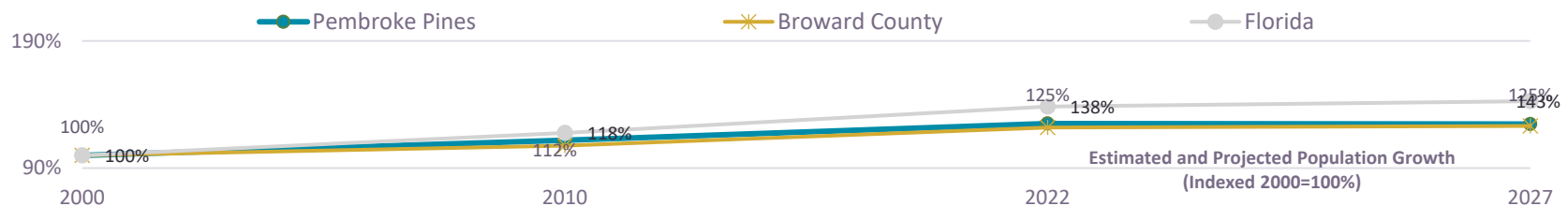
While the Pembroke Pines 2027 population is forecast to increase by 24.6% compared to its year 2000 level, the five-year projection from 2022 to 2027 is nearly level (loss of approximately 500 residents).

This projection is based on “status quo” housing development activity and are subject to change due to planning interventions such as City-led residential development initiatives.

Broward County is also projected to have significant growth with a 2027 population increase projected at 23.1% of its 2000 level.

Figure 2 compares the historical and projected population growth rates between the City, County and State of Florida.

Figure 2: Estimated and Projected Population Growth



Source: ESRI Business Analyst; Willdan, 2022

Age Characteristics

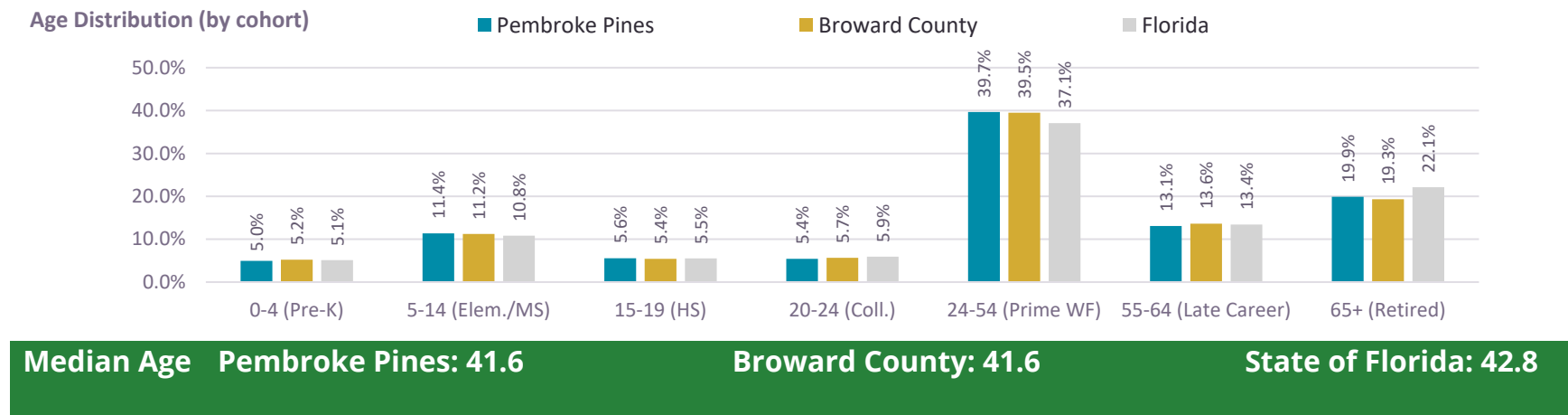
Pembroke Pines' population's median age is on par with Broward County and the State of Florida. Most importantly, Pembroke Pines is home to and with proximate access to a competitive share of prime workforce age residents aged 25 to 54.

The median age in Pembroke Pines is 41.6 years, while the median age in the State of Florida is 41.6 years. The median age in Broward

County is similar to the MSA at 42.8 years old.

In 2021, 31% of the total U.S. population was reported by the Bureau of Labor Statistics to be aged 25 to 54, further underscoring the relatively higher proportion of residents in prime workforce ages in Pembroke Pines, Broward County, and the State of Florida.

Figure 3: Age Distribution (by Cohort)



Source: ESRI Business Analyst; Willdan, 2023

Household Characteristics

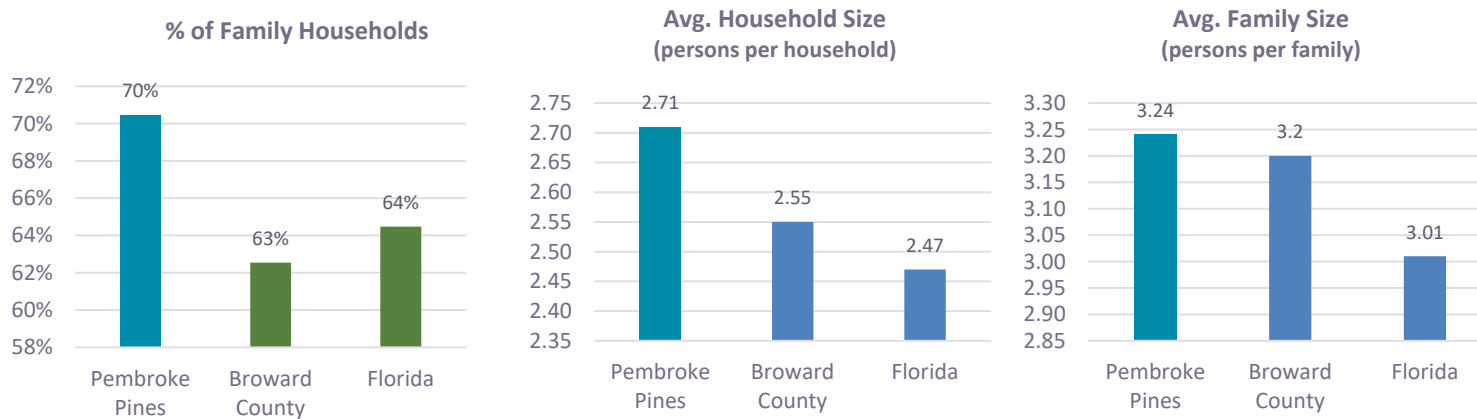
Pembroke Pines is home to a greater share of family households as compared to the County (70% versus 63%). This statistic indicates a balance of single and family households.

Pembroke Pines' average household size is slightly higher than Broward County and the MSA at 2.71 persons per family versus

2.55 and 2.47 persons, respectively.

This characteristic is further tied to Pembroke Pines' average family size at 3.24 persons per household versus 3.2 and 3.01 persons in Broward County and the State of Florida, respectively.

Figure 4: Household Income by Income Group



Source: ESRI Business Analyst; Willdan, 2022

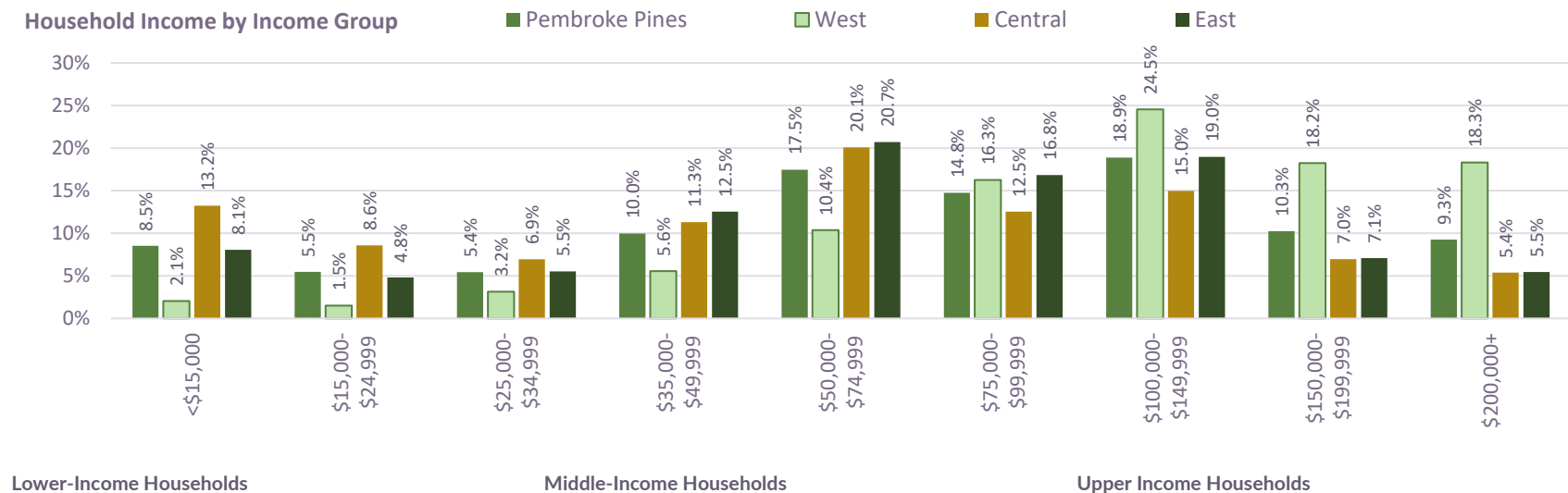
Household Income

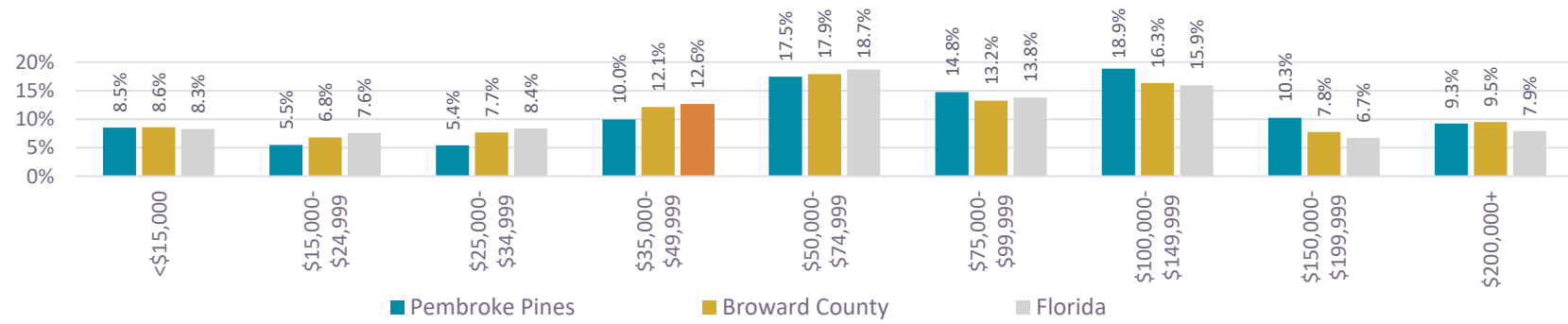
Household income distributions indicate slightly higher concentrations of middle-income households in Pembroke Pines as compared to Broward County and the State of Florida. This income segment reflects the pool of potential future residents the City could attract if corresponding housing product were available.

The middle-class income segment is an important component of a diverse economy and community as it provides a pool of residents approaching the household formation phase of life. This

demographic tends to be strong spenders in the local economy. Another strong income indicator is Pembroke Pines' below-average poverty rate. HUD reported the 2022 poverty threshold at \$18,310 for a two-person household. According to HUD, income limits in Broward County for one-person households are \$18,100 to \$25,850 (30% limit or extremely low income). For a four-person household limits are \$48,300 to \$68,950. At 8.2%, the share of persons living below the poverty rate is relatively lower than the County and Florida (12.7% and 13.1%, respectively) along with the national average (14.4% in 2022).

Figure 5: Household Income by Income Segment, 2021





Housing Value and Tenure Characteristics

The share of homeowners compared to renters has remained relatively constant in Pembroke Pines, Broward County, and the State of Florida, since 2010. Pembroke Pines has the highest projected share of homeowners; 60.6% of homes projected to be owner occupied by 2027.

Approximately 84% of Pembroke Pines' existing owner-occupied housing stock serves moderate-income households with housing values between \$300,000 to \$499,000. In comparison, 70% and

74% of Broward County and the Florida's total housing stock are valued at this level signaling Pembroke Pines' provides housing that is competitive within the State and County.

Pembroke Pines' median housing value per unit was \$342,652 in 2022. According to the National Association of Realtors, the median U.S. home sales price was \$346,900 in 2021, up 16.9% from 2020, and the highest on record going back to 1999 also highlighting Pembroke Pines' competitive housing values in comparison to the rest of the U.S.

Figure 6: City of Pembroke Pines Housing Characteristics (2010-2017)

Pembroke Pines				Change: 2022-2027	
Housing Tenure	2010	2022	2027	No.	CAGR %
Owner-occupied	43,160	44,601	44,743	142	0.1%
% of Total	69.9%	67.1%	67.1%		
Renter-occupied	13,727	18,806	18,225	(581)	-0.6%
% of Total	22.2%	28.3%	27.3%		
Vacant ¹	4,839	3,034	3,677	643	3.9%
% of Total	7.8%	4.6%	5.5%		
Total Units:	61,726	66,441	66,645	4,919	0.1%
Housing Values					
Median Value Per Unit		\$342,652	\$372,543	\$29,891	1.7%
Average Value Per Unit		\$359,432	\$398,505	\$39,073	2.1%

Source: ESRI Business Analyst; Willdan, 2022

Figure 7: City of Pembroke Pines Housing Tenure by City District

Housing by Tenure

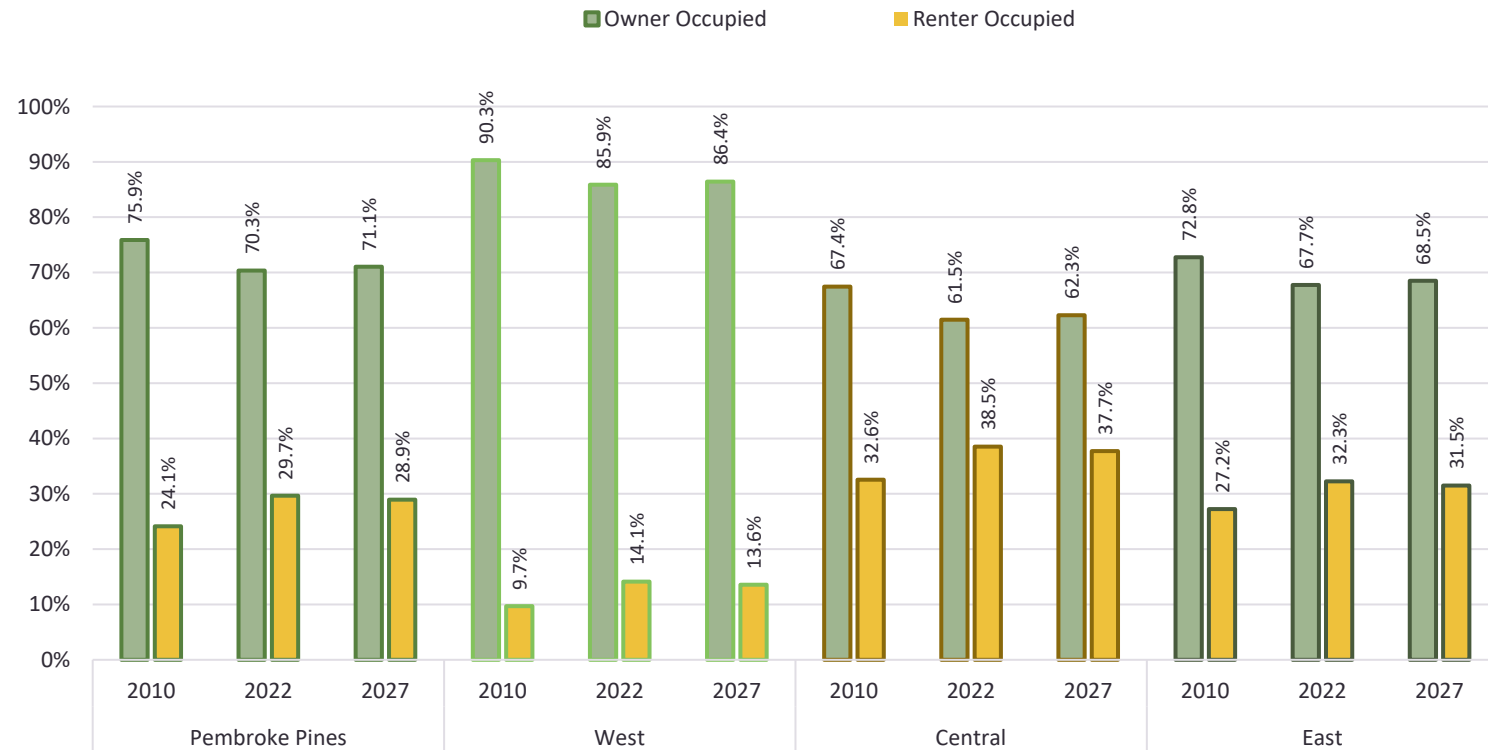
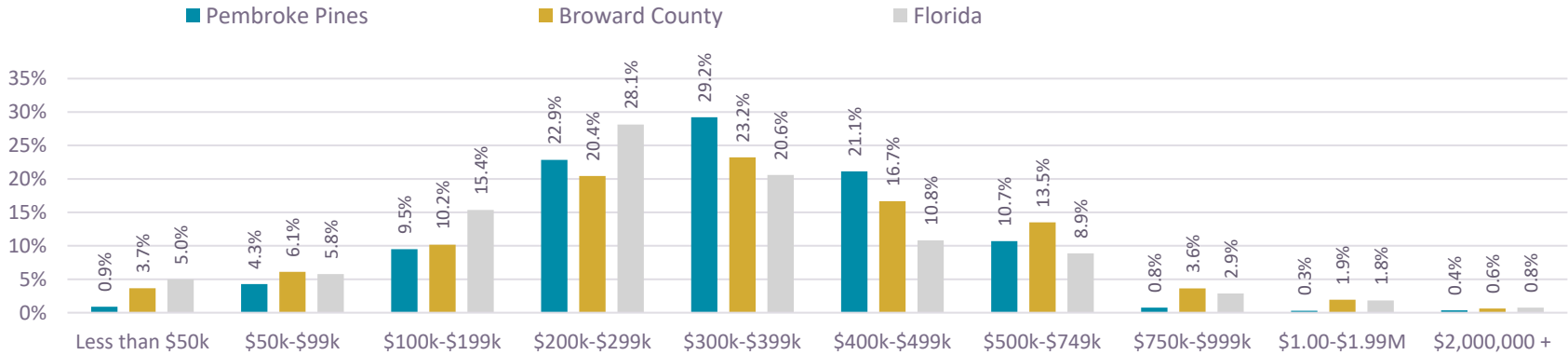


Figure 8: Owner Occupied Housing Units by Value, 2022

Owner Occupied Housing Units by Value

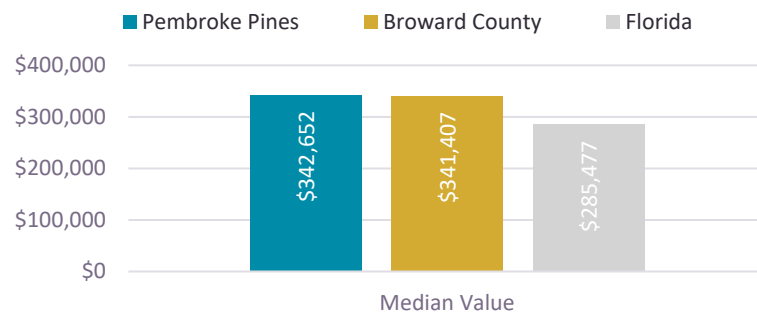


Source: ESRI Business Analyst; Willdan, 2022

Figure 8 presents a comparison of current median housing value in Pembroke Pines, Broward County, and the State of Florida.

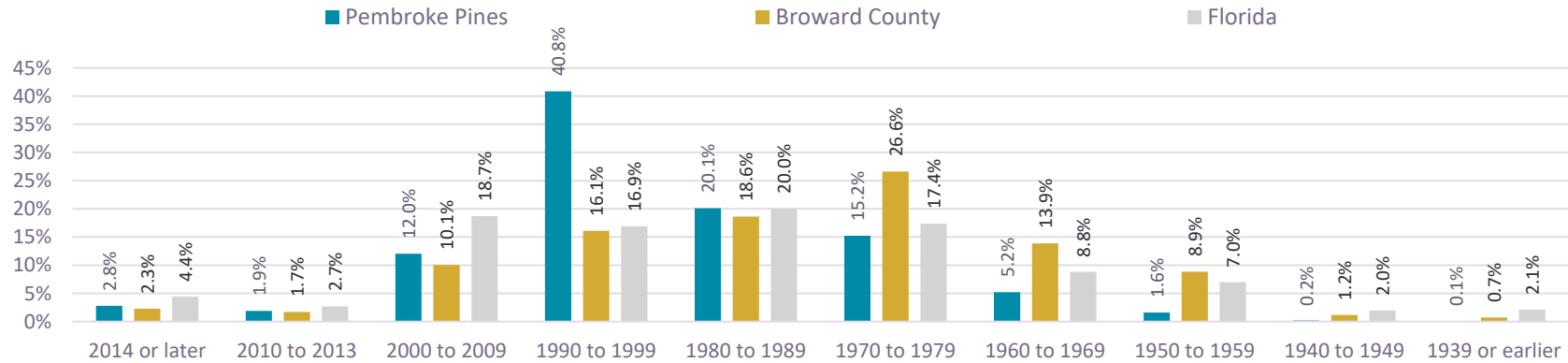
Figure 9 provides a comparison of age by housing stock. Notably, nearly 83% of Pembroke Pines' housing stock was built prior to 1990 (33 years or older). In comparison, approximately 85% and 74.4% of Broward County and the State of Florida's housing stock is 33 years or older, respectively.

Figure 9: Median Housing Value, 2022



Source: ESRI Business Analyst; Willdan, 2022.

Figure 10: Age of Housing Stock, 2022



Source: ESRI Business Analyst; Willdan, 2022

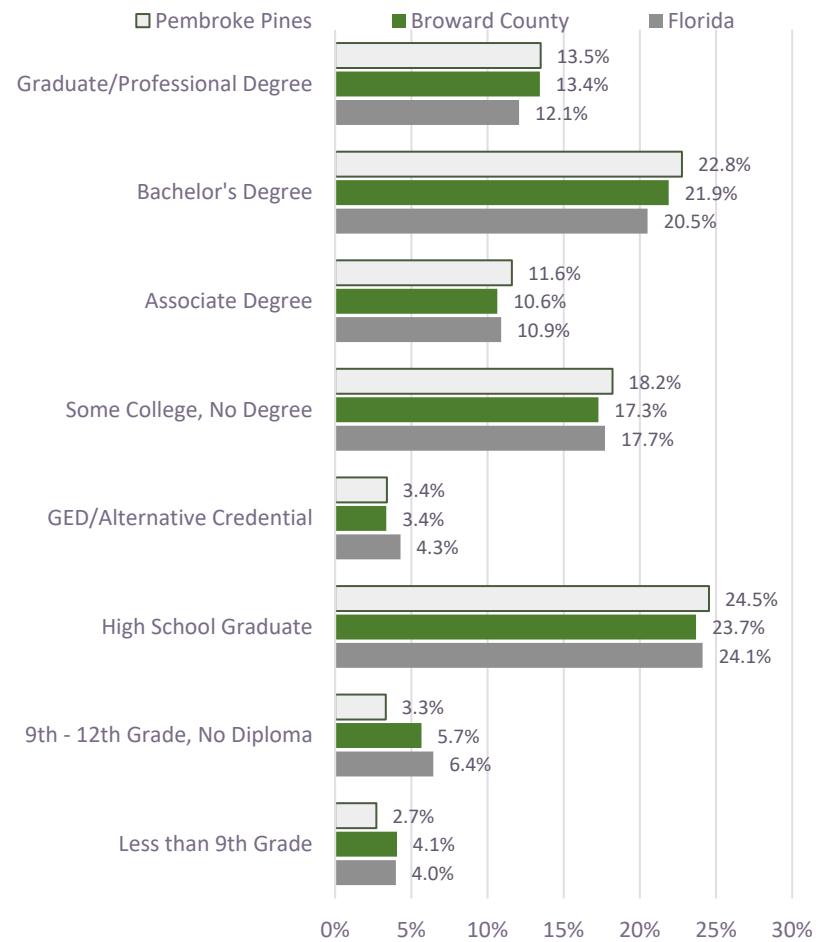
Educational Attainment

Residents in Pembroke Pines and Broward County are relatively more educated than in the State of Florida. When combined, 94% of Pembroke Pines residents achieved a high school diploma or higher. Regarding post-secondary education, 36.3% of the City's residents earned at least a bachelor's degree, whereas Florida's bachelor's degree graduates make up 20.5% of the state population.

Higher educational attainment is, however, lagging in comparison to the U.S., as a whole, for which 41.9% of adults carry bachelor's degrees.

Attracting a highly educated workforce will attract more professional services-type residents to further support neighborhood-serving businesses and a variety of knowledge-worker employers in Pembroke Pines.

Figure 11: Population 25+ Years by Educational Attainment



1Data are from the American Community Survey.

Source: ESRI Business Analyst; Willdan, 2022

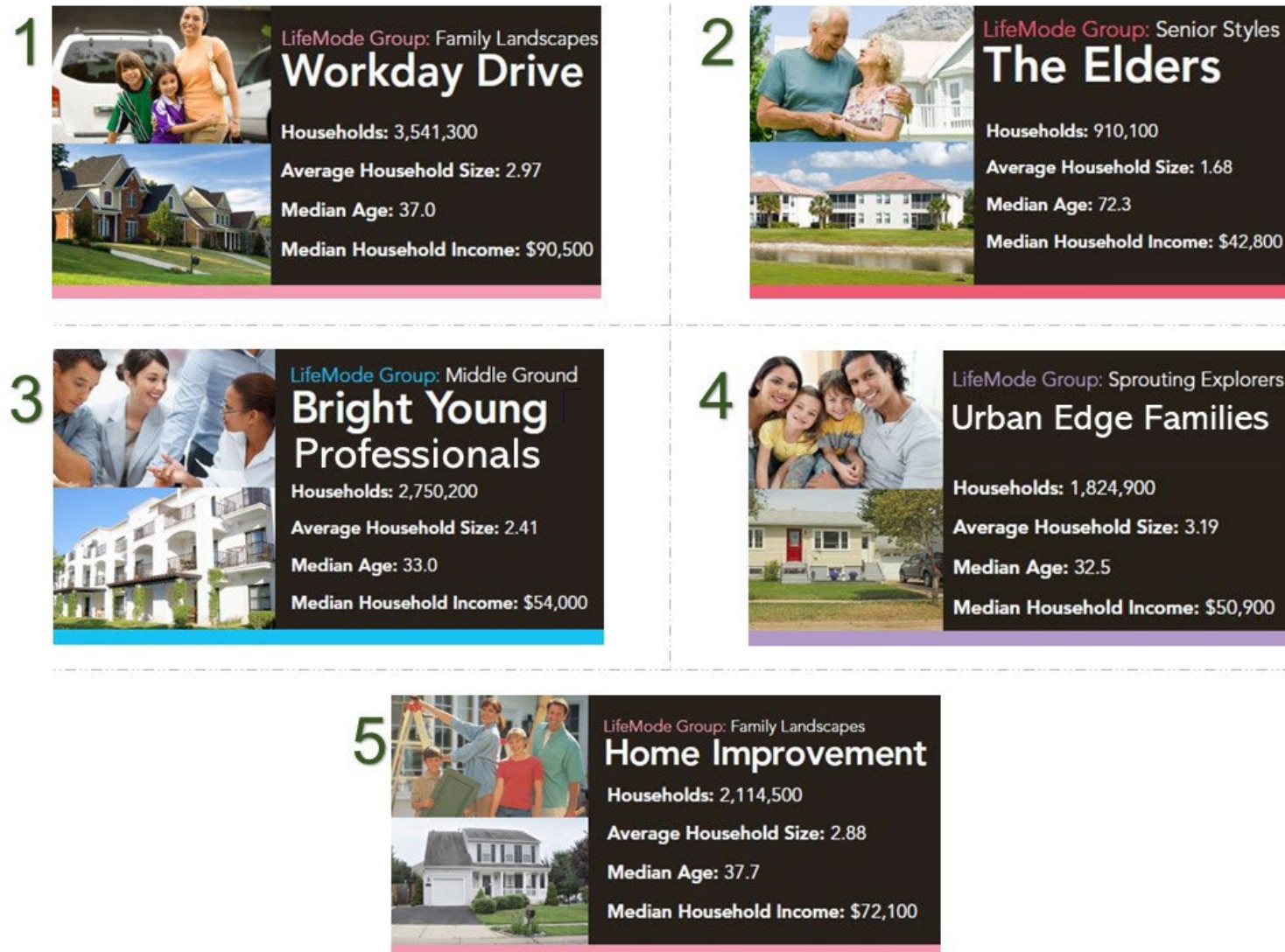
Psychographics

Demographics are indicative of the population and incomes of an area while psychographics define people according to their attitudes, aspirations and other psychological criteria. It is especially important in market research.

Having insight to more than the measurable presents the opportunity for more deliberate and intentional business attraction and marketing strategies to support economic longevity. Esri generates reports based on socioeconomic patterns of people of a specified area. As the top gatherer for intelligence of this nature, the company has the sophisticated technology to categorize a given population into any of its 67 groups, which are then further divided according to geographic location, spending habits, and additional characteristics collected from the American Census Bureau. These groups, or "Tapestries," serve to summarize the relationship between quantifiable metrics, like income and age, and personality data, such as pastimes and shopping preference.

The majority of the residents of Pembroke Pines can be classified into five Tapestries: Workday Drive 22.7%, The Elders 12.4%, Bright Young Professionals 11.5%, Urban Edge Families 11.1%, and Home Improvement 8.5%.

Figure 12: Pembroke Pines Psychographic Characteristics



Crime Statistics

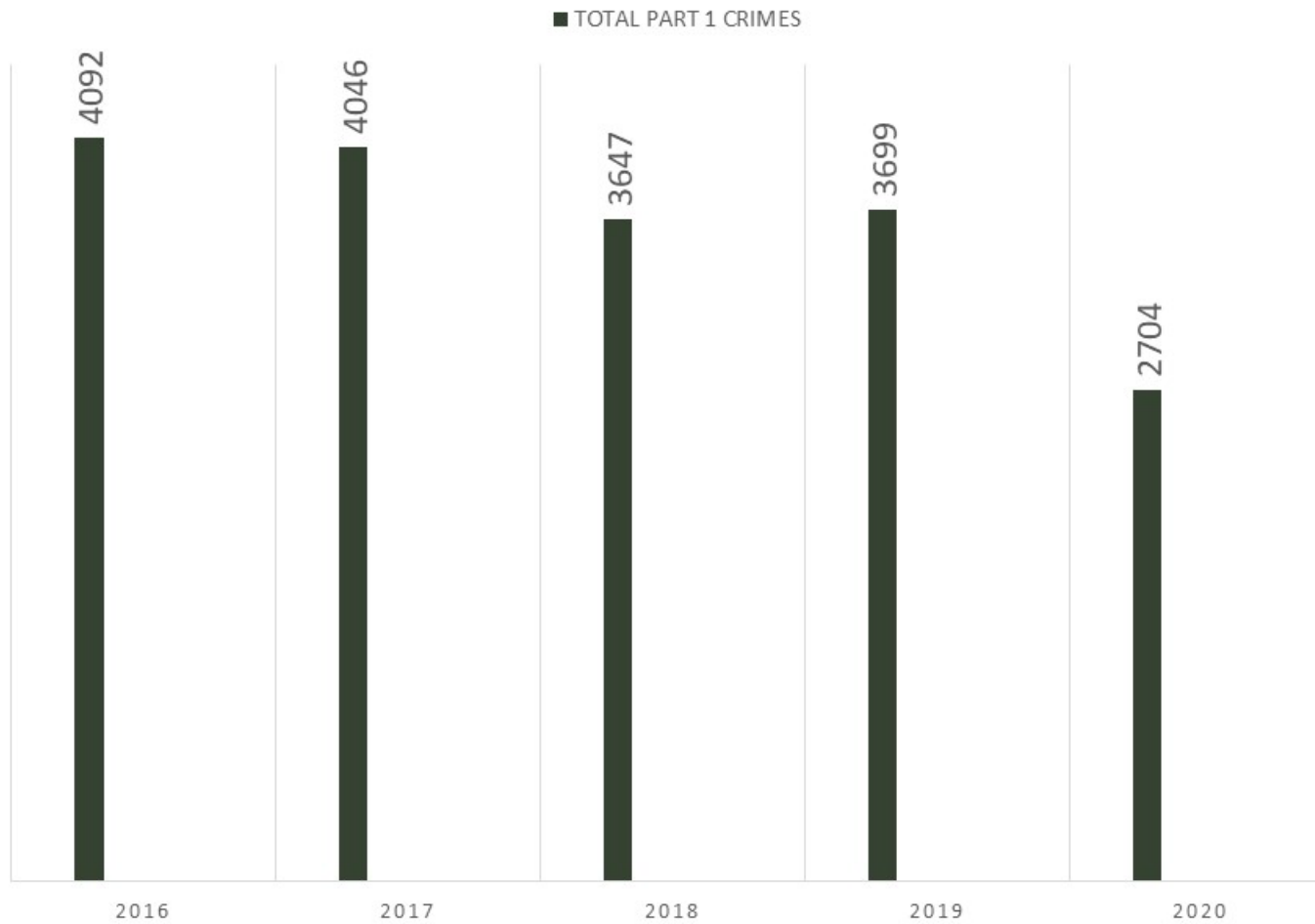
The Pembroke Pines Police Department provides reporting on major crimes. The below report shows a significant five-year decrease in these numbers, another attribute of the City's attraction for new residents and business.

Offense	2016	2017	2018	2019	2020	2019 - 2020 Change	% Change
Murder & Non-Negligent Manslaughter	1	1	1	7	4	-3	-42.9%
Forcible Rape	26	27	26	36	9	-27	-75.0%
Robbery	101	85	74	71	57	-14	-19.7%
Aggravated Assault	214	208	213	241	139	-102	-42.3%
Violent Crime Total	342	321	314	355	209	-146	-41.1%
Violent Crime Rate	211.4	196.8	189.9	211.3	123.7		
Burglary	346	361	232	205	184	-21	-10.2%
Larceny- theft	3141	3054	2861	2873	2074	-799	-27.8%
Motor Vehicle Theft	263	310	240	266	237	-29	-10.9%
Property Crime Total	3750	3725	3333	3344	2495	-849	-25.4%
Property Crime Rate	2317.7	2283.8	2015.7	1990.2	1476.8		
TOTAL Part I Crimes	4092	4046	3647	3699	2704	-995	-26.9%
Estimated Population*	161,799	163,103	165,352	168,023	168,949		
Crime Rate**	2529.1	2480.6	2205.6	2201.5	1600.5		

* Population: <http://edr.state.fl.us/Content/population-demographics/data/>

**Crime Rate is calculated per 100,000 persons

2016-2020 5 YEAR INDEX CRIMES



III. REAL ESTATE MARKET ANALYSIS

Introduction

Pembroke Pines is part of the Miami-Fort Lauderdale-Pompano Beach, FL Metropolitan Statistical Area (MSA). This is the ninth largest metropolitan area in the United States with an estimated population of approximately 6.1 million. Major colleges and universities include Florida International University, Florida Atlantic University, Miami-Dade College, University of Miami, Broward College, and Kaiser University. With a median age of 42 years and a median value of homes at \$362,500, this region continues to grow and provide a high quality, amenity-rich environment which offers assets appealing to residents, businesses, and visitors.

The following high-level real estate market overview provides a regional assessment of market conditions based on interviews with local developers and brokers as well as market data provided by private third-party data sources.

The primary market research includes trends data related to multifamily residential, retail, hospitality, industrial and office uses for a range of business sectors.

Data collected includes inventory, vacancy rates; sales/lease prices

per square foot; emerging/declining sector trends, and pipeline projects (planned/under construction).

The market analysis relies heavily on CoStar data and other primary market research with input from local stakeholders and others via the stakeholder engagement process and real estate interviews.

Market Overview

Multi-family Housing

Pembroke Pines lies within the Pembroke Pines/West Miramar Multifamily Submarket, which is a subset of the greater Fort Lauderdale Multifamily housing market, as defined by Costar. This market has been performing well coming out of the pandemic, as market indicators are positive. Sustained population and job growth in South Florida, along with residents' desires to live in apartments, is fueling a strong economic market. Florida markets make up half of the top 10 markets in the country according to Freddie Mac 2023 Multifamily Outlook. Rising rents indicate a strong market and provide developers with the margins required for new projects.

Apartment rents in the market rose 10.3% year over year and have averaged annual growth of 9.0% over the past three years. Fort Lauderdale has a considerable development pipeline with nearly

12,600 units planned over the next three years. Rents in Pembroke Pines show an increase of 5.9% over the past year and the City has several multi-family development projects in the pipeline. They include approximately 1,378 units in various levels of the development process. While the following chart shows actual construction starts as of the date of this report, it does not include more than 1300 units in various stages of the planning process. These projects are discussed in subsequent sections of this report.

Table 2: Multifamily Market Summary

Real Estate Market Indicators	Pembroke Pines	Pembroke Pines/West Miramar Submarket	Fort Lauderdale Market
Inventory (Units)	8,881	11,958	131,462
Units Under Construction	648	1,298	12,568
12 Mo Net Absorption Units	-3	423	577
Vacancy Rate	5.4%	5.0%	5.3%
Effective Market Rent per Unit	\$2,400	\$2,559	\$2,213
12 Mo. Asking Rent Growth	5.9%	4.9%	10.3%

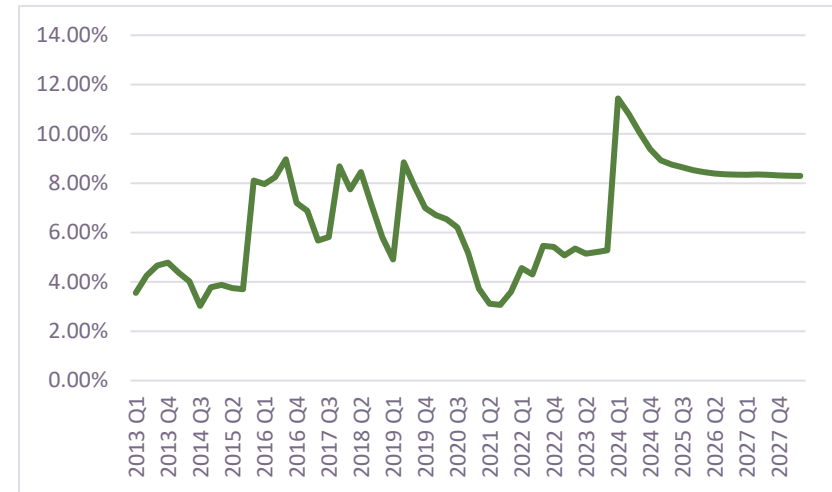
Source: CoStar, 2023; Willdan Financial Services.

Vacancies were similar in the market, submarket, and City, with the City having 5.4% vacancy rate, which is slightly higher than the other geographics. Vacancies in the City-reached a low in 2021 but have been steadily increasing since then.

Typically, when new product hits a market, depending on the size

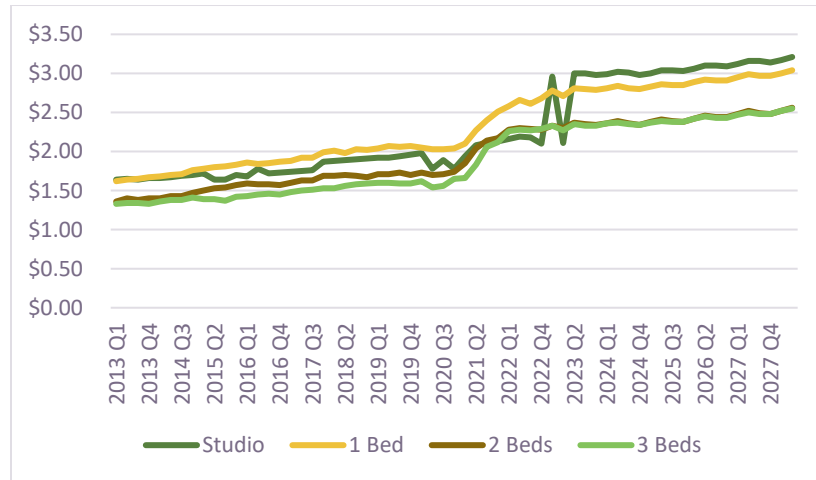
of the development, there will be a two- or three-point jump in vacancy rates. Vacancies are projected to increase significantly in 2024 when new product hits the market and begins to be absorbed.

Figure 13: Pembroke Pines Multifamily Vacancy Rate



After dipping slightly during the onset of COVID, market rents per are forecast to continue to increase through the near future. Rents are projected to range from \$3.04 to \$3.21 per square foot, depending on the product type by 2028.

Figure 14: Effective Rent per Square Foot by Number of Bedrooms



Office

Pembroke Pines lies within the Southwest Broward office submarket of the greater Fort Lauderdale office market, as defined by Costar. Office land uses throughout the nation have struggled through the COVID-19 pandemic and are facing uncertainty as the long terms effects of the pandemic are yet to be known. Widespread work-from-home policies have decreased demand for office space.

The submarket is quite large, with 8.8 million existing square feet of commercial office space. Office space in Pembroke Pines comprises a small share of the office space in the submarket, at approximately 5.6%.

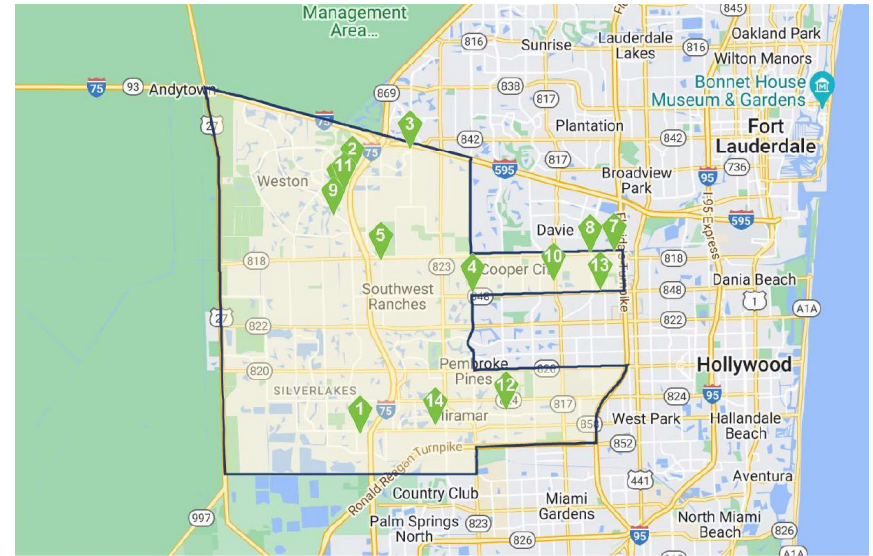


Table 3 summarizes key office market metrics for the City of Pembroke Pines, the Southwest Broward submarket (shown above), and the Fort Lauderdale market. The City's vacancy rate of 3.7% is significantly lower than the office vacancy rate in the submarket, while market rents in Pembroke Pines are 14% lower than in the rest of the submarket.

Table 3: Office Market Summary

Real Estate Market Indicators	Pembroke Pines	Southwest Broward Submarket	Fort Lauderdale Market
Inventory (Square Feet)	490,000	8,762,500	74,700,000
12 Mo Net Absorption SF	-71,500	-230,000	374,000
Vacancy Rate	3.7%	8.3%	10.5%
Market Rent per Square Foot	\$32.91	\$38.24	\$33.91
Count of Existing Buildings	23	320	4,051

Source: Costar; Willdan, 2023.

Table 3 summarizes key medical office market metrics for Pembroke Pines, the Southwest Broward submarket and the Fort Lauderdale market. The City and the submarket experienced negative absorption over the last 12 months as the region recovers from the COVID-19 pandemic. However, the greater market had a positive absorption of 374,000 square feet during the same time period.

Supply Characteristics

Broward County office market continued on a steady trajectory in the second half of 2022. Strong tenant demand persisted with 3.2

million square feet leased year-to-date, causing rental rates to climb to an all-time-high of \$37.07 per square foot, an increase of 4.8 percent year-over-year. Caused by a steep decline in unemployment and ongoing population growth, Broward County office market fundamentals are expected to attract tenants looking to capitalize on a stable office market in a central location in South Florida in the near future.

Commercial office space in the City and the submarket is predominantly comprised of Class B and C spaces. In Pembroke Pines alone, Class B and C spaces combine to form an estimated 33% of commercial office space. Almost 27% of office space is classified as Class A in the City, whereas even fewer (13%) of the office space is classified as Class A in the submarket.

Class A is defined within the industry as an extremely desirable investment-grade property with the highest quality construction and workmanship, materials and systems, significant architectural features, and is usually occupied by prestigious tenants. Class B buildings offer more utilitarian space without special attractions and amenities. Class C buildings are typically older, disinvested properties lacking competitive amenities.

Class C space represents 19% of the City's office inventory, with the majority of space in the City being Class A or B.

There are no current office construction projects underway in the City or in the submarket.

Demand Drivers

Demand for office space was slowly increasing throughout the City and submarket until late 2019 as evidenced by decreasing vacancy rates. Vacancy is an indicator of demand for office space. In Q1 2021 vacancy exploded due to the pandemic. Vacancy rates stabilized in Q2 2022 and have generally hovered between 4% and 5% since that time. Figure 14 charts the 10-year history of vacancy rates for Pembroke Pines and provides a 5-year projection. Rates are shown for all classes of office space.

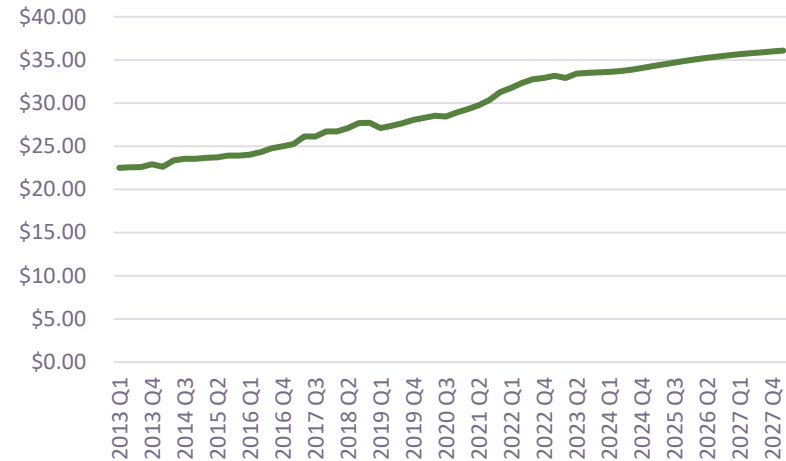
Figure 15: Pembroke Pines Office Vacancy Rate



Source: Costar; Willdan, 2023.

Market rents are another indicator of demand for office space. The 10-year history and a five-year projection of market rents in Pembroke Pines shown in the following figure.

Figure 16: Pembroke Pines Office Market Rent per Square Foot



Source: Costar; Willdan, 2023.

Industrial Market Overview

Pembroke Pines is located within the Southwest Broward industrial submarket of the greater Fort Lauderdale market, as defined by Costar. The Southwest Broward submarket is very large and contains approximately 21.2 million SF of industrial space. Within this submarket 16.5 million square feet of logistics facilities comprise most of the local industrial supply. Other uses include approximately 1.0 million square feet of specialized industrial space and 3.7 million square feet of flex space. Shown below is the Bergeron Distribution Center. The Class A Industrial building was completed in 2018 and features a total of 170,373 SF. It is currently shown in CoStar as 100% leased.



Supply Characteristics

Industrial uses in Pembroke represent only a small portion of industrial space in the submarket and market, respectively. New product is quickly absorbed, and this is reflected in the submarket's low industrial vacancy rate. The market within Pembroke Pines is even tighter than the submarket. Current inventory totals 1.4 million square feet, or about 7% of the submarket total. The combination of zero new deliveries and absorption of just over 1,200 square feet, as reported by CoStar of

existing space lowered the City's vacancy rate to just 1.0%.

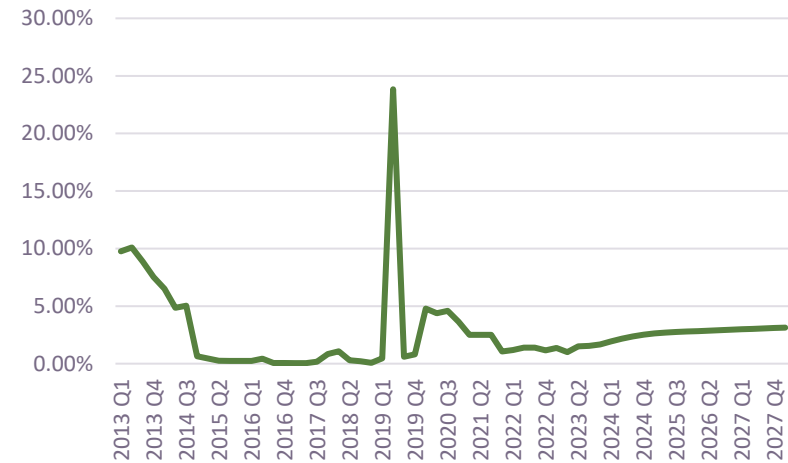
Unfortunately, the limited inventory challenge for new businesses trying to enter the market will not be solved through new development, as the availability of vacant industrial land continues to be very low as well. The City simply does not have sites available that would accommodate a large-footprint use, like a distribution center. The data provided is for the submarket as defined by CoStar, and is not available for individual districts of the City.

Table 4: Industrial Market Summary

Real Estate Market Indicators	Pembroke Pines	Southwest Broward Submarket	Fort Lauderdale Market
Inventory (Square Feet)	1,400,000	21,200,000	142,000,000
12 Mo Net Absorption Sq. Ft.	1,200	1,000,000	1,800,000
Vacancy Rate	1.0%	3.2%	3.7%
Market Rent per Sq. Ft.	\$17.66	\$17.34	\$18.37
Count of Existing Buildings	22	427	6,391

Source: CoStar, 2023; Willdan Financial Services.

Figure 17: Pembroke Pines Industrial Vacancy Rate



Source: CoStar, 2023; Willdan Financial Services.

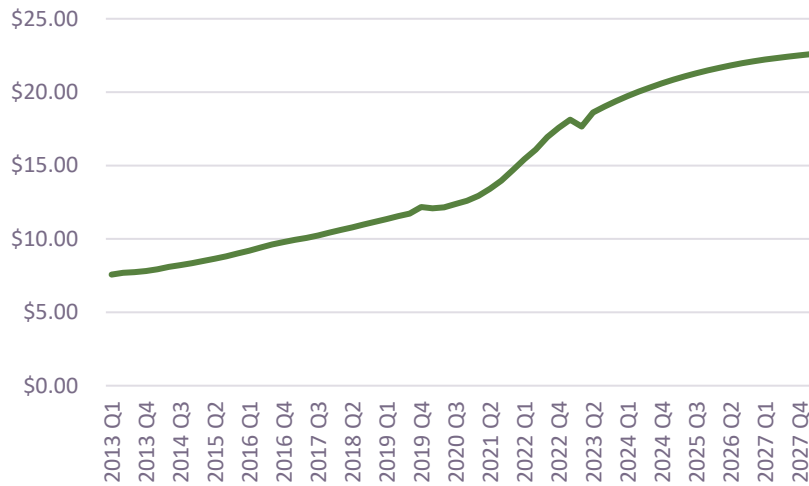
Demand Drivers

The submarket is currently experiencing strong demand for industrial uses, with heightened pressure for logistics solutions and “last-mile” services that became increasingly utilized during the COVID-19 pandemic. Nationally, logistics and parcel delivery currently make up one-fifth of all demand, as retailers, grocers, and food and beverage enter into the home delivery arena.

The combination of low supply and high demand resulted in steady rent growth since the recovery from the real estate crash of 2007/2008. Industrial rents did not achieve real growth until 2013, lagging behind the national recovery by three to four years. Since

then, rent rates have steadily increased, achieving annual growth rates averaging just over 5%. Forward-looking estimates anticipate a similar annual increase of 5% through 2028.

Figure 18: City of Pembroke Pines - Industrial Market Rents



Source: Costar, 2023.

Hotel/Hospitality Market Overview

The hospitality sector was devastated nationally and statewide by the Covid-19 pandemic in 2020, but industrywide stabilization efforts, broad vaccination activity, and strong demand provide opportunity going forward. The PriceWaterhouseCoopers Emerging Trends in Real Estate 2023 indicated that the Fort Lauderdale market continues to be of interest to investors and developers for the hotel sector. However, Pembroke Pines is not a major attractor of hotel development in the market area and only supplies a small number of rooms in the market due to its location away from the beach, which attracts the higher end hotel development.

Supply Characteristics

There are only four hotels in Pembroke Pines. Hotel supply within Pembroke Pines is primarily concentrated along US I-75. Figure 17 summarizes the hotel supply in Pembroke Pines.

Figure 19: Pembroke Pines Hotel Supply, Q1 2023

Name	Star Rating	Average Price	Description
Fairfield Inn & Suites by Marriott Fort Lauderdale Pembroke Pines	★★★	\$200	Five-story, w/ internal circulation; Pool
Grand Palms	★★★	\$138	Two-story, w/ external circulation; Pool
Holiday Inn Express & Suites Pembroke Pines	★★	\$208	Five-story, internal circulation; Pool
Hampton Inn Ft. Lauderdale-West/Pembroke Pines	★★★	\$209	Five-story, w/ internal circulation; Pool

Source: CoStar; Willdan, 2023

Demand Drivers

Desktop review of the hotel locations, relative price positioning to the other nearby hotel clusters, and visual (Google Street Map) inspection of the adjacent uses show demand for these properties appears to be primarily concentrated in more price-sensitive categories that includes leisure travelers, VFR (visiting friends and relatives), and other users seeking convenience of the respective hotel locations.

Primary indicators for these demand segments typically include market visitation trends and roadway vehicle counts. Concentrations of commercial office space and/or tourism attractions that drive higher-rated demand are generally not proximate to any of these properties.

Retail Market Overview

Pembroke Pines is located within the Southwest Broward retail submarket of the greater Fort Lauderdale market, as defined by Costar. The Southwest Broward submarket is a high performing submarket with high demand for space.

Vacancies for retail properties in this submarket are below the

average of the greater market, while rents have increased significantly in the past year, increasing by 10.3% in that timeframe.

The retail development pipeline is also quite robust in South Broward, with 22,500 square feet of retail space proposed over the next two years, as reported by CoStar.

Table 5: Retail Market Summary

Real Estate Market Indicators	Pembroke Pines	Southwest Broward Submarket	Fort Lauderdale Market
Inventory (Square Feet)	2,900,000	16,959,000	112,000,000
12 Month Deliveries in Square Feet	3,000	93,900	841,000,000
12 Month Net Absorption in Square Feet	1,543	269,000	1,500,000
Vacancy Rate	4.1%	1.8%	3.6%
12 Month Rent Growth	3.8%	10.3%	10.1%
Market Rent per Square Foot	\$30.02	\$36.83	\$32.16

Source: CoStar, 2023; Willdan Financial Services.

Supply Characteristics

Smaller more productive retail space is a trend that is affecting supply, with more retailers reducing the footprint (square footage) of their prototype store.

Redevelopment and reconfiguration of space will be important for retailers and developers going forward, and with Pembroke Pine's existing retail spaces this will have some significant impact. Financially feasible rent for a retailer is a function of sales at the subject location, coupled with the retailer's gross margin. So, retailers will be looking for smaller spaces, and as a result, lower rents. The retailers' goal is to generate higher sales per square foot to offset the fiscal impact of lower margins and maintain financially achievable occupancy costs.

According to CoStar, there are 128 retail buildings within the City of Pembroke Pines with an average 4.1% vacancy rate and market rents at \$30.02 per sq. ft. Vacancy has decreased from its peak during the pandemic but is still higher than it had been from 2014 through 2019.

Demand Drivers

Consistent retail demand boosted by a large population with strong incomes and steady growth in tourism provide strong sales for retailers in Pembroke Pines. The area has shown a quicker rebound from the pandemic than many areas across and Florida.

Retail rent growth remains high from a historical standpoint and is well above the national average in Pembroke Pines at 3.8% annually according to CoStar.

These drivers of demand provide stability for investment, with this market being one of the most heavily traded over the past several years. Sustained economic growth continues to provide additional reasons for investment in Pembroke Pines. Recently, a strip shopping center in the West District sold for \$689 per square foot, a record high for Broward County. The pandemic skewed the carts in terms of retail vacancy rates, with significant rises in vacancy during the crisis. Rates are leveling off and a standard of less than 5% is generally an indication of a strong market.

Figure 20: Pembroke Pines Retail Vacancy Rate



Source: Costar, 2023.

Figure 21: Pembroke Pines Retail Market Rent per Square Foot



Evaluation of City Real Estate Transactions

The City of Pembroke Pines has an aggressive property acquisition strategy that has been very successful. The consultant was asked to analyze the following transactions to demonstrate the benefits derived from this program.

Taxable revenue generated by the end product, affordable housing units provided, and jobs creation are the principal measurements that provide benchmarks of achievement. These can all be quantified. Total tax revenue, debt service, and fire protection assessment fees to the City total \$16,987,153! More than 1,782 new residential units were added to the City, and 150 additional new units are planned from these properties.

Projects created from these transactions include commercial, residential, medical office, retail, restaurants, educational, and assisted living developments. The new Charles F. Dodge City Center arena, City Hall, and the Frank Gallery serve as invaluable focal points for the community to gather. These mixed-use projects which bring together these uses activate the public realm by weaving in open space, pedestrian and vehicular connections, and ground-floor retail and dining options. By fostering integration, density, and compatibility of land uses, providing significant revenue-producing uses, and a walkable environment,

smart growth is evident in Pembroke Pines' planning efforts.



Broward County Tax Revenue	City Tax Revenue	City Debt Service	Fire Protection Assessment	Total City Revenue
47,180,373	12,790,493	1,038,184	3,158,476	16,987,153

Property	City Center
Location	Pines Blvd and Palm Ave
Folio	514118280020
Purchaser	Mill Creek Residential Trust
Phase/ Development Plan	Phase 1
Proposed Development	Apartments
# Of Units	422
Proposed Square Footage	
Acres	16.7
Purchase Price 1	\$ 10,972,000.00
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 655,911.38
Purchase Notes	
Post Development Sale	Yes
Closing	January 2011



Prop. Address	10700 City Center Blvd	365 Apts			
Property ID	514118280011				
Selling \$	\$ 9,500,000	\$ 41,863			
Taxes	Just/Mkt. Value	Broward County Tax	City of Pembroke Pines		
2023	\$ 80,145,570		Operating	Debt Service	Fire Protect Assmt
2022	\$ 76,471,810	\$ 1,607,253	\$ 433,519	\$ 29,327	\$ 147,873
2021	\$ 69,519,830	\$ 1,468,008	\$ 394,108	\$ 28,913	\$ 132,040
2020	\$ 69,519,830	\$ 1,475,814	\$ 394,428	\$ 29,706	\$ 133,367
2019	\$ 73,000,000	\$ 1,532,080	\$ 394,428	\$ 31,034	\$ 103,069
2018	\$ 73,000,000	\$ 1,507,395	\$ 414,173	\$ 34,186	\$ 99,189
2017	\$ 71,326,380	\$ 1,490,550	\$ 404,677	\$ 37,247	\$ 99,090
2016	\$ 16,909,920	\$ 361,912	\$ 95,940	\$ 9,546	\$ 18,812
2015	\$ 2,166,380	\$ 44,040	\$ 12,211	\$ 1,304	\$ -
2014	\$ 2,166,380	\$ -	\$ -	\$ -	\$ -
2013	\$ -	\$ -			
2012					
2011					
Total Tax Rev		\$ 9,487,053	\$ 2,543,484	\$ 201,261	\$ 733,439



Property	City Center
Location	Pines Blvd and Palm Ave
Folio	5141 18 28 0011
Purchaser	Related Group
Phase/ Development Plan	
Proposed Development	Apartments
# Of Units	365
Proposed Square Footage	
Acres	11.05
Purchase Price 1	\$ 9,500,000.00
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 859,728.51
Purchase Notes	
Post Development Sale	Yes
Closing	August 2014

[illegible]

Property	Pines 5 Acres
Location	Pines Blvd and W of 184
Folio	513913120010
Purchaser	Miami City Self Storage
Phase/ Development Plan	
Proposed Development	Self Storage
# Of Units	N/A
Proposed Square Footage	110914
Acres	3.75
Purchase Price 1	\$ 3,267,000.00
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 871,200.00
Purchase Notes	
Post Development Sale	No

[illegible]

Property	City Center
Location	Pines Blvd and Palm Ave
Folio	514118280019
Purchaser	Terra+ City Center Investments
Phase/ Development Plan	Phase 1a
Proposed Development	Commercial
# Of Units	
Proposed Square Footage	154,838
Acres	14.04
Purchase Price 1	\$ 12,987,000.00
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 925,000.00
Purchase Notes	
Post Development Sale	Yes
Closing	<i>September 2016</i>

A wide-angle photograph of a large, modern, white commercial building with a curved facade and large glass windows. Several palm trees are planted in front of the building. A paved parking lot is visible in the foreground, and a green hedge runs along the bottom edge of the frame. The sky is clear and blue.

[illegible]

[illegible]

Property	City Center
Location	Pines Blvd and Palm Ave
Folio	514118280015
Purchaser	Terra World LLC
Phase/ Development Plan	Phase 2 A
Proposed Development	Apartments
# Of Units	387
Proposed Square Footage	
Acres	13.944
Purchase Price 1	\$ 12,898,200.00
Purchase Price 2 (Unit Bonus)	\$ 565,500.00
Price Per Acre	\$ 965,555.08
Purchase Notes	\$6500 per unit over 300
Post Development Sale	No
Closing	<i>December 2017</i>

[illegible]

Property	City Center
Location	Pines Blvd and Palm Ave
Folio	514118280042 ^ 514118280040
Purchaser	Terra World LLC
Phase/ Development Plan	Phase 2 B
Proposed Development	Commercial
# Of Units	
Proposed Square Footage	92,736
Acres	9.1755
Purchase Price 1	\$ 8,487,337.50
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 925,000.00
Purchase Notes	\$450,000 for Traffic Improvements
Post Development Sale	Yes
<i>Closing</i>	<i>October 2017</i>

[illegible]

Property	City Center
Location	Pines Blvd and Palm Ave
Folio	514118280042 ^ 514118280040
Purchaser	Terra World LLC
Phase/ Development Plan	Phase 2 B
Proposed Development	Commercial
# Of Units	
Proposed Square Footage	92,736
Acres	9.1755
Purchase Price 1	\$ 8,487,337.50
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 925,000.00
Purchase Notes	\$450,000 for Traffic Improvements
Post Development Sale	Yes
Closing	<i>October 2017</i>

[illegible]

Property	USPS (16000 Pines Market)	
Location	16000 Pines Boulevard	
Folio	514016010010	
Purchaser	Terra World LLC	
Phase/ Development Plan	Phase 1	
Proposed Development	Commercial	
# Of Units	N/A	
Proposed Square Footage	115000	
Acres	13.175	
Purchase Price 1	\$	11,491,427.62
Purchase Price 2 (Unit Bonus)		
Price Per Acre	\$	872,214.62
Purchase Notes		
Post Development Sale	No	
Closing	October 2017	

[illegible]

Property	USPS South
Location	16000 Pines Boulevard
Folio	514016211660
Purchaser	Terra World LLC/ Lennar
Phase/ Development Plan	Phase 2
Proposed Development	Commercial / Single Family
# Of Units	165 Townhouse
Proposed Square Footage	N/A
Acres	13.77
Purchase Price 1	\$ 12,008,572.38
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 872,082.24
Purchase Notes	\$500,000 for Traffic Improvements
Post Development Sale	Yes
Closing	<i>February 2021</i>

Prop. Address	18400-18490 Johnson Street - Preschool	
Property ID	513911030090	
Selling \$	\$ 2,041,400.00	\$ 44,228
Taxes	Just/Mkt. Value	Broward County Tax
2023	\$ 3,107,770	
2022	\$ 3,107,770	\$ -
2021	\$ 3,107,770	
2020	\$ 4,186,190	
2019	\$ 4,155,590	
2018	\$ 4,155,590	
2017	\$ 4,155,590	
2016	\$ 4,155,590	
2015	\$ 4,155,590	
Total Tax Rev		\$ -



Property	Chapel Trail Preschool Parcel
Location	18490 Johnson Street
Folio	513911030090
Purchaser	Chabad Lubavitch of Ppines
Phase/ Development Plan	
Proposed Development	Preschool
# Of Units	
Proposed Square Footage	
Acres	2.27
Purchase Price 1	\$ 2,041,400.00
Purchase Price 2 (Unit Bonus)	
Price Per Acre	\$ 899,295.15
Purchase Notes	
Post Development Sale	No
Closing	<i>February 2021</i>

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IV. COMMUNITY ASSESSMENT

Introduction

The market or community assessment identifies opportunities for economic growth, redevelopment, investment, entrepreneurship, and revitalization based on market reality, market demand, and market potential.

The Assessment supports the recommendations that will be identified in the Economic Development Action Plan with strategies that match market opportunities to real estate reality, community character and vision, and the regulatory environment.

The accomplishments that the City has achieved from the 2014-2019 Economic Development Strategic Plan will be reviewed, with specific strategies for continued success in the goals of the Plan.

The market assessment will also help answer five key questions on which the Economic Development Strategic Plan Update will be based:

1. What should be preserved that will support new investment?
2. What can be enhanced to encourage economic development and investment?
3. What can be exposed and promoted to attract more development?
4. What can be invested in that will improve the City's competitiveness?
5. What can be capitalized on to establish the district as a good location for investment?

Pembroke Pines is a welcoming, friendly, and warm community. The City reflects a diverse and high quality of life that meets the needs of families, singles, and seniors and provides services to meet the needs of its citizens.

Economic Base & Workforce

Introduction

The following overview of top employers, industries, wages, occupations by industry, and commuting patterns provides the baseline economic base analysis that will inform the EDSP's workforce development recommendations.

Industry

Taking a macrolevel view of Pembroke Pines' contribution to the State of Florida economy, the City generates roughly 10% of the state's total GRP (\$138.85 billion) according to Enterprise Florida.

The largest contributors are finance and insurance (software publishers, data processing, telecommunications), wholesale trade (antibiotic and vaccines merchant wholesalers), professional services (offices of lawyers, computer programming, administrative mgt services), and retail trade (new car dealers, electronic shopping, grocery stores).

Figure 22: Gross Regional Product Contributors by Industry, Broward County (2022)

Source: Lightcast IO; The Metts Group, 2023



Approximately 823,000 people work in Broward County and roughly 10,426 of those jobs reside in the city limits of Pembroke Pines, with nearly half in the finance and insurance industry (Lightcast.io).

Figure 23: Top 10 Industries in Broward County, 2022



Nearly half of the jobs in Pembroke Pines are in the Finance and Insurance industry.

Source: Lightcast.io; The Metts Group, 2023

Top Employers

Nearly all industries suffered losses during the pandemic around Broward County. In 2020, roughly 57,000 jobs were lost countywide—the largest single year loss in the history of the data (since 2001).

Broward County is roughly 7,300 net jobs short of regaining pre-pandemic levels. Professional services, administrative services, finance, insurance, and real estate and, to a lesser degree, manufacturing and wholesale trade are the only industries that have bounced back to pre-pandemic levels.

Accommodation and food services, retail, other services, and government are industries that are struggling to catch back up.

Table 6: Top Pembroke Pines Employers

1	AutoNation	10	Memorial Healthcare System
2	Bergeron Land Development	11	Publix Supermarkets
3	Broward College	12	Ryder Systems
4	City of Pembroke Pines	13	School Board of Broward CO
5	Elizabeth Arden	14	Vital (VPX) Pharmaceuticals
6	GDKN Corporation	15	Vera Motors (Cadillac, Buick and GMC)
7	Geo Care Inc.	16	Waste Pro USA, Inc.
8	Global Medical Mngmt (GMMI)	17	Zinn Automotive
9	Holman Automotive		

Source: Greater Ft. Lauderdale Alliance, 2022

Table 7: Year-over-Year Job Growth, Broward County (2017-2022)

Description	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Agriculture & Forestry	(73)	(124)	(40)	(46)	(145)
Mining, Quarrying, Oil/Gas Extraction	(0)	(17)	(4)	(0)	7
Utilities	(12)	(29)	(8)	(80)	6
Construction	2,096	1,132	(817)	109	31
Manufacturing	561	876	(1,422)	524	1,047
Wholesale Trade	622	1,582	(1,377)	855	619
Retail Trade	1,004	81	(8,673)	3,316	1,079
Transportation and Warehousing	2,306	2,023	(158)	3,942	2,369
Information	(104)	(231)	(1,545)	848	(340)
Finance and Insurance	2,533	1,445	(326)	132	1,096
Real Estate, Rental, Leasing	(11)	1,578	(998)	557	1,188
Professional, Scientific, Technical Svcs	717	1,250	(582)	3,894	2,287
Management of Companies	179	277	(500)	(312)	219

Administrative, Support, Remediation Svcs	514	(408)	(6,222)	4,849	2,496
Educational Services	(821)	87	(1,521)	507	67
Health Care and Social Assistance	2,045	976	(3,279)	2,360	384
Arts, Entertainment, and Recreation	316	(93)	(2,384)	1,133	793
Accommodation and Food Services	1,371	1,266	(18,710)	7,650	4,491
Other Services	151	(664)	(4,915)	1,405	834
Government	1,275	1,090	(3,711)	(830)	183
Total Industries	14,655	12,031	(57,290)	30,723	19,237

Source: Lightcast.io; The Metts Group, 2023

Industry Health Check

Emerging industries are those industries which have job growth, but which also have a Location Quotient (LQ) below the national average LQ of 1.0.

In effect, jobs concentrations in emerging industries within a locality (i.e., Broward County) are concurrently lower than the national average while also increasing in numbers.

This classification also includes industries that have room for growth based on how much of that industry's demand is met in the region and the potential to capture more of that demand met in-region.

Certain professional services, for example, may be an industry to watch. The more concentrated an industry, the more likely it is the industry is exporting products and services, thereby, bringing wealth to the region.

Industries important to the area have experienced healthy job growth and an LQ above 1.2. These industries are considered Broward County's areas of specialty and can provide opportunities for industry and supply chain expansion.

Critically, there are industries that are important to the region's economy but may be struggling, in startup modes and need some

attention. These industries reveal a loss in jobs over time but higher LQs. Telemarketing bureaus and other contact centers are unique to the region but have lost nearly 4,500 jobs over the five-year period from 2017 to 2022. These national, regional and state industry statistics are important for Pembroke Pines In their recruitment efforts to help identify potential areas of focus. While some of these industries are not currently in the City, they may be of interest in business attraction efforts.

Table 8: Industry Health Check, Broward County (2017-2022)*

INDUSTRY HEALTH CHECK		
Potential Emerging	Important that may Require Attention	Important Growth Industries
<p>Transportation and Warehousing: general warehousing and freight trucking</p> <p>Professional Services: computer systems design, engineering, architectural services</p> <p>Healthcare: outpatient mental health and substance abuse, services for the elderly and persons with disabilities</p>	<p>Telemarketing centers</p> <p>Wholesale trade agents and brokers</p> <p>Hotels and motels</p> <p>Plumbing and HVAC contractors</p> <p>Racetracks</p> <p>Hospitals</p>	<p>Electronic shopping</p> <p>Scheduled passenger air transportation.</p> <p>Insurance agencies and brokerages</p> <p>Direct health/medical insurance carriers</p> <p>Offices of physicians and therapists</p> <p>Offices of lawyers</p> <p>Alcoholic beverage merchant wholesalers</p>

Source: Lightcast.io; The Metts Group, 2023

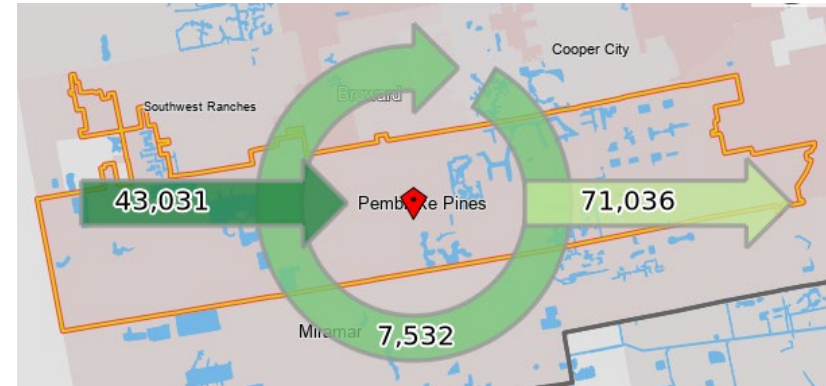
*Table 8 pertains to Broward County in its entirety.

Workforce

Commuting data allow economic development professionals to understand which occupations and skills are leaving the area for work or vice versa. These data show the opportunities in the untapped segments of the labor pool. According to Census' LEHD on the Map program, only 10% of Pembroke Pines residents stay in the city for work. The remainder have found opportunities elsewhere, including Miami, Fort Lauderdale, Sunrise, and Hollywood. As jobs become available within the City and housing becomes affordable, the number of employees remaining in the

City to work should increase.

Figure 24. Commuting Inflow-Outflow, City of Pembroke Pines (2019)



Source: Census LEHD on the Map, 2019

Table 9: Pembroke Pines Community Inflow-Outflow by Location & Jobs, 2019

Where Pembroke Pines *Residents* Work

	Count	Share
Miami, FL	7,678	9.8%
Pembroke Pines, FL	7,532	9.6%
Fort Lauderdale, FL	5,220	6.6%
Sunrise, FL	5,085	6.5%
Hollywood, FL	4,224	5.4%
Miramar, FL	3,213	4.1%
Davie, FL	3,127	4.0%
Doral, FL	3,046	3.9%
Plantation, FL	2,299	2.9%
Hialeah, FL	2,034	2.6%
All Other Locations	35,110	44.7%

Where Pembroke Pines *Workers* Live

	Count	Share
Pembroke Pines, FL	7,532	14.9%
Miramar, FL	3,750	7.4%
Hollywood, FL	2,655	5.3%
Davie, FL	2,177	4.3%
Sunrise, FL	1,756	3.5%
Plantation, FL	1,702	3.4%
Miami Gardens, FL	1,531	3.0%
Hialeah, FL	1,437	2.8%
Fort Lauderdale, FL	1,326	2.6%
Weston, FL	1,213	2.4%
All Other Locations	25,484	50.4%

Source: Census LEHD on the Map, 2019

More than one-third of Pembroke Pines' residents travel less than 10 miles to work, whereas nearly half of residents travel 10 to 24 miles to work.

Table 10. Distance Pembroke Pines Residents Travel for Work

	Count	Share
Less than 10 miles	78,568	37.4%
10 to 24 miles	38,939	49.6%
25 to 50 miles	3,435	4.4%
50+ miles	6,840	8.7%

Source: Census LEHD on the Map, 2019

The workforce available within 10, 15 and 30 miles increases from 576,163 to more than 1.9 million employees of workforce age.

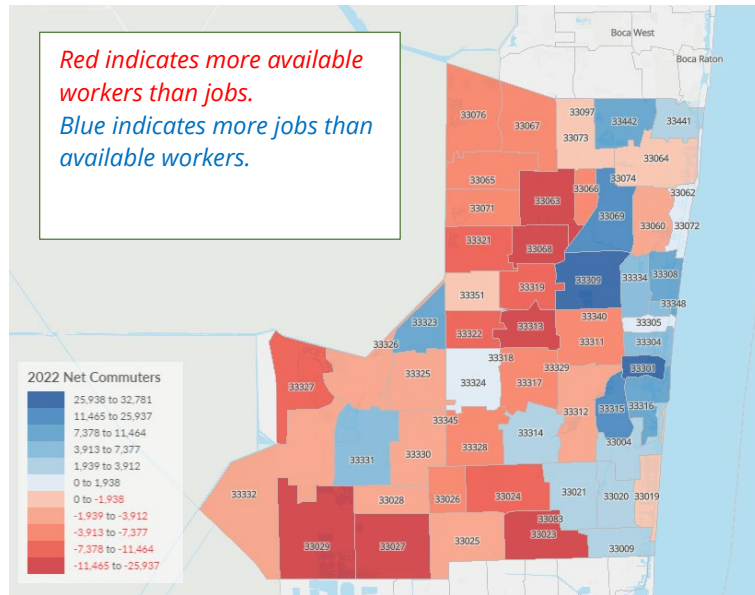
Table 11. Available Workforce, Radii from Pembroke Pines

Available Workforce	
10-mile	576,163
15-mile	1,097,245
30-mile	1,908,953

Source: Lightcast.io, 2022

Understanding where talent in Broward County currently works compared to where talent lives can help optimize site decisions, target certain industries, and educational opportunities (regional higher ed completions).

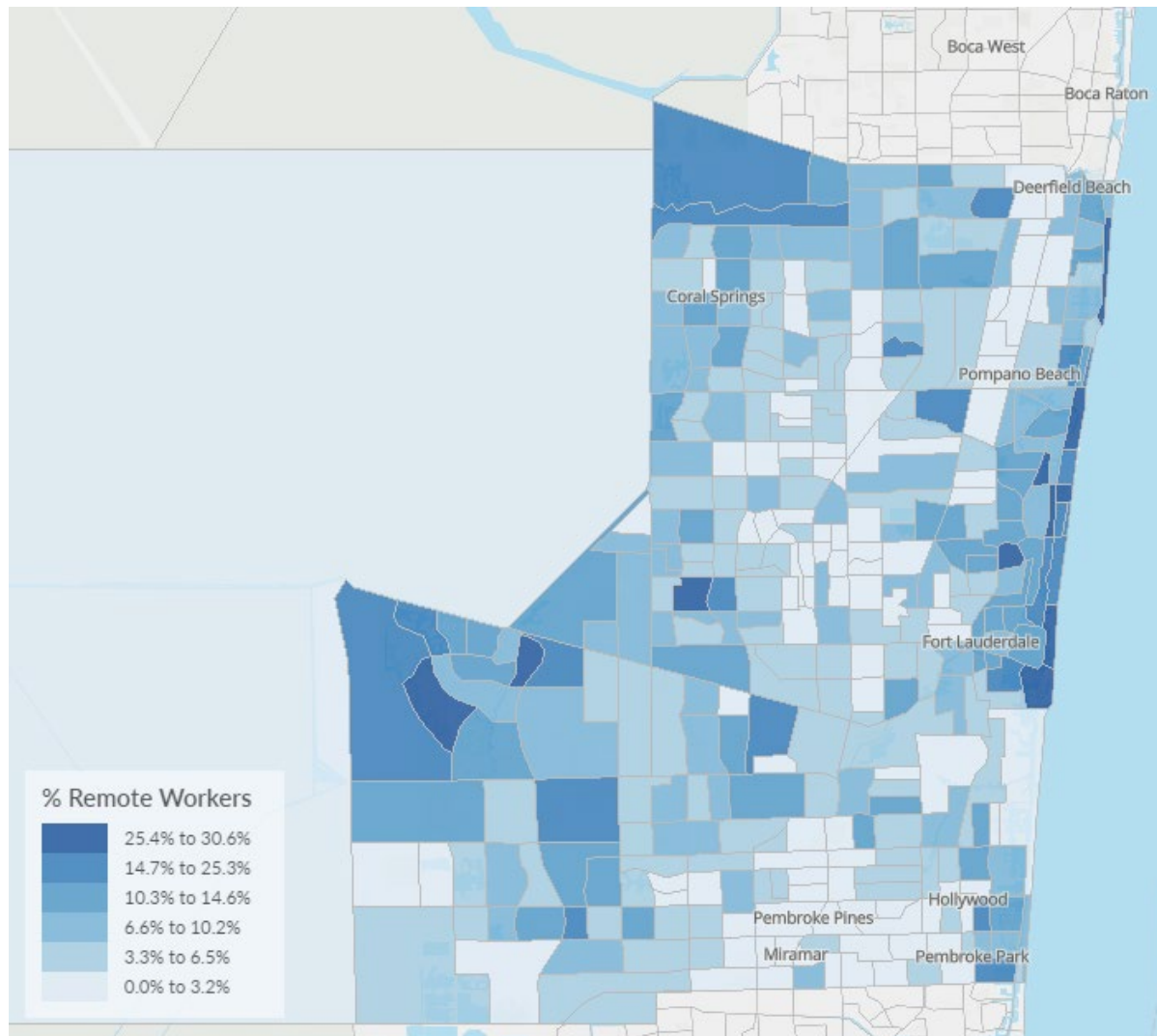
Figure 25. Available Workforce compared to Jobs by Zip Code, Broward County (2022)



Source: Lightcast

According to the Census, nearly 8% of workers aged 16 and over residing in Pembroke Pines are remote workers, which matches the same metric for Broward County.

Figure 26. Where Remote Workers Live, Broward County (2021)



Source: Census ACS 2021, Lightcast

Workforce Availability

In order to better understand the types of skills community residents acquire, it is important to measure jobs by the occupations residents hold.

The top occupation in Broward County are retailer salespersons, representing 3.3% of all jobs. There are more residents to fill this occupation than there are jobs available.

From a local workforce perspective, the table following illustrates the top occupations comprising all jobs in Broward County and how many residents are in that occupation and whether there is enough talent to fill the demand for that occupation—as indicated by a surplus (more jobs than residents—commuters entering the area) or a gap (more residents than jobs—residents leaving the area).

This is a net effect and is an approximation of the gap that may exist.

Table 12. Top Occupations, Broward County (2022)

SOC	Description	Jobs	Available Workforce (Resident Workers)	Surplus/Gap (jobs resident workers) less	Median Hourly Earnings	Avg. Openings	Annual
41-2031	Retail Salespersons	31,994	32,242	(248)	\$12.86	5,381	
43-4051	Customer Service Representatives	26,772	26,617	155	\$17.09	3,636	
43-9061	Office Clerks, General	19,682	20,162	(479)	\$17.34	2,612	
41-2011	Cashiers	19,013	19,193	(180)	\$10.60	4,297	
11-1021	General and Operations Managers	18,578	18,937	(360)	\$37.40	1,486	
37-2011	Janitors and Cleaners (except Maids and Housekeepers)	17,481	17,950	(469)	\$11.60	2,551	
53-7065	Stockers and Order Fillers	16,403	17,108	(706)	\$14.33	2,608	
35-3023	Fast Food and Counter Workers	15,594	15,406	188	\$9.79	4,473	
29-1141	Registered Nurses	15,586	17,529	(1,942)	\$36.53	1,047	
37-3011	Landscaping and Groundskeeping Workers	14,985	15,580	(595)	\$13.86	1,474	
35-3031	Waiters and Waitresses	14,137	14,678	(541)	\$10.65	3,650	
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	13,763	14,483	(720)	\$14.80	2,200	
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	13,555	14,163	(608)	\$17.61	2,063	
43-1011	First-Line Supervisors of Office and Administrative Support Workers	11,483	11,801	(319)	\$28.75	1,225	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	11,306	11,546	(239)	\$18.68	1,582	
13-2011	Accountants and Auditors	11,234	11,519	(284)	\$30.74	1,089	
33-9032	Security Guards	11,156	12,272	(1,116)	\$12.69	1,585	
35-2014	Cooks, Restaurant	11,093	11,178	(85)	\$13.73	1,637	
41-1011	First-Line Supervisors of Retail Sales Workers	10,952	11,078	(125)	\$17.69	1,382	
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	10,613	10,779	(165)	\$28.07	1,212	

SOC	Description	Jobs	Available Workforce (Resident Workers)	Surplus/Gap (jobs resident workers) less	Median Hourly Earnings	Avg. Openings	Annual
49-9071	Maintenance and Repair Workers, General	10,504	11,318	(815)	\$17.21	1,059	
41-9022	Real Estate Sales Agents	10,169	10,478	(309)	\$24.43	974	
31-1128	Home Health and Personal Care Aides	9,863	11,027	(1,165)	\$10.57	1,644	
37-2012	Maids and Housekeeping Cleaners	9,842	11,325	(1,483)	\$11.54	1,824	
23-1011	Lawyers	9,797	10,261	(464)	\$44.10	622	
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	9,510	9,649	(139)	\$24.59	1,315	
53-3032	Heavy and Tractor-Trailer Truck Drivers	8,544	9,654	(1,110)	\$20.79	1,052	
43-4171	Receptionists and Information Clerks	8,344	8,312	32	\$14.28	1,301	
39-9011	Childcare Workers	7,281	8,268	(987)	\$12.19	1,687	
41-3021	Insurance Sales Agents	7,220	6,878	343	\$18.39	699	

Source: Lightcast

Table 13. Top and Bottom 15 of Commuters Leaving and Entering Broward County for Work, 2022

SOC	Description	Jobs	Available Workforce (Resident Workers)	Median Hourly Earnings
TOP 15 ENTERING				
53-2031	Flight Attendants	3,387	2,768	\$29.07
47-2181	Roofers	2,423	1,926	\$24.84
47-2031	Carpenters	4,765	4,291	\$22.49
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	5,002	4,542	\$30.90
47-2111	Electricians	4,192	3,804	\$23.94
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3,274	2,909	\$22.87
41-3021	Insurance Sales Agents	7,220	6,878	\$18.39
53-2011	Airline Pilots, Copilots, and Flight Engineers	2,043	1,745	\$112.12
51-2098	Miscellaneous Assemblers and Fabricators	4,523	4,246	\$14.92
47-2152	Plumbers, Pipefitters, and Steamfitters	2,308	2,050	\$23.53

47-2061	Construction Laborers	5,032	4,826	\$18.03
35-3023	Fast Food and Counter Workers	15,594	15,406	\$9.79
49-3023	Automotive Service Technicians and Mechanics	6,245	6,071	\$20.48
43-4051	Customer Service Representatives	26,772	26,617	\$17.09
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	1,848	1,717	\$17.27

TOP 15 LEAVING

25-2022	Middle School Teachers, Except Special and Career/Technical Education	3,707	4,415	\$29.26
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	13,763	14,483	\$14.80
41-3031	Securities, Commodities, and Financial Services Sales Agents	3,586	4,308	\$26.63
13-2052	Personal Financial Advisors	2,432	3,165	\$35.46
31-1131	Nursing Assistants	6,495	7,293	\$13.76
49-9071	Maintenance and Repair Workers, General	10,504	11,318	\$17.21

25-2031	Secondary School Teachers, Except Special and Career/Technical Education	5,534	6,519	\$29.55
39-9011	Childcare Workers	7,281	8,268	\$12.19
53-3032	Heavy and Tractor-Trailer Truck Drivers	8,544	9,654	\$20.79
33-9032	Security Guards	11,156	12,272	\$12.69
25-2021	Elementary School Teachers, Except Special Education	5,940	7,098	\$29.13
31-1128	Home Health and Personal Care Aides	9,863	11,027	\$10.57
25-1099	Postsecondary Teachers	4,000	5,371	\$35.74
37-2012	Maids and Housekeeping Cleaners	9,842	11,325	\$11.54
29-1141	Registered Nurses	15,586	17,529	\$36.53

Source: Lightcast

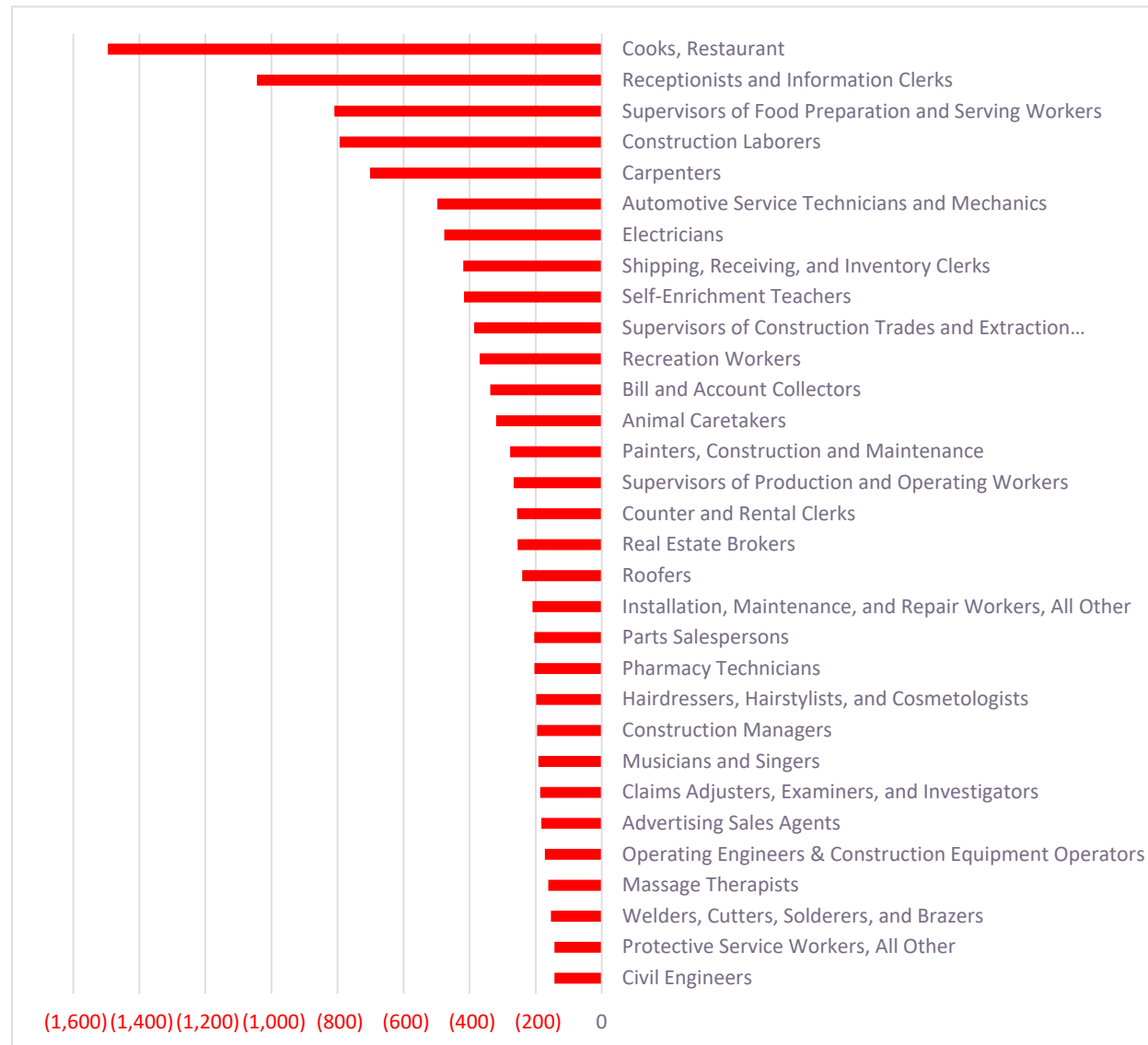
Education data are critical in identifying gaps and opportunities that are essential in building the workforce of tomorrow. Such data help businesses gain a better understanding of the market and ways to address talent shortages. Using completions data from regional higher education institutions and average annual job openings, we were able to decipher where potential educational

gaps exist for certain occupations. Several occupations are consistently in short supply across the country no matter how many people an institution can educate.

These include teachers, nurses, radiologists, medical assistants, automotive techs and truck drivers.

This information helps training partners as well as case managers understand each program market. There is an increasing availability of certification programs in the region that employers and workers need to become more aware of. Educating participants on such programs will garner traction, but further outreach efforts are needed to benefit employers, employees and job seekers.

Figure 27. Annual Gap (Completions minus Openings), Broward County (2021)



Source: Lightcast

Healthcare Occupations

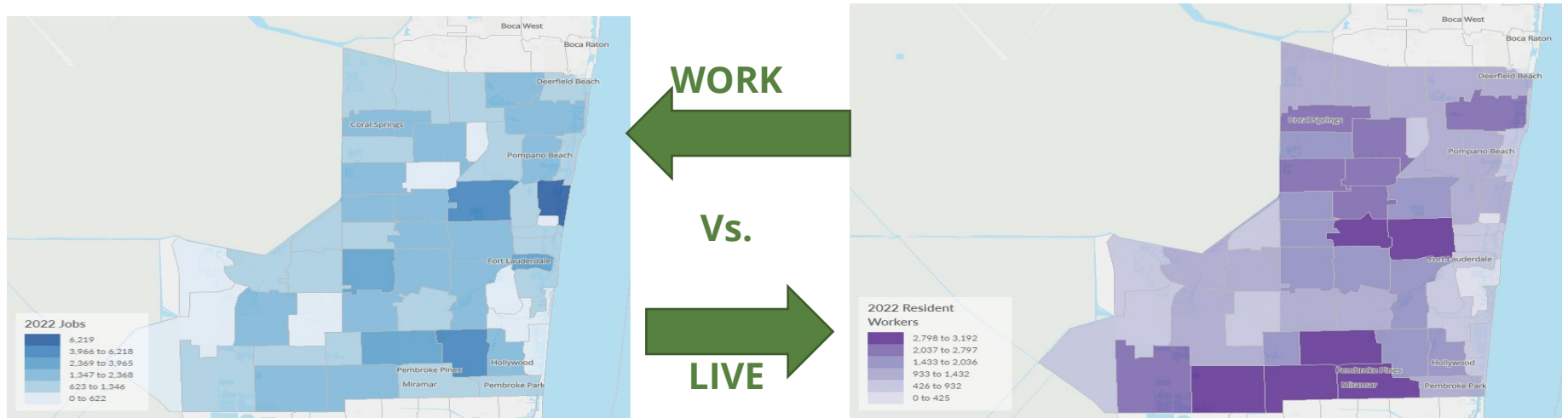
The same analysis was conducted for healthcare occupations, The data show most occupations in the largest employing specifically, as the need to identify workforce needs and gaps for healthcare jobs have sufficient number of resident workers this industry. (available workforce) to fill the jobs available in those occupations.

SOC	Description	Jobs	Available Workforce (Resident Workers)	Median Hourly Earnings	Surplus/Gap (jobs resident workers) less	Avg. Annual Openings
29-1141	Registered Nurses	15,586	17,529	\$36.53	(1,942)	1,047
31-1128	Home Health and Personal Care Aides	9,863	11,027	\$10.57	(1,165)	1,644
31-1131	Nursing Assistants	6,495	7,293	\$13.76	(799)	1,160
31-9092	Medical Assistants	5,006	5,118	\$19.30	(111)	702
29-2052	Pharmacy Technicians	2,977	3,103	\$18.44	(126)	275
29-2061	Licensed Practical and Licensed Vocational Nurses	2,880	3,137	\$22.71	(257)	312
29-2018	Clinical Laboratory Technologists and Technicians	2,682	2,672	\$23.95	9	203
31-9091	Dental Assistants	2,549	2,432	\$17.62	117	319
31-9011	Massage Therapists	2,303	2,340	\$17.79	(37)	321
29-1051	Pharmacists	1,761	1,870	\$62.75	(109)	110
29-2053	Psychiatric Technicians	1,652	1,526	\$18.25	126	138
29-1229	Physicians, All Other	1,444	1,560	\$103.77	(116)	95
29-2072	Medical Records Specialists	1,341	1,419	\$18.68	(79)	113
29-1021	Dentists, General	1,321	1,279	\$59.04	42	72
29-1171	Nurse Practitioners	1,303	1,365	\$51.80	(62)	80
29-1123	Physical Therapists	1,302	1,329	\$38.39	(27)	77

29-2034	Radiologic Technologists and Technicians	1,150	1,239	\$29.97	(89)	91
29-1215	Family Medicine Physicians	873	886	\$91.85	(13)	61
29-1292	Dental Hygienists	782	799	\$36.63	(17)	82
29-2056	Veterinary Technologists and Technicians	773	791	\$17.13	(18)	76
31-9097	Phlebotomists	765	734	\$17.75	31	140
31-9099	Healthcare Support Workers, All Other	764	826	\$17.89	(62)	77
29-1127	Speech-Language Pathologists	712	763	\$43.90	(51)	57
29-2099	Health Technologists and Technicians, All Other	690	776	\$17.71	(87)	58
29-1126	Respiratory Therapists	685	805	\$28.51	(120)	43
29-1071	Physician Assistants	651	680	\$65.06	(29)	45
29-2057	Ophthalmic Medical Technicians	629	619	\$23.60	10	48
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	627	643	\$13.89	(16)	92
29-1122	Occupational Therapists	615	650	\$38.75	(35)	45
29-1131	Veterinarians	602	608	\$44.63	(6)	40

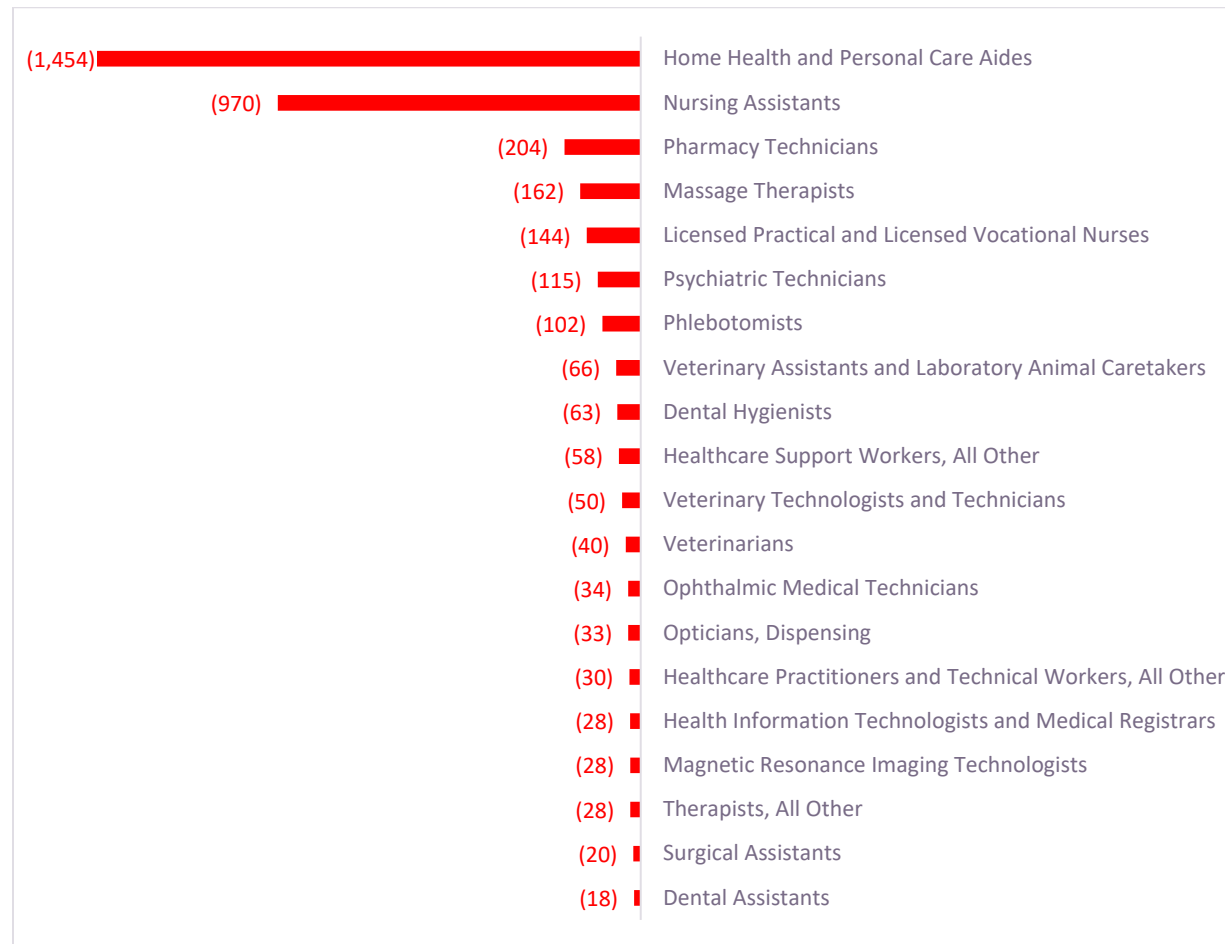
Source: Lightcast

Figure 28: Concentration of Where Healthcare Workers Work Versus Where They Live



Source: Lightcast.io; The Metts Group, 2023

Figure 7. Annual Gap (completions minus openings), Broward County (2021)



Source: Lightcast.io; The Metts Group, 2023

Transportation

The City is, at the time of this report, creating a Transportation Master Plan that will outline the strategies for the future. The need to create solutions for traffic congestion in various parts of the City as development moves forward is acute. Multimodal options and transportation improvements are necessary for the City to continue to thrive. This attempt to create safe, convenient, and accessible options for all is part of the City's commitment to its citizens and further indication of the positive progress of the community.



Palms and SW 150th Avenue Source: Florida Department of Transportation
In 2020, Florida companies accounted for 20% of all U.S. exporters, second highest in the country. This important role in shipping demonstrates the importance of a strong transportation network,

including Interstate 75, the Florida Turnpike and US-27 in Broward County specifically. According to Enterprise Florida, the state experienced an increase of 21.5% in two-way trade in 2021-a 25.7% increase in merchandise exports and 18.2% growth in merchandise imports. With consumer spending growing in double digits, the importance of transportation, warehousing and logistics continues to rise. The transportation system is an important component of a successful economic development program, providing resiliency and sustainability for the future.

US-27 on the far west side of Pembroke Pines provides a transportation corridor that serves the Southern and Midwestern United States. In Florida, it extends from Miami-Dade County to the Florida-Georgia State Line. It is classified as a Strategic Intermodal System (SIS). This statewide network of high-priority transportation facilities, including the state's largest and most significant airports, spaceports, deep-water seaports, freight rail terminals, interregional rail and bus terminals, rail corridors, urban fixed guideway transit corridors, waterways, and highways are the primary means for moving people and cargo, and have the highest statewide priority for transportation capacity improvements. US-27 is crucial to the state's economy and mobility. Canals run along both sides of US-27 within the parcel boundary, generating an

increased right-of-way width of 300 to 443 feet. US-27 is one of the most important roadways in Pembroke Pines, in terms of future economic opportunity.

Twice honored as “General Aviation Airport of the Year” by the Florida Department of Transportation, North Perry Airport (HWO) is the state's second busiest general aviation airport. Devoted exclusively to private and business light-plane activity, HWO has four runways with two lighted for 24-hour operations. Its concessionaires offer fuel, service, air charter, flight instruction, aircraft sales, maintenance, storage, and other services for the flying public. The presence of the airport, while run by the County, can be considered a continuing benefit to the City. Investigation indicates that the County has no interest in closing the airport and redeveloping the property. That being the case, efforts should continue to liaison with the County to explore options for jobs growth and more transportation opportunities.

Stakeholder Participation

To ensure that visioning efforts and the final documents are consistent with the context and character of the community, public input sessions were held, and online surveys were distributed to citizens, business owners, and city staff. The response was exceptional, with nearly 150 replies to the survey and more than 50 in-person discussions with members of the business community.

Economic Development Business Survey

To gauge the trends or assumptions, Pembroke Pines business owners and managers were polled. A 26-question “Economic Development Business Survey” was produced and shared with the City and Chamber of Commerce for distribution.

The survey was opened on November 10, 2022, and closed on January 31, 2023. A few questions from the 2018 Business Opinion Study (BOS), administered by PMG Associates, Inc., were asked, for the purpose of this Economic Development Strategic Action Plan Update. Of the 147 respondents, 76% are self-reported CEOs, Partners, or Owners of their business. About 60% of the businesses operate on a local scale, followed by regional (roughly 19%) and national scale (approximately 16%). The majority of

respondents work in the Professional, Medical, or Restaurant and Retail Establishment sectors. Almost 86% of all respondents are based in Pembroke Pines, yet about 71% employ 10 or fewer people at the business’ Pembroke Pines location. Forty-eight percent have run their company in Pembroke Pines for 11 or more years; however, only one-third own their space.

The majority (50% or more) of survey-takers considered the following factors as “important” when they evaluated opening their Pembroke Pines business:

- Overall image or quality of life of the City
- Overall feeling of safety
- Attitude of local government toward business
- Level of taxation
- Access to major roadways
- Quality of new development in the City
- Proximity of businesses that are important to your business
- Quality of infrastructure, including water, telecommunications, etc.
- Access to a specific customer or income type

The survey instructed the respondents to rank the City’s performance regarding functions or characteristics that impact economic development. On a range of “Very Satisfied,” “Satisfied,” “Neutral,” “Dissatisfied,” and “Very Dissatisfied,” a score was calculated by assigning 1 to 5 points, with “Very Satisfied” assigned

5 points, and “Very Dissatisfied” assigned 1 point. Overall, the general sentiment was reported as “satisfied” or better.

The top three reported obstacles faced by businesses are:

1. The Economy/Increased Operating Expenses
2. Bringing in New Customers
3. Finding Employees

Areas that could be improved to create a more conducive business climate are:

1. Economic Resiliency
2. Skilled Labor/Workforce Training & Affordable/Workforce Housing (tied)
3. Improved Public Safety
4. Traffic improvements

On a related observation, 42.57% report that the greatest difficulty encountered is the attracting applicants with required skills, followed by attracting applicants willing to work for wages offered (25.68%).

Since the 2018 BOS, when asked to rate the communication between City Hall and business owners, there has been an increase in “good” and “average” and a decrease in “excellent” and “poor,” as answers. The preferred forms of communication have not changed, with emails, direct mail, and the City website remaining most popular.

Survey-takers were given the opportunity to share comments for the City Staff to take into consideration. Overwhelmingly the remarks related to additional support for local businesses. Several comments specified easing permit and business registration processes with more efficient timing and improving online payment services by making them more user-friendly. Additionally, concerns for both commercial and residential rental costs were raised.

Despite challenges, over 70% would recommend Pembroke Pines as a business location. The complete findings may be found in the Appendix as Appendix III of this Economic Development Strategic Plan Market Analysis.

Interviews

The RMA Team conducted telephone and in-person interviews with local and regional business owners, attorneys, educators, real estate brokers and developers to gain a market-driven understanding of the perception of Pembroke Pines as a desired location for office, retail, industrial, and hospitality development.

This input also served to further validate the strengths, weaknesses, opportunities, and threats for Pembroke Pines.

Interviews with community stakeholders provided insight to how people who work in, for, and with the City perceive Pembroke

Pines. Interviewees were asked to identify the assets they value and the challenges that were experienced. The observations interviewees shared are summarized here, in general terms.

Additional observations were gathered by the research team through a series of telephone and in-person interviews with local and regional real estate brokers. The purpose was to gain a more in-depth and nuanced understanding of the perception of Pembroke Pines, as a desired location for business.

City of Pembroke Pines: Interview Questions

1. What do you recognize as being Pembroke Pines strongest assets?
2. What do you recognize as being Pembroke Pines weaknesses?
3. Due to the City's linear geography and following the City's development pattern, we have observed that there are three areas of the City that share common characteristics: EAST (Palm Ave East to municipal boundary), CENTRAL (Palm Ave to I-75) and WEST (I-75 west to municipal boundary. Please describe how you see these areas?
4. How would you describe each area to a potential investor, and its opportunity for success (aspirations)?
5. How can the three areas work together to promote health and wellness?
6. What types of funding and partnership strategies would be best for each area or business cluster?

7. How do you envision the three areas coming together to experience success?
8. What do you see as challenges or constraints to redevelopment of specific areas (such as The Mall, the Medical campus, and the East Side?
9. Do you see any deficiencies in Pembroke Pines housing stock, including quality, quantity, location, and cost?
10. What are your thoughts on redeveloping older commercial and residential properties with new higher density residential projects?
11. Does a city-wide health and wellness strategy offer appeal to the Pembroke Pines community, embracing a holistic view of the City with a focus on this quality of life?
12. What sectors (Residential, Retail, Office, Health Care, Industrial), should be expanded in the City of Pembroke Pines? Do you think the City has excess in any one sector?
13. Any other recommendations or observations you would like to provide related to Pembroke Pines in general?

Pembroke Pines stakeholders are proud of the seven acres per thousand residents of parks, successful educational systems, and excellent financial situation and bond rating.

Residents and workers are in close proximity to highways, which are advantageous to connect with metropolitan Fort Lauderdale and Miami while preserving a suburban lifestyle. US-27, I-75 and the Florida Turnpike are all major north-south transportation

routes that enhance access to nearby cities and neighboring counties.

A majority of the respondents believed the City of Pembroke Pines is impeded by traffic congestion. Difficulty in mobility is considered an obstacle to attracting new residents, development projects, installing bicycle lanes, and enhancing walkability. However, the upcoming Transportation Master Plan is regarded as a step in the right direction with the hope of alleviating the main east-west corridors, particularly Pines Boulevard.

There is strong support for the cultural arts and a desire to grow its momentum. Current marketing tools and communications channels have gaps in their outreach, which, if addressed, would further promote the programming at City Center and Studio 18.

The relationship between the City Commission and the City Administration is considered as a strength by the stakeholders. This has set the foundation for a proactive approach in order to advance the City's initiatives, such as property acquisitions and operating highly regarded educational system (Pembroke Pines Charter Schools and the public school system).

Respondents believe the City would be keen to ensure integration of plans of various disciplines, such as transportation, infrastructure and recreation, to avoid gridlock and unintended

conflicts in recommendations.

There is an expressed concern for housing that is affordable for young professionals interested in moving to the area. Increased density has been an issue that the City continues to study to find a solution.

While the City is attractive to seniors for their services and housing options that are available and currently being developed, affordable housing is still an issue with the working and senior population. Historically, Pembroke Pines has been ranked in the top 10 places to retire in the state of Florida.

The eastern end of the City faces challenges brought on by a multitude of situations. One is Airbnb's, which are difficult to regulate and allow transient occupants. Investment in the east is further impacted by the aging infrastructure and older properties, particularly along Pembroke Road and Pines Boulevard. ***Older shopping centers and housing communities need redevelopment and improvement. In the Action Plan, we will address strategies to encourage and incent redevelopment with current trends.***

Healthcare and medical facilities, restaurant and retailers have a strong presence in Pembroke Pines. ***Science and technological campuses or corporate headquarters and industrial uses are target opportunities that would help diversify the job pool and***

offer career opportunities. This would be a catalyst for the central part of the City.

Strengths	Assets
Progressive and open leadership	City Center
Location and proximity to ports	Schools
Major transportation corridors	Parks, City and CB Smith (County)
Automobile sales hub	The Frank
Low taxes	Great Hall 26K SF retractable seating
Forward-thinking	Holistic city government
Creative ideas	Retail, restaurant, and service offerings
Financial position and bond rating	Medical facilities
Live-work-play balance	Aggressive land acquisition efforts
Low crime	Senior services
Diverse population	Healthy increase in Ad Valorem taxes at 7.8% from FY 2022 to FY 2023
Investment income is a significant portion of total revenues	Revenue from building permits greatly increased from FY 2022 to proposed FY 2023 by 1484%

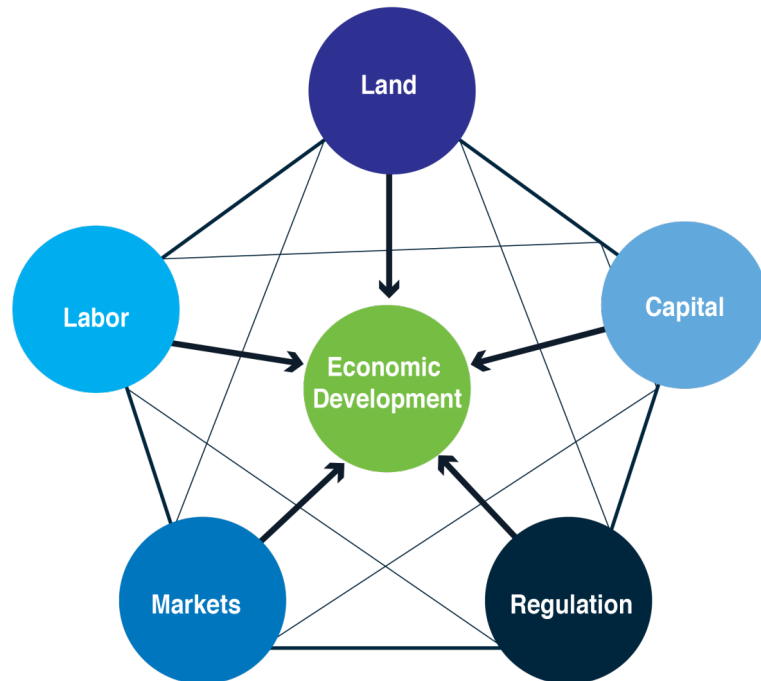
Challenges	Opportunities
Redevelopment parcels have multiple owners Slow progress	Transformational change with employment center
North Perry Airport surrounding areas	State-controlled properties
Lack of land for development	Density increases at major interchanges and center
Slow progress	Wellness district at Memorial West
Workforce education and technical training	Mall redevelopment should include housing for medical center and medical office space
Vocational and technical education training	Workforce housing for education/medical campus
Drainage, water, and infrastructure	Catalyst projects in each of the 3 areas
Sidewalks in disrepair in some areas	Corner Taft Street and Douglas Road (3 strip centers)
Traffic control/management	Corner Pines Boulevard and University Drive
Walkability	Trade schools
Affordable housing expressed as major issue by several business owners	Clear, concise regulatory process that provides certainty of cost and timing
Facilities operations and hours	Local Business Tax revenues anticipated to decrease from FY 2022 to FY 2023 suggesting a decrease in anticipated business retention and openings
Activities for broad spectrum of community	Intergovernmental Revenue has decreased FY 2022 to FY2023 even though all expenditures are increasing
Expansion of industrial categories have increased demand	
Deteriorating infrastructure	

Though bound by the wetlands, the Everglades are a unique, natural feature. There is support for redevelopment as a tool for addressing underperforming areas. A 2017 study put the city in third place for US cities most vulnerable to coastal flooding, with 116,000 residents living within FEMA's coastal floodplain. As the City plans for the future, diligent use of resources and the environment will play a major role. ***The western area of the City holds opportunities for smart recruitment of businesses that are environmentally friendly and provide job opportunities that are higher paying and provide more benefits. This type of recruitment is targeted and focused, part of the Strategic Plan proposed.***

V. KEY INVESTMENT DRIVERS

Introduction

This section of the Market Analysis provides consumer trends organized by their respective influence on the five key drivers of economic development. Extensive community input efforts were conducted, and the feedback received from City residents, businesses and stakeholders has been factored into the analysis.



An opportunity exists to capture the energy and dynamic being created by the expansion of the healthcare industry, as it relates to the medical industry and facilities in the City which are expanding.

The overall wellness industry is a strong bellwether throughout the country, and especially in Florida.

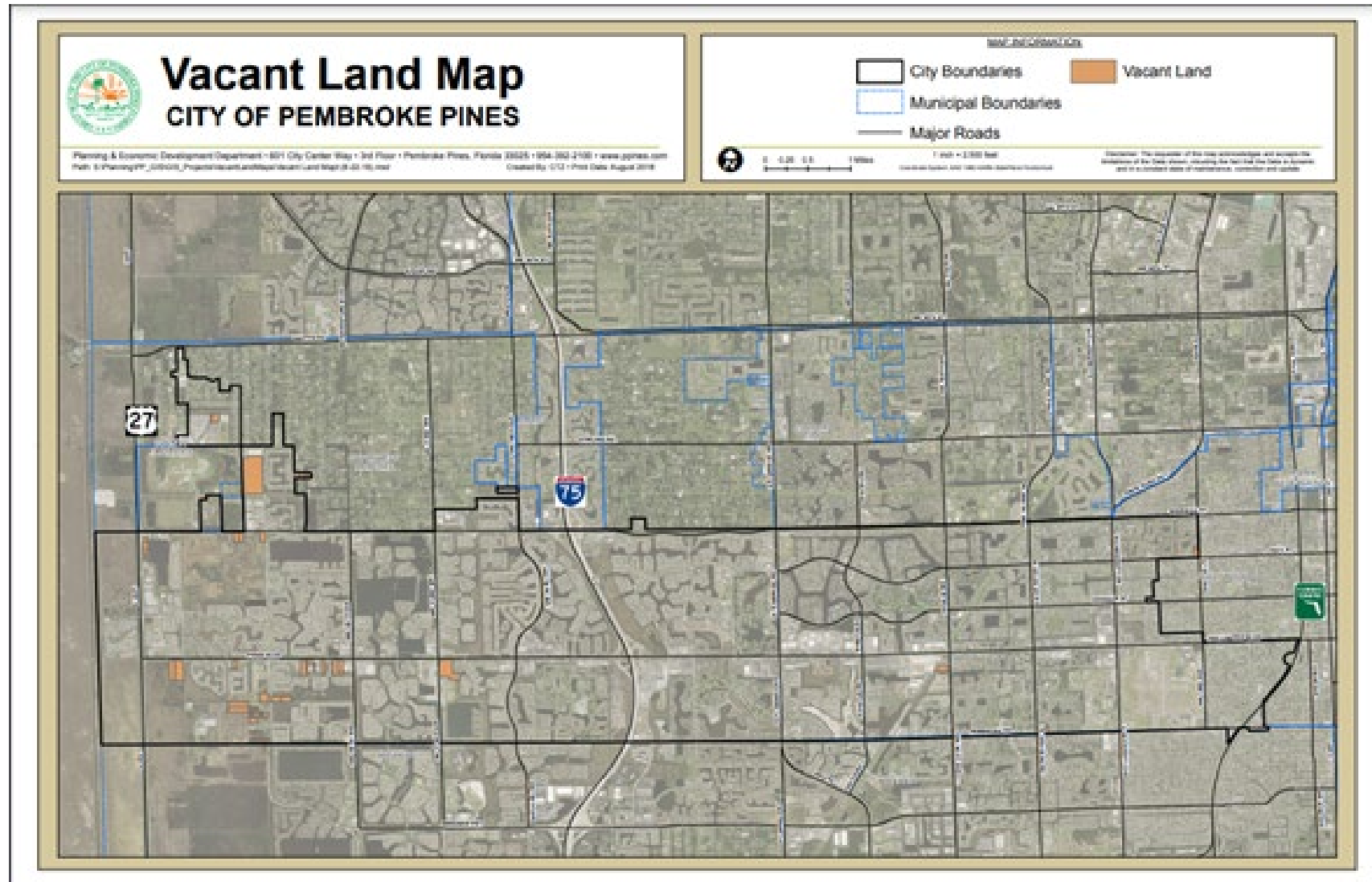
Land

Pembroke Pines' evolution into a more vibrant, active destination for residents and visitors of all ages is happening now. However, challenges facing economic development in the City include the lack of land available for development. Strategic areas where the City can influence economic development are identified in this section of the analysis. Additionally, the Land section provides further detail of real estate market data and trends in the City. For clarification, assets within the City are broken down into two categories: Operational and Real Assets. This report will analyze the position of these assets and how they affect the direction of the City.

Vacant Land

The current inventory of land classified as materially vacant includes 481 parcels with a total land area of 237 acres. Of these parcels, approximately 97% contain less than five acres. 2% contain between 5 and 10 acres and less than 1% contain more than 10 acres, according to the Broward County property appraiser records. This confirms that land available for new development in Pembroke Pines is scarce.

An opportunity exists to capture the energy and dynamic emerging as result of the changing landscape of markets today, especially with the strength of the industrial market. Pembroke Pines has the unique potential to spur productive, inclusive, and sustainable-economic development. Economic development based on multiple industries and supply chains is achievable under the current circumstances, especially in the West part of Pembroke Pines where there are several business and industrial parks with space and sites available.



Land, Continued: The South Florida Distribution Center is one example of smart development that serves the needs of the business market fueled by the US-27 corridor. This Class A office/warehouse space provides an advantage for e-commerce and office warehouse distribution companies needing to serve the South Florida population.



An aerial photo of warehouses at Pembroke Pines' South Florida Distribution Center. Photo: Smith Aerial Photos, January 27, 2020

Sustainable development partnerships with private development will be further enhanced by innovative ideas and concepts that support a green economy and economic resiliency.

With the cooperation of regional, state and federal agencies to

support initiatives for new housing options, the City can also take advantage of major companies' expansions by understanding the forces that drive them and their desire to provide an enhanced quality of life environment for their employees, and their executives. Discussions with major stakeholders indicated that a pressing concern is housing for professionals that is affordable. The expansion of Memorial Hospital West is an example of investment in the City that will provide jobs and revenue for years to come. This type of expansion provides economic resiliency for the community.



Charles F. Dodge City Center. Photo: www.charlesfdodgecitycenter.com

The City Center project is proof that utilizing resources to meet the challenges of today's marketplace results in assets that generate significant revenue returns.

The overwhelming success of this project has provided the City with a center for activities, art, culture, shopping, business and government. It is another example of a public private partnership that resulted in tremendous success and benefits for the City as a whole by providing an activity center for all to gather, celebrate and enjoy.

Redevelopment Opportunities

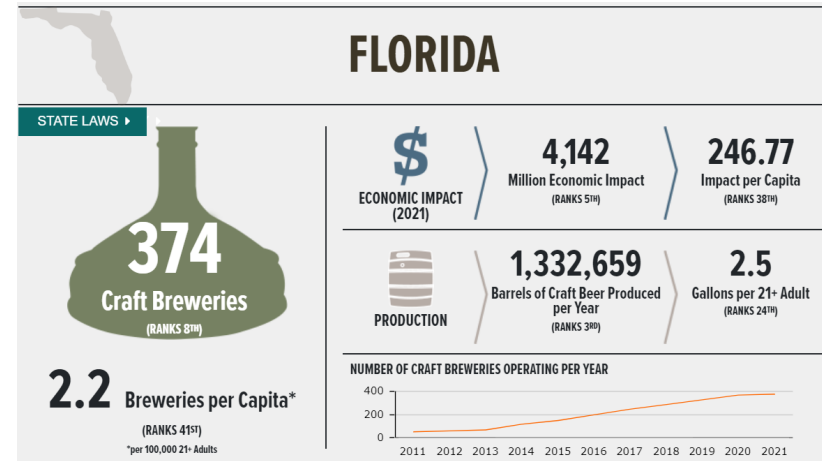
Our analysis of the land assets of the City of Pembroke Pines includes properties that are considered underused, underperforming, or obsolete. The definition of obsolete in real estate follows an accounting measurement, which leads to a decline in the valuation of real estate. It may be due to the change in market fundamentals, such as real estate where the pandemic has forced e-commerce and work from home to the forefront, with building footprints shrinking to reflect a changing dynamic. Today, office buildings are being designed and reconfigured to accommodate a flexible workforce. Big boxes that once housed apparel specialty, office supplies, home goods, and similar types of uses, are significantly reducing their space requirements, affecting the layout of a shopping center and the parking requirements.



Pembroke Lakes Mall reflects those changing retailers, and efforts to revitalize the mall are in progress. With movie theaters, department stores, high end retailers and restaurants, this property is a significant asset to its owners and the City. The mall may also offer an opportunity for discussions with neighboring Memorial Hospital to provide a mixed-use campus with options for live, work, and play that satisfy the needs of the community today. ***This is one of the most opportune areas for significant redevelopment that will benefit the City and citizens tremendously by harnessing the resources of the Mall and the Hospital.***

Redevelopment in the east side of the City will be challenging. But as the trends discussed continue to evolve, so will the requirements and feasibility of new businesses. Office/medical office development opportunities are tied to the availability of commercial space at a price point that will support the high buildout costs of investment grade medical space users. In the future, underutilized and obsolete commercial shopping centers may offer opportunity for redevelopment and reuse for medical office.

The brewery phenomenon that has swept the country offers another option for consideration in Pembroke Pines. Over the last decade, the American craft beer industry has grown at a rapid rate with little signs of slowing down. Fortune magazine reported a double-digit growth annually since 2015. The number of breweries in the US has grown from less than 100 in the 1970's to over 6,500 today, the most there has ever been. According to the US Brewers Association, American craft brewers contributed \$55.7 billion to the U.S economy (\$2.056 million in Florida) and more than 424,000 jobs (16,686 in Florida). The craft beer industry currently accounts for 12% of the total beer market share, with Florida being one of the fastest growing states. The accompanying graph demonstrates the economic impact of breweries in Florida.



Source: National Brewery Association

New housing topologies such as residential not only above retail in a live work environment, but also above storage and office uses are becoming popular in more urban areas such as East Pembroke Pines. While these uses are not currently seen in Pembroke Pines, they are a trend that will become another opportunity for redevelopment areas.

These specific product types provide the highest likelihood of attracting near-term redevelopment investment and development activity.

Labor

The City's contribution to the State of Florida's economy is significant. Elsewhere in this report we outlined the economic base and workforce data, which gives us a clear view of the heartbeat of the City.

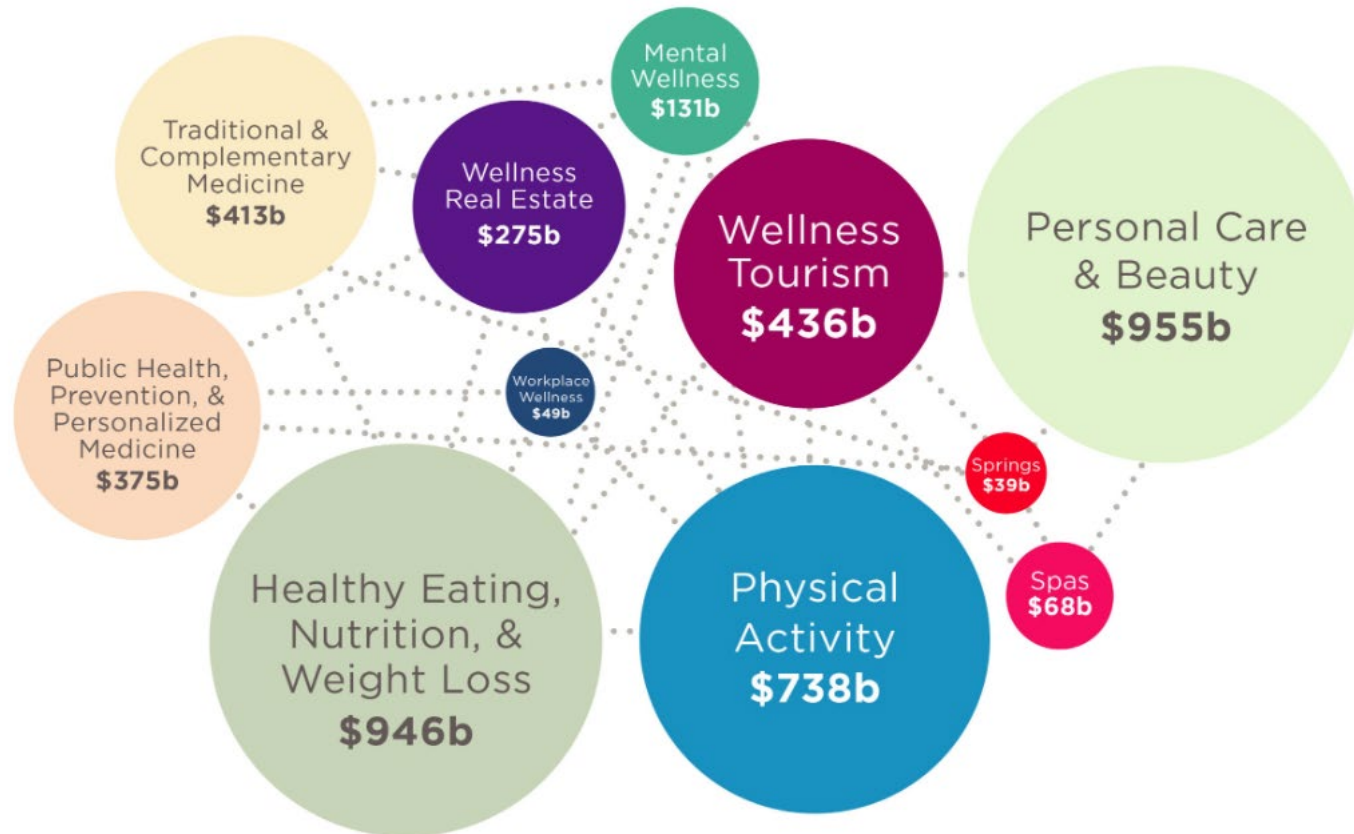
The largest industries in Pembroke Pines are finance and insurance (software publishers, data processing, telecommunications), wholesale trade (antibiotic and vaccines merchant wholesalers), professional services (offices of lawyers, computer programming, administrative management services), and retail trade (new car dealers, electronic shopping, grocery stores).

One of the keys to a healthy local economy is to attract consumers who are not residents. There is an opportunity to also capitalize on the wellness tourism market, a segment that is growing in popularity, post-pandemic. From the economic development standpoint, the transition from a visitor to an investor and/or resident is sparked by an impressive, initial visit.

It is important to note from the workforce section of this report that the healthcare industry is an important component of the growth of Pembroke Pines. A detailed analysis of the healthcare occupations to identify workforce needs and gaps was conducted,

and it is in this area that education opportunities must be increased. The illustration on the following page reflects the tremendous impact of the wellness economy, and how it can help build Pembroke Pines' economy.

GLOBAL WELLNESS ECONOMY: \$4.4 trillion in 2020



Note: Numbers do not add to total due to overlap in sectors.
Source: Global Wellness Institute



GLOBAL WELLNESS
INSTITUTE™

The Global Wellness Economy: Looking Beyond COVID – December 2021. Source: Global Wellness Institute.

Labor, Continued

Partnerships and alliances that Pembroke Pines benefits from include:

- Pembroke Pines-Miramar Regional Chamber of Commerce
- Broward County of Economic and Small Business Development
- Greater Fort Lauderdale Alliance
- North Perry Airport
- Broward County Aviation Department Career Source Broward
- Broward College

It is important to continue to collaborate and leverage co-op opportunities with these organizations.

Broward County Public Schools serve Pembroke Pines. In addition, several charter schools are located in Pembroke Pines, and the City of Pembroke Pines operates its own charter school system. The educational system in Pembroke Pines has a steady, positive reputation (see Appendix III, B. Digital Analysis). Families with young children are attracted to the City for the prospect of enrollment. Public schools in Pembroke Pines have a high degree of excellence as well, and its students continue to score well.

Charter schools are one of the crown jewels of Pembroke Pines. They are one of the largest charter systems in the country, and continuously fulfills its mission to prepare students to succeed in a global society by providing a personalized and rigorous curriculum

through excellence in teaching.

One of the notable observations is the Charter Schools Wellness Policy, which states that the system is committed to providing the students at the schools with healthy choices, promotion of wellness activities, and physical activities that promote the well-being of the children enrolled. The school continuously strives to promote activities and situations to enable students to make healthy choices, which may then contribute to the total well-being of the school population.

Primary and secondary education:

- [Pembroke Pines Charter High School](#)
- Somerset Academy Charter High School
- Pembroke Pines Charter Middle School (Central, West, and Academic Village)
- Franklin Academy Charter School (K–8)
- Renaissance Charter Schools at Pines (K–8)
- Somerset Academy Charter Middle School
- Atlantic Montessori Charter School
- Franklin Academy Charter School (K–8)
- Greentree Preparatory Charter School
- Pembroke Pines Charter Elementary School (East, Central, West, and [Florida State University](#) campus)
- Renaissance Charter Schools at Pines (K–8)
- Somerset Academy Charter Elementary School

Higher education:

- Florida Career College Pembroke Pines Campus
- The Broward-Pines Center regional campus of [Barry University](#)
- The Broward-Pines Center regional campus of [Broward College](#)
- The Broward-Pines Center regional campus of [Florida International University](#)
- The South regional campus of Broward College
- [Keiser University](#) Pembroke Pines Campus
- Galen College of Nursing

Capital Markets

The City has experienced strong growth in its tax base over the last 9 years with a **101%** increase over that period. There was also healthy increase in Ad Valorem taxes at 7.8% from FY 2022 to FY 2023. Additionally, revenue from building permits is proposed to greatly increase from FY 2022 to FY 2023 by **1484%**, suggesting the City is anticipating an abundance of new construction projects and renovations. The real estate transaction analysis in this report highlights the City's performance over the last ten years, and provides a clear lens to validate the course of action that the City has used in real estate acquisition.

Capital, in this context refers to the financial/economic potential in the City. The City's budget, comprehensive plan, capital improvements and external research were analyzed.

This section of the market analysis aims to answer the following questions:

- What is the structural health of the City's finances over the short-term which will impact its ability to fund the initiatives set forth in the Strategic Action Plan?
- What is the local financing environment and the local credit situation?
- What are the financing conditions facing major retailers and corporations?
- Does the city have money for incentives?
- Is the city investing in infrastructure that supports new investment or has that investment already occurred?

Tax Base

The Property Taxable Value (Just Value) for fiscal year ending Sept. 30, 2014, was \$13,145,675,871 while the Property Taxable and Assessed Valuation (Just Value) for the 2022 Tax Year is \$26,463,767,430.

The City has experienced strong growth in its tax base over the last

9 years with a 101% increase over that period.

Table 14: Pembroke Pines Property Taxable and Assessed Valuation

FY	Just Value	% Increase over Prior Year
2014	\$13,145,675,871	
2015	\$14,806,865,492	12.6%
2016	\$16,053,238,879	8.4%
2017	\$17,578,628,055	9.5%
2018	\$18,793,239,672	6.9%
2019	\$19,824,761,886	5.5%
2020	\$21,828,419,115	10.1%
2021	\$22,957,419,762	5.2%
2022	\$26,463,767,430	15.3%

Source: Broward County Tax Assessor; RMA, 2023

Figure 29: Property Taxable and Assessed Valuation (Just Value)

Source: Broward County Tax Assessor; RMA, 2023



Tax Millage Rate

Table 15: Pembroke Pines Property Tax Millage

FY	Property Tax Operating Millage Assessment
2014	5.6368
2015	5.6368
2016	5.6736
2017	5.6736
2019	5.6736
2021	5.6736
2022	5.6690
2023	5.6690

*Tax Rates for FYs 2017-2018 and 2019-20 not found on city website

City Finances

According to the City's FY 2022-2023 Adopted Budget, for FY 2022-2023 the Beginning Fund Balance is \$1,597,872,855; Total Revenues/Sources are \$485,173,441; Total Expenditures/Uses are \$485,173,441; and the Ending Fund Balance is \$1,630,536,557. An analysis of opportunities and constraints is provided below.

Business Incentives

Currently, the City offers an economic development incentive program known as the **Micro-Enterprise Business Assistance Program (CDBG-CV)**. This program is possible since the City of Pembroke Pines is an entitlement recipient of federal funds from the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) program. The City has also received an allocation of funds (CARES Act) to combat COVID-19 related impacts on Micro-Enterprise Businesses (defined as five employees or fewer, including owners). Grants are available up to \$10,000. This program is ongoing as funds are available.

The goal of the program is to avoid job loss caused by business closure related to social distancing by providing short-term financial assistance to income qualified micro-enterprise businesses to enable retention of jobs held by low- and moderate-income persons. Applications were accepted beginning October 16, 2020, with applications processed on a first come, first served, first qualified basis (<https://www.ppines.com/354/Plans-Programs>).

Federal, State and County incentives are available as well. Broward County offers the following program:

Broward Municipal Services District (BMSD) Revolving Loan Fund (RLF)

This new small business lending program will provide flexible, low-cost capital for existing businesses, as well as new start-up businesses in the BMSD.

The RLF provides BMSD businesses and commercial property owners with working capital and commercial real estate loans, along with small business training and other support services. The National Development Council (NDC) is partnering with OESBD, and the Urban League of Broward County to assist existing BMSD businesses, property owners, and entrepreneurs that are interested in starting new businesses or relocating to the BMSD.

NDC will administer the RLF and offer three types of small business loans to for-profit businesses currently located in or moving into the BMSD:

- MICRO-LOANS to small businesses established for 6 months or more with 1-100 employees (loans ranging from \$3,000-\$10,000)
- START-UP LOANS to new small businesses with 1-100 employees (loans ranging from \$10,000-\$50,000)
- CAPITAL ACCESS LOANS to businesses established for a minimum of 18 months with 1-100 employees (loans ranging from \$50,000-\$150,000)

Funds can be used to buy machinery and equipment, to finance

tenant and real estate improvements, as well as provide working capital. The loan fund can be accessed by any business in the BMDS.

More information about this program and other County business assistance can be found at: <https://www.broward.org/EconDev/Pages/BusinessAssistance.aspx>.

Currently, the state incentives through Enterprise Florida, Inc. offers the following incentives:

Capital Investment Tax Credit

This annual credit, provided for up to twenty years, is used against the corporate income tax. Eligible projects are those in designated high-impact portions of the following sectors: advanced manufacturing, clean energy, biomedical technology, financial services, information technology, silicon technology, transportation equipment manufacturing or 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 Incentive

The HIPI is a negotiated grant used to attract and grow major high-impact facilities in Florida. Grants are provided to applicants pre-approved by the 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, Life Sciences, Financial Services, Corporate Headquarters, Transportation Equipment Manufacturing, Information Technology, Advanced Manufacturing and Semiconductors; 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 make a cumulative investment in the state of at least \$50 million (if an 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.

Special Incentives

A Rural Community Development Revolving Loan Fund and Rural Infrastructure Fund exist to meet the special needs that businesses encounter in rural counties. At the same times, Brownfield Incentives offer advantages to businesses that locate on a brownfield site with a Brownfield Site Rehabilitation Agreement (BSRA). The Brownfield Redevelopment Bonus Refund is available to encourage Brownfield redevelopment and job creation. Approved applicants receive tax refunds of up to \$2,500 for each job created.

Industry-Specific Incentives, High-Impact Sectors

Quick Response Training (QRT). The Quick Response Training program provides grant funding for customized training to new or expanding businesses. The program is flexible and structured to respond quickly to meet business training objectives. A local training provider – community college, area technical center, or university – is selected and available to assist in the application process and program development or delivery. If the business has a training program in place, a state training provider will supervise and manage the training program and serve as the fiscal agent for the grant funds. Reimbursable training expenses include: instructors'/trainers' salaries, curriculum development,

textbooks/manuals, and materials/supplies.

Incumbent Worker Training (IWT). This program provides employers with funds to train currently employed workers in an effort to keep their firms and workers competitive. The program addresses retraining to meet changing skill requirements caused by new technology, retooling, new product lines, and new organizational structuring.

Industry-Specific Incentives, CLEANTECH ENERGY INCENTIVES

Qualified Targeted Industry Tax Refund. The Qualified Targeted Industry (QTI) Tax Refund program provides an incentive for target industries to locate new facilities in Florida or to expand existing facilities in Florida. The program provides tax refunds of \$3,000 per new job created. The incentive is increased to \$6,000 per job if the company locates in a rural county or an Enterprise Zone. Higher awards are available to businesses within the clean energy sector and those paying very high wages. To qualify for the QTI program, a company must create at least 10 new jobs (or a 10% increase for expanding Florida companies), pay an average of at least 115% of area wages, have a significant positive impact on the community and have local support.

Quick Response Training. The Quick Response Training (QRT) Program provides grant funding for customized training required by new or expanding businesses. Through this business-driven program, Florida is able to effectively retain and attract businesses creating new high-quality jobs. CareerSource Florida, Inc. administers the program. This performance-based program is a key component of Florida's incentive portfolio, as most competitor states have similar training incentive offerings. The program has been structured to be flexible and to "respond quickly" to meet the business's training objectives. A local fiscal agent--college, area technical center, or university--is selected and is available to assist in the application and reimbursement process. The business may use their customized training program with their own trainer, provide training from an outside vendor or utilize the college, technical center or university to provide customized training. Reimbursable training expenses include: instructors'/ trainers' salaries, curriculum development, textbooks/manuals, and materials/supplies.

For more information on state incentives visit:
<https://www.enterpriseflorida.com/why-florida/incentives/>.

Infrastructure & Utilities

Per the Capital Improvement Program (CIP) in City's FY 2022-23 Adopted Budget, the FY 2022-23 capital budget for all funds is \$20.5 million, a decrease of \$5.8 million or 21.9% compared to the FY 2021-22 adopted budget. The General Fund and the Utility Fund account for 48.1% and 47.0% of the total appropriations, respectively. The capital budget is funded mainly by utility revenues and ad valorem taxes.

For Recurring Items, the majority of these items are replacements and, as such, have minimal impact on the operating expenditure budget. For Nonrecurring Items, the 2022-23 all funds budget has two major (appropriations above \$1.0 million) capital projects, the Water Main Improvements at Pines Village at \$5.6 million and Headworks influent channel renovations at \$1.1 million both in the Utility Fund. These capital investments will have a positive non-financial impact through improvements in efficiency and effectiveness, another positive for economic development .

Table 16: CAPITAL IMPROVEMENT PROGRAM Capital Costs by Project Category

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Total
TOTAL GENERAL FUND	\$12,592,526	\$10,467,600	\$10,327,600	\$10,907,600	\$10,108,600	\$54,403,926
TOTAL ROAD & BRIDGE FUND	\$3,526,281	\$2,053,000	\$2,053,000	\$2,053,000	\$2,053,000	\$11,738,281
TOTAL UTILITY FUND	\$9,651,254	\$17,294,800	\$15,236,500	\$19,139,500	\$22,760,000	\$84,082,054
TOTAL CIP - ALL FUNDS	\$25,770,061	\$29,815,400	\$27,617,100	\$32,100,100	\$34,921,600	\$150,224,261
Less Operating Items *	\$(5,608,982)	\$(3,346,000)	\$(3,346,000)	\$(3,346,000)	\$(3,390,000)	\$(19,036,982)
Plus, Non-CIP Funds	300,000					300,000
Plus Non-CIP Capital Items :						
Div.3001-Police	40,820					40,820
Div. 7001 - Recreation & Div. 7006-Golf Course	21,000					21,000
TOTAL CAPITAL - ALL FUNDS	\$20,522,899	\$26,469,400	\$24,271,100	\$28,754,100	\$31,531,600	\$131,549,099
In Present Value as Provided by Department Director						

* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more is included in the 5-year CIP. Anticipated purchases of more than one (1) unit for which the individual price is less than \$10,000, but for which the aggregate cost exceeds \$10,000 is in the 5-year CIP. In addition, per GASB 34, all resurfacing and road repairs must be expensed from a R & M account-not a capital account- since it is treated as a repair.

Markets

The population of Pembroke Pines is 171,178 and in Broward County the population is 1,944,375 (2020 Decennial Census). The population is not expected to increase in 2022-2027.

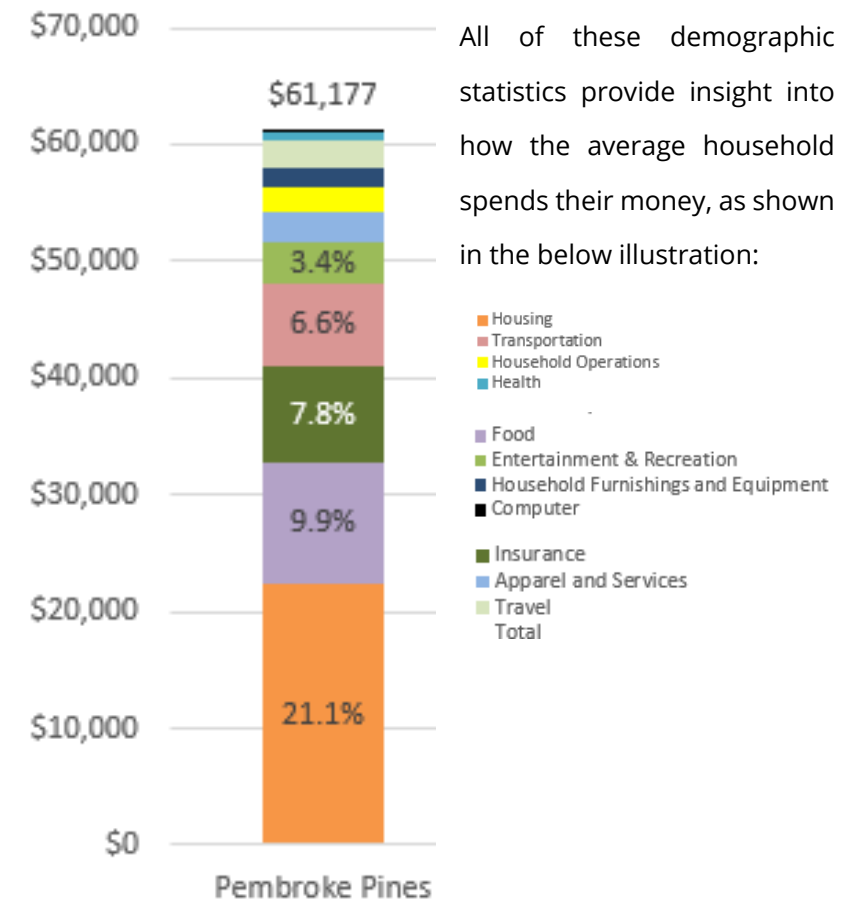
The median household income in Broward County is \$69,175, and in Pembroke Pines, it is \$79,143 (ACS 2021).

The median age is 41.6, the same as Broward County. Persons of Hispanic origin populate 51% of the City, whereas persons who are White or Black make up 30% and 10% of the population, respectively.

Housing values reflect a trend with higher values in Pembroke Pines compared to the larger market. This is due in part to the quality, age, and type of housing that exists in Pembroke Pines. Housing tenure, or owner occupied versus renter occupied indicates 67% of the housing is owner occupied, with 27% renter occupied, and 5% vacant.

The daytime population of the City is 141,902 which is reflected by the success of restaurants that cater to the working population. Of the daytime population, 42% are not residents of the City.

The City's education attainment is strong, with more than 22% of the population holding bachelor's degrees.



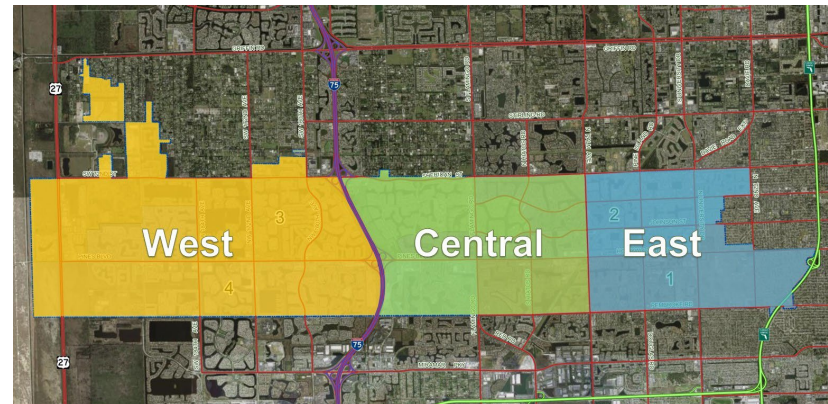
Market Demand and Market Potential

Supply and demand analysis is not sufficient in an urban or mixed-use setting, or in an area that seeks more urban development. At the county level, new units must respond to demand and projected increases in households. At the local level however, especially at full stabilization, there is no increase in population if no units are to be built. Supply can create its own demand, but “they will come” only works if units are matched to the households that make up the potential market, and the developer can execute in a manner that connects to the area’s “brand.”

The bottom line, however, is that market demand analysis looks at the past, while market potential looks to the future. RMA believes that it is not the quantity of market demand that is important; rather, it is the *quality of market potential*. And that quality is very high. The difference between economic development and redevelopment is that economic development serves and capitalizes on the market while redevelopment changes the market or creates a new one. Redevelopment is about realizing market potential, and significant potential and opportunity for market change exists, both in the Central and East areas of the

City.

Market Demand (and associated development capacity) is identified through the analysis of existing conditions, and evaluates growth based on normal economic conditions, many of which the City has little direct influence over. Market demand evaluates the current need for additional office space, the amount of additional retail and commercial space that the market could support, and the additional residential units that will be necessary to accommodate population growth.



Businesses Tax License Analysis

According to the City's business tax receipts, there are approximately 6,264 businesses in the City employing nearly 10,426 workers, with another 1,814 self-employed (Quarterly Census of Employment and Wages Report). Major employers and notable businesses in the City include:

AutoNation, Bergeron Land Development, Broward College, GDKN Corporation, Global Medical Management, GeoCare, Inc. Holman Automotive, Memorial Healthcare System, Publix Supermarkets, Ryder Systems, Vera Motors, Pines Ford, AutoNation, Waste Pro

USA, and Zinn Automotive.

When categorized into sectors, ***over 2,100 of the 6,264 businesses (34%) registered in Pembroke Pines have a concentration on a segment of the wellness industry***, which confirms that a large portion of the City of Pembroke Pines has organically produced a strong presence of businesses that relate to, or entirely concentrate on, individual health and wellness. Wellness services range from medical and dental to therapy, cosmetic and fitness. The impact of the wellness industry is discussed in more detail later in this report.

Regulations and Review

Cities should look at their regulations as an incentive for attracting positive economic development; this means not only economic development for the sake of economic development, but economic development with a purpose to provide a positive impact on quality of life.

Business-friendly does is smiling, courteous and friendly. Cities must also provide a professional response with an expedited solution. Private developers cannot generate adequate returns on investment to justify the investment risk if the barriers for entry include prohibitive regulations requiring additional time and money.

In some cases, cities look at their regulations as an incentive for development and that could be the key to attract positive investment. Private developers and lenders, aside from analyzing the market and seeing the potentials of a place for site selection, many times their decisions to invest or not are reduced to what is “realistically” possible to build; and that is directly linked to the land development regulations. For instance, properties around North Perry Airport are restricted in height due to the proximity to the active airport. This height restriction limits the development of high profile multi-family projects that use density

to increase profitability.

The figures and tables provided in this section have been excerpted from the Pembroke Pines Land Development Code to illustrate zoning and future land use throughout the city, as well as provide definitions for the various classifications.

In 2019, the City began the process of updating the land development code (LDC) to reflect the most current vision of the City, and to ensure the standards are relevant and produce the desired character within the built environment. This effort involved providing clarification of existing language, removing conflicts between different sections, consolidating duplicate sections, adding tables/graphics, and introducing more current planning principles reflective of best zoning practices. The City conducted a thorough public input effort with an open house, stakeholder meetings, workshops and staff working group meetings open to the public to gather input on proposed changes to the Code from the community. After the City's Planning and Zoning Board made a recommendation to adopt the new land development code to the City Commission on November 12, 2020, the City Commission adopted the new land development code on April 26, 2021, via proposed ordinance 2021-02 (Ord

1963) and the LDC was updated on June 15, 2022 (Ord 1989).

a. Zoning District Regulations

The zoning and district regulations are the guiding tool for land development. They produce and create the physical environment in which people live, work, and play. Currently, the City in its majority is designated as:

- Residential Multi-Family (R-MF)
- Planned Unit Development (PUD)
- Residential Single-Family (R-1A through R-1C)

However, the commercial zoning districts in the City include:

- Neighborhood Business (B-1)
- Community Business (B-2)
- General Business (B-3)
- Commercial (C-1)
- Professional Office (PO)

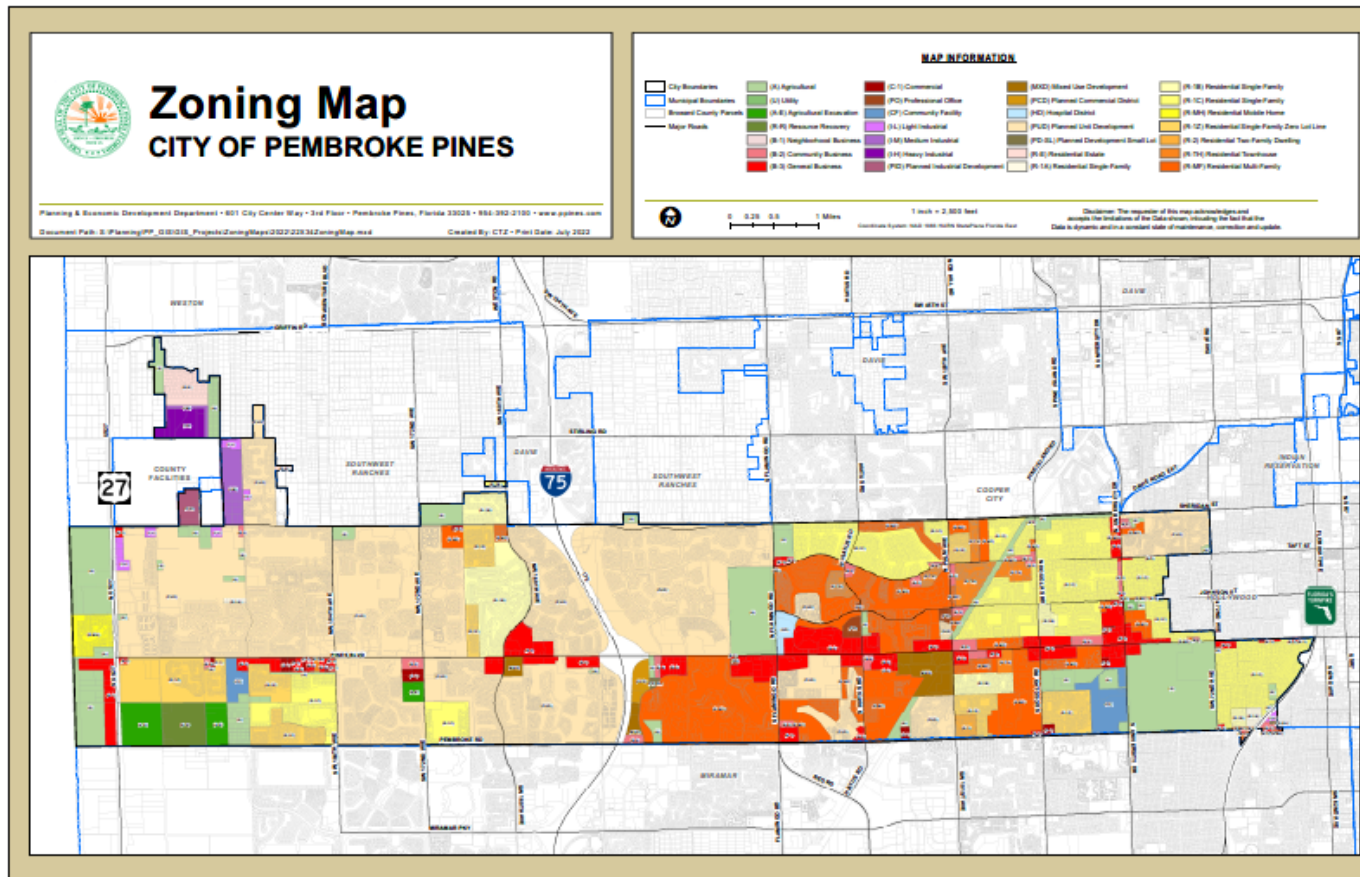
Pines Boulevard and University Drive are where a majority of the commercial zoning districts are located, with B-3 being the most prominent in those areas.

Below is the Dimensions Standards Table for Zoning District B-3:

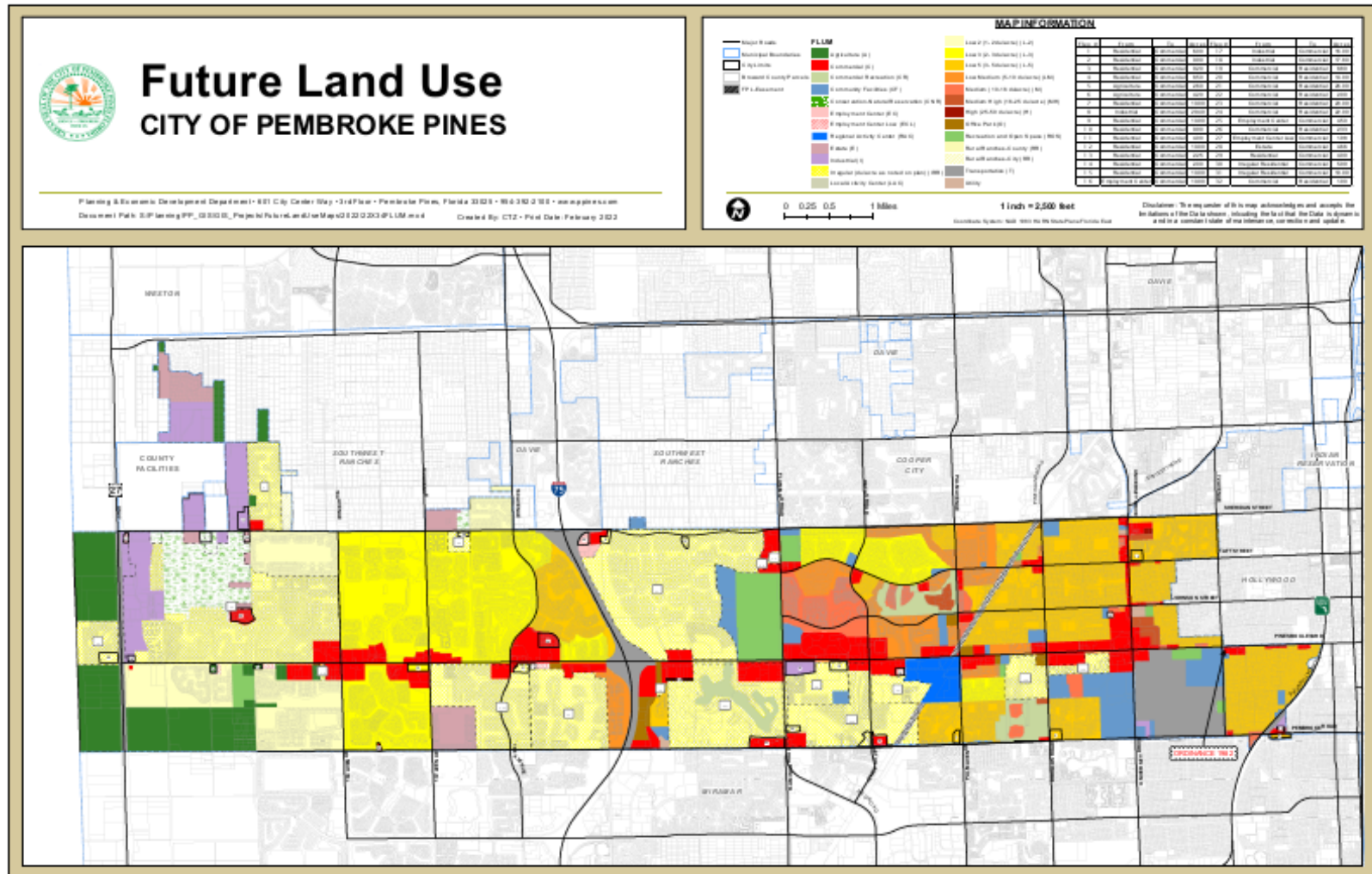
Table 155.432: General Business (B-3)	
Standard	Nonresidential
Minimum Lot Area	15,000 square feet
Minimum Lot Dimensions	150 feet of frontage on the primary traffic artery and 100 feet in depth
Maximum Height	100 feet [1]
Front or Street Side Setback [5]	30 feet in depth [2,3]
Side Setback [5]	10 feet in width which shall be totally landscaped [4]
Rear Setback [5]	15 feet in depth [7]
Minimum Floor Area	325 square feet per dwelling unit; each structure having a permitted or combination of permitted uses shall have a minimum of 1,500 square feet [6] 150 square feet for a rental sleeping room in a hotel, lodging house, tourist home, or similar use.
Note(s): [1] No building within 100 feet of any single-family dwelling shall exceed two stories or 35 feet. [2] For buildings exceeding 35 feet in height, front or street side setbacks must be increased one foot for every two feet in height in excess of 35 feet. [3] The first 15 feet of all front and street side setbacks adjacent to the property line shall be fully landscaped with sod, ground shrubbery, and trees, except where crossed by permitted access driveways or walkways. The balance of the required setbacks may be used for parking. [4] For buildings exceeding 35 feet in height, side setbacks must be increased one foot for every five feet in height in excess of 35 feet [5] All lots abutting a residential district or use shall have setbacks in accordance with §§ 155.630 - 155.633 [6] However, existing outparcels delineated on a plat recorded prior to 2-6-85 for a shopping facility shall be exempt from providing a building of the above minimum square footage. [7] The first 10 feet must be fully sodded and landscaped.	

The maximum height for B-3 zoning district is favorable for development, and it is also beneficial that the City also has a Mixed-Use Development (MXD) zoning district with the intent to provide flexible design regulations and uses for each project to encourage innovative development and redevelopment.

Pembroke Pines' mixed-use projects must have a consistent architectural theme, promote a pedestrian friendly environment, and reduce traffic generation. However, the minimum project size is 25 acres, which is quite a large land area for a mixed-use project, and there are few parcels this large.



b. City of Pembroke Pines Future Land Use Map



VI. BENCHMARK COMPARISON ANALYSIS

Introduction

As the basis for the plan's implementation recommendations, evaluating the economic development performance of the City of Pembroke Pines against communities with similar demographics is an important input for identifying gaps and opportunities.

This benchmark comparison analysis evaluates demographic and economic trends and projections of the peer communities of Ormond Beach, Cape Coral, and Port St. Lucie.

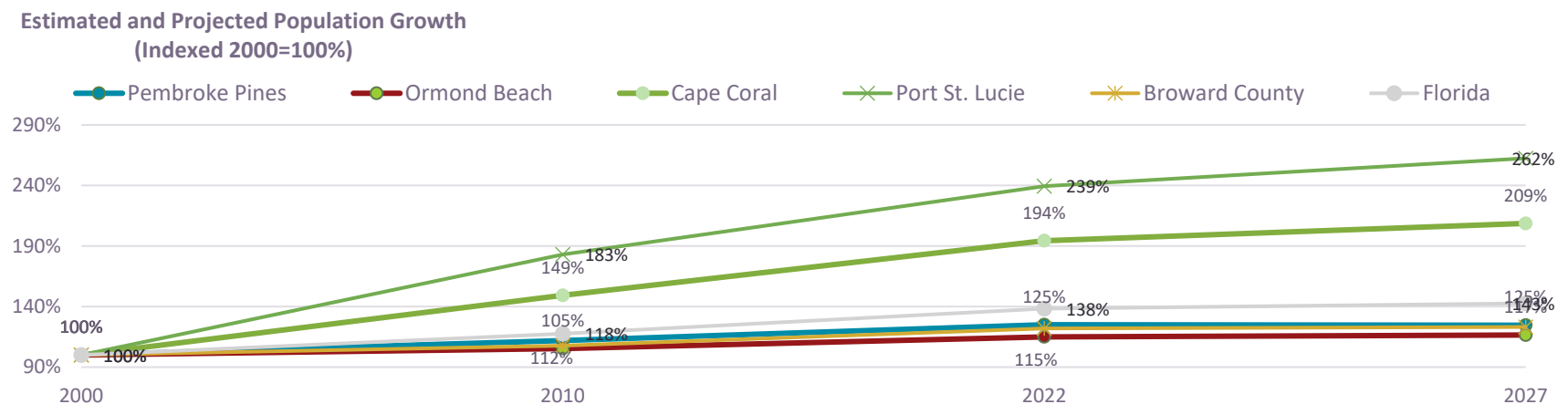
Population, Households & Income

Population Growth

The City of Pembroke Pines has experienced a steady population growth over the last twenty years, with numbers predicted to level off by 2027. While the city mirrors population increases of Ormond

Beach, it falls behind others with comparable demographic profiles in Florida like Cape Coral and Port St. Lucie.

Figure 30: Estimated and Projected Population Growth



Source: ESRI Business Analyst; Willdan Financial Services, 2022

Household Growth Trends & Projections

The cities of Pembroke Pines, Cape Coral, and Port St. Lucie reported a similar number of households in 2010, and all experienced modest growth over the decade. However, the

projected household growth rates between 2022 and 2027 in Cape Coral and Port St. Lucie far outpace Pembroke Pines, which is currently set to experience a slight decrease in households.

Table 17: Comparative Household Growth Trends & Projections, 2022

Household Growth	2010	2022	2027	Change 2022-2027	
				No.	CAGR
Pembroke Pines	56,886	63,407	62,968	-439	-0.1%
Ormond Beach	17,759	19,310	19,600	290	0.3%
Cape Coral	61,068	79,704	85,430	5,726	1.4%
Port St. Lucie	61,088	80,466	88,886	8,420	2.0%

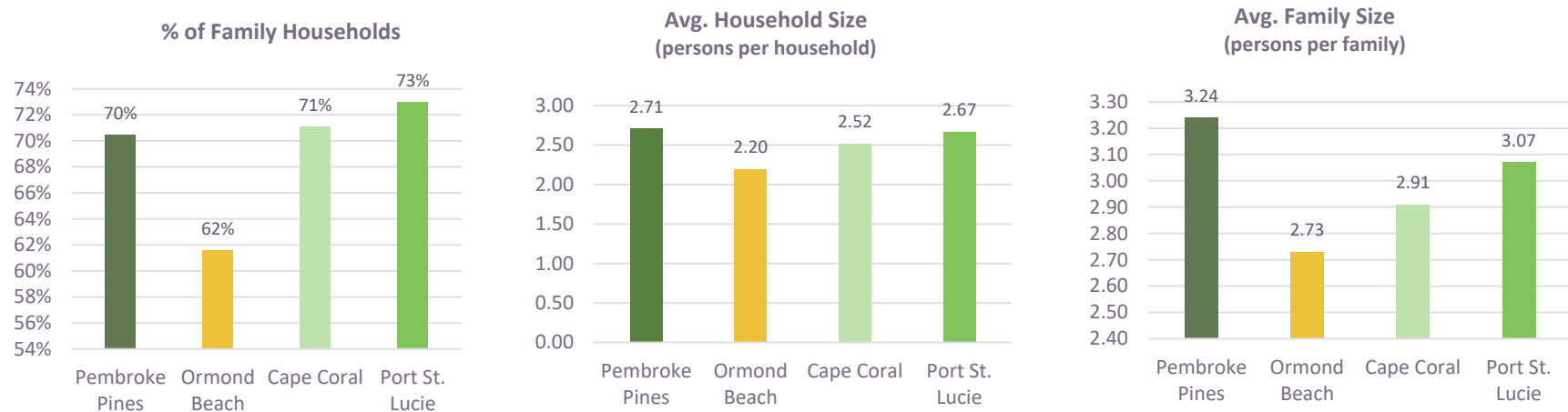
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Family Household Characteristics

The City of Pembroke Pines reports a similar percentage of family households as Cape Coral and Port St. Lucie. However, the City holds the highest average household size and average family size,

with 2.71 and 3.24, respectively. While there are a similar number of family households, the household and family sizes are larger in Pembroke Pines.

Figure 31: Comparative Family Household Characteristics, 2022



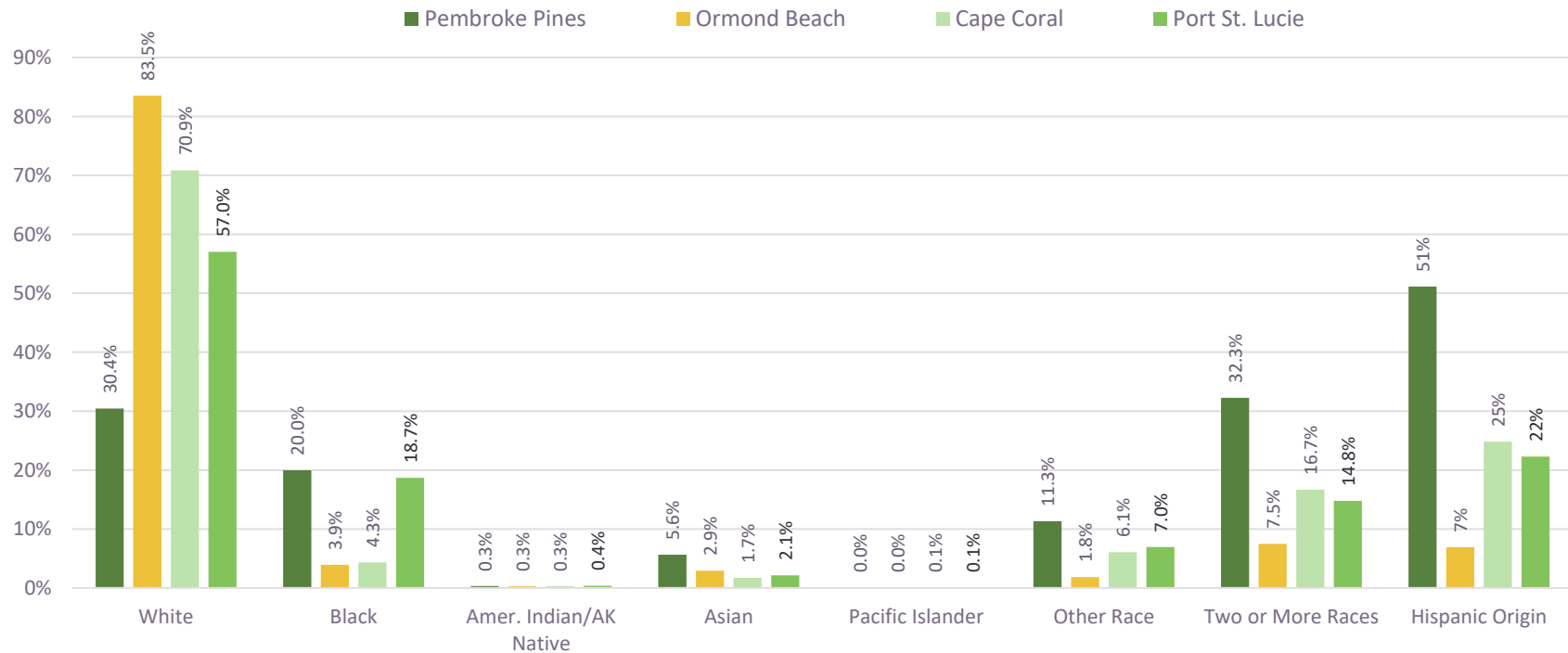
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Population by Race

The City of Pembroke Pines is far more racially diverse than its peer cities, with most residents identifying as Hispanic Origin (51%), followed by Two or More Races (32.3%), White (30.4%), and Black

(20%). Ormond Beach, Cape Coral, and Port St. Lucie are predominantly White with varying percentages, followed by Hispanic Origin.

Figure 32 Population by Race, 2022



¹ Persons of Hispanic origin are a subset of other race categories; therefore, totals do not add. The category labeled "Other Race" Includes the Census Categories "Indian American", "Pacific Islander", "Some Other Race Alone" and "Two or More Races" which individually represent a small percentage of the City's and County's population.

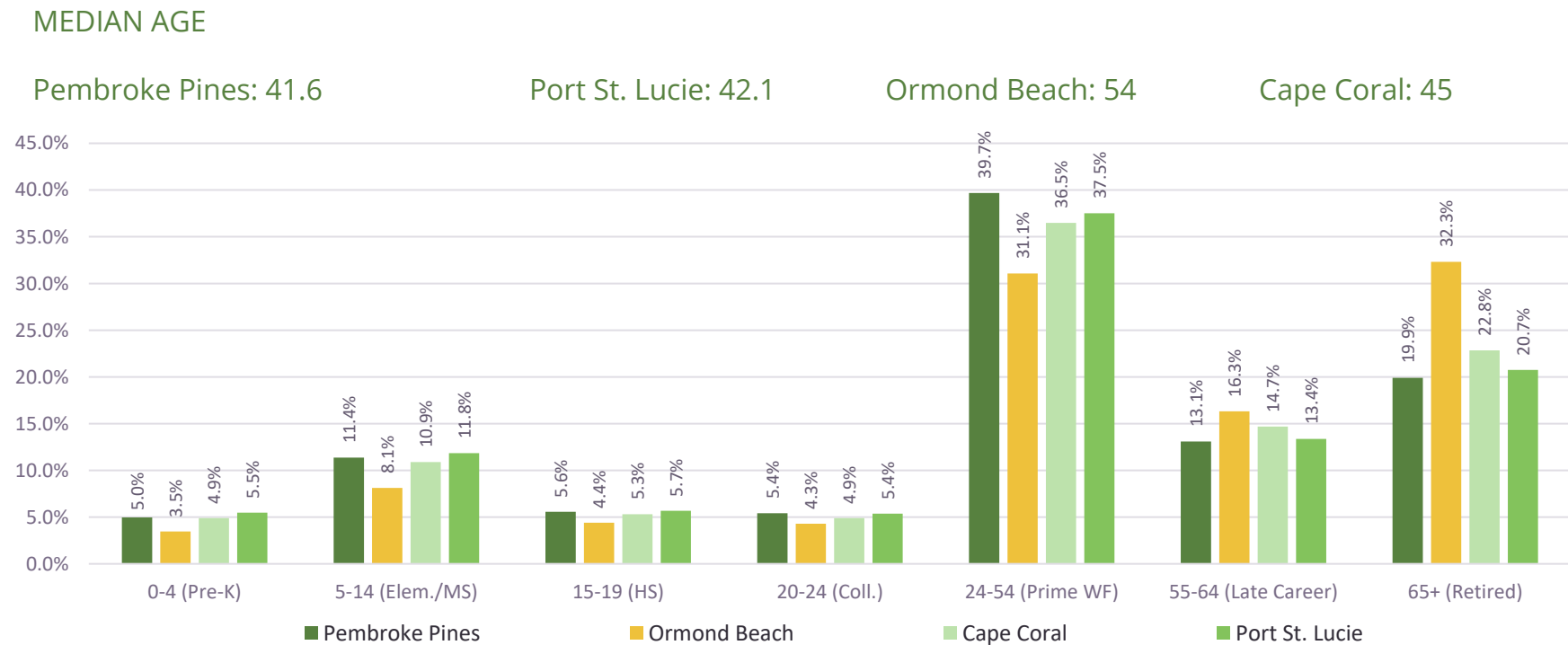
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Age Distribution by Cohort, 2022

All four cities share similar age distribution demographics, with the largest age group being 24-54 years old (between 30-40%), and a secondary peak after the retirement age of 65 (20-33%). Over

younger age distributions, Pembroke Pines dominates, indicating the potential for a growing workforce in the coming years.

Figure 33: Age Distribution by Cohort, 2022



Source: ESRI Business Analyst; Willdan Financial Services, 2022

Household Income Trends & Projections

As illustrated by Table 18: Income Characteristics it appears that all four cities are projected to experience steady growth in median, average, and per capita income between 2022 and 2027. Pembroke Pines and Ormond Beach are projected to have the

largest percentage increase in median household income. Despite this, all four cities are expected to see an increase in income across the board.

Table 19: Comparative Income Characteristics, 2022

Income Trends & Projections				
	Pembroke Pines	Ormond Beach	Cape Coral	Port St. Lucie
2022				
Median Household Income	\$79,143	\$66,186	\$72,117	\$70,508
Average Household Income	\$105,902	\$96,858	\$96,095	\$89,613
Per Capita Income	\$38,966	\$43,452	\$38,001	\$33,488
2027				
Median Household Income	\$92,593	\$77,489	\$82,957	\$81,032
Average Household Income	\$124,023	\$114,656	\$114,812	\$104,834
Per Capita Income	\$45,466	\$51,529	\$45,329	\$39,473
Change 2022-2027				
Median Household Income	\$13,450	\$11,303	\$10,840	\$10,524
Average Household Income	\$18,121	\$17,798	\$18,717	\$15,221
Per Capita Income	\$6,500	\$8,077	\$7,328	\$5,985
% Change 2022-2027				
Median Household Income	3.2%	3.2%	2.8%	2.8%
Average Household Income	3.2%	3.4%	3.6%	3.2%
Per Capita Income	3.1%	3.5%	3.6%	3.3%

Source: ESRI Business Analyst; Willdan Financial Services, 2022

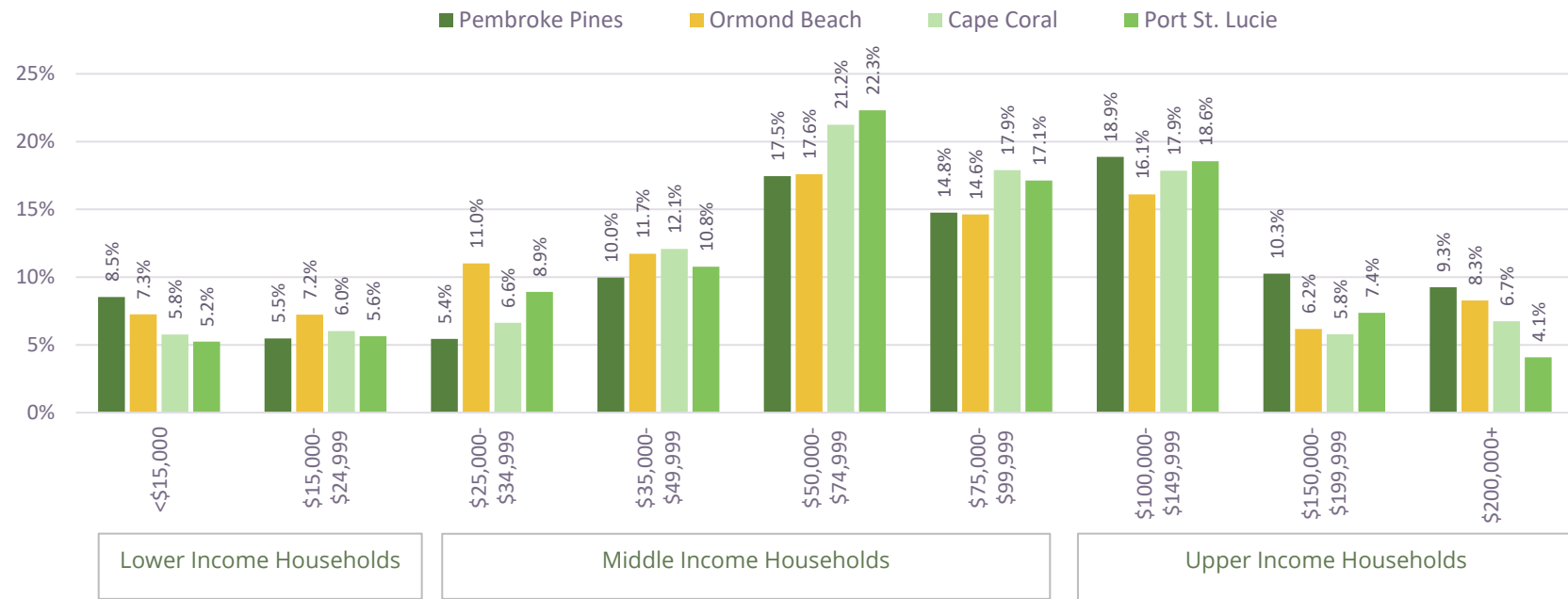
Household Income Segmentation

Pembroke Pines appears to have a more uneven distribution of household income as compared to peer cities, reporting the highest percentages of both lower- and upper-income households. Like other cities, the bell curve of household incomes is centered around the \$50,000 to \$150,000 range.

Notably, Pembroke Pines and Ormond Beach are lagging in household incomes between \$50,000 and \$99,999 in comparison

to Cape Coral and Port St. Lucie (approximately 33% versus 40%, respectively). This income segment is a primary indicator for mixed-use multifamily (rental) site selectors and signals a need for Pembroke Pines to allocate resources to attracting higher value head of household jobs to the City to further support absorption of new tenants into its major redevelopment targets (i.e., City Center).

Table 19: Household Income by Income Segment, 2022



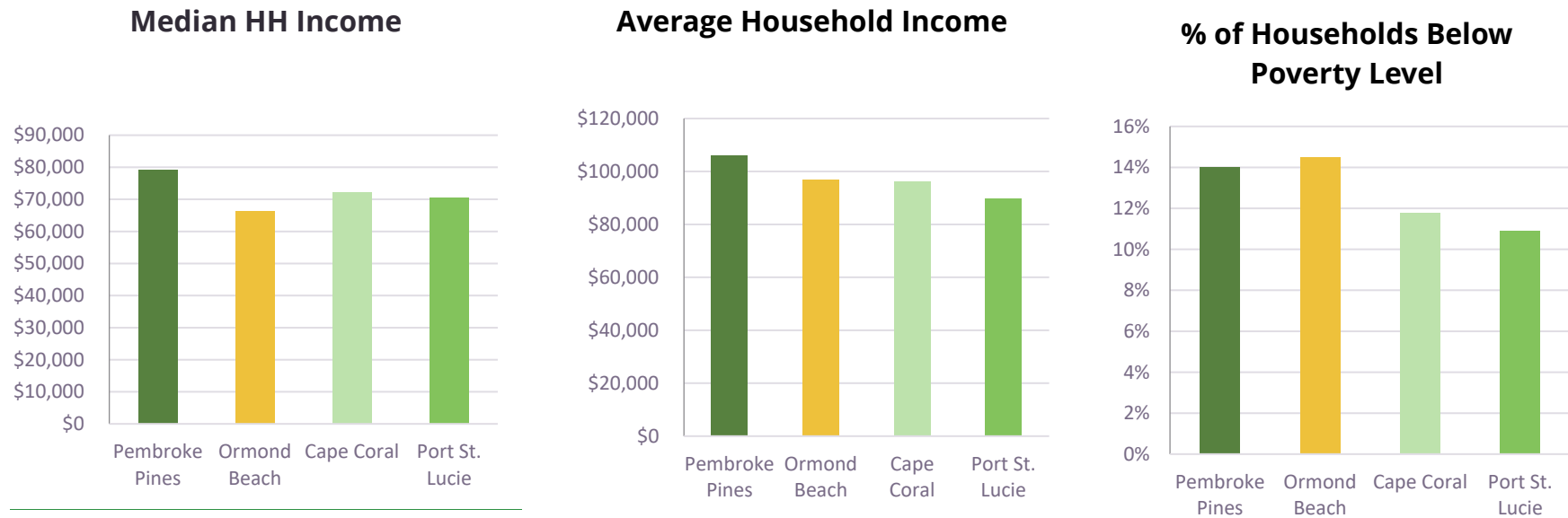
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Household Income & Poverty

Notably, the City of Pembroke Pines has both the highest median and average household incomes of its peer cities while simultaneously reporting the second-highest percentage of households below the poverty line. This is consistent with the

previous graphic illustrating that the City's wealth is more heavily distributed toward upper-income households while still having the highest number of households earning below \$15,000.

Figure 34: Comparative Household Incomes & Poverty Levels, 2022



Source: ESRI Business Analyst; Willdan Financial Services, 2022

Housing Tenure Trends & Projections

Pembroke Pines is projected to see a slight increase in the number of owner-occupied housing units and a decrease in the number of renter-occupied units from 2022 to 2027. Meanwhile, the median and average values of housing units in the City are projected to

marginally increase during the same period. Pembroke Pines is also expected to see a significant increase of 3.9% in the number of vacant housing units.

Table 17: Comparative Housing Tenure Characteristics, 2022

Housing Tenure Trends & Projections					
Pembroke Pines				Change: 2022-2027	
Housing Tenure	2010	2022	2027	No.	CAGR %
Owner-occupied	43,160	44,601	44,743	142	0.1%
% of Total	69.9%	67.1%	67.1%		
Renter-occupied	13,727	18,806	18,225	(581)	-0.6%
% of Total	22.2%	28.3%	27.3%		
Vacant ¹	4,839	3,034	3,677	643	3.9%
% of Total	7.8%	4.6%	5.5%		
Total Units:	61,726	66,441	66,645	4,919	0.1%
Housing Values					
Median Value Per Unit		\$342,652	\$372,543	\$29,891	1.7%
Average Value Per Unit		\$359,432	\$398,505	\$39,073	2.1%

Source: ESRI Business Analyst; Willdan Financial Services, 2022

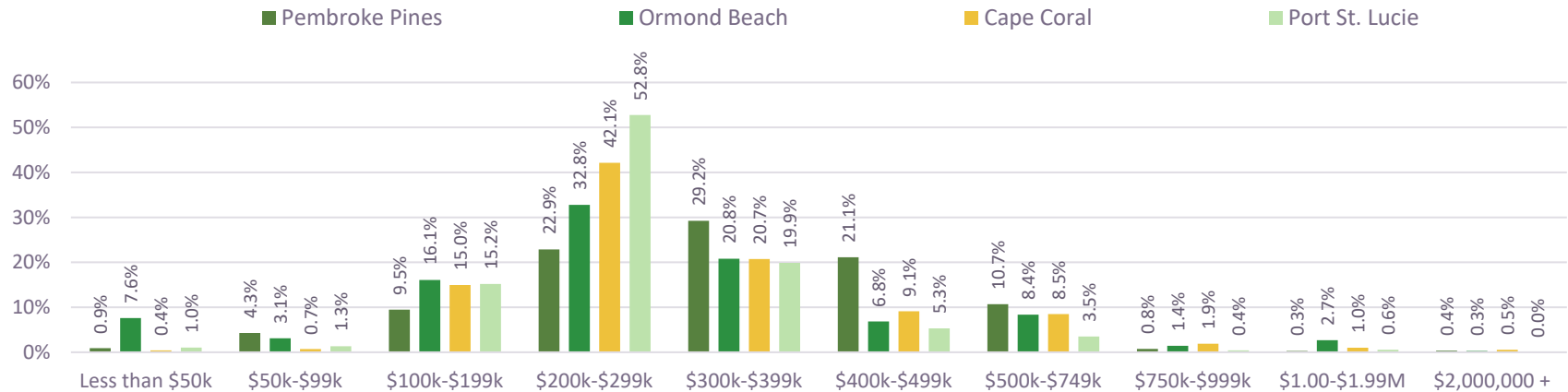
Owner Occupied Housing Units by Value

When comparing owner-occupied housing units by value in the four cities, it is notable that Pembroke Pines has a higher percentage of units in the \$300K to \$749K range than the other three cities.

This is particularly puzzling when comparing household incomes to the value of housing stock. While the City of Pembroke Pines reported relatively lower share of household incomes in the \$50,000 to \$99,999 range (34% vs. 40%), the City's inventory of

units in the \$100K to \$299K range is far lower than the other peer cities. Stepping up the value chain, the City's inventory includes more than double the number of Cape Coral's housing units in the \$400K to \$499K range. These figures further validate the recommendation that the City of Pembroke Pines should dedicate resources to facilitating the development of multifamily housing product at a variety of price points.

Figure 35: Owner Occupied Housing Units by Value

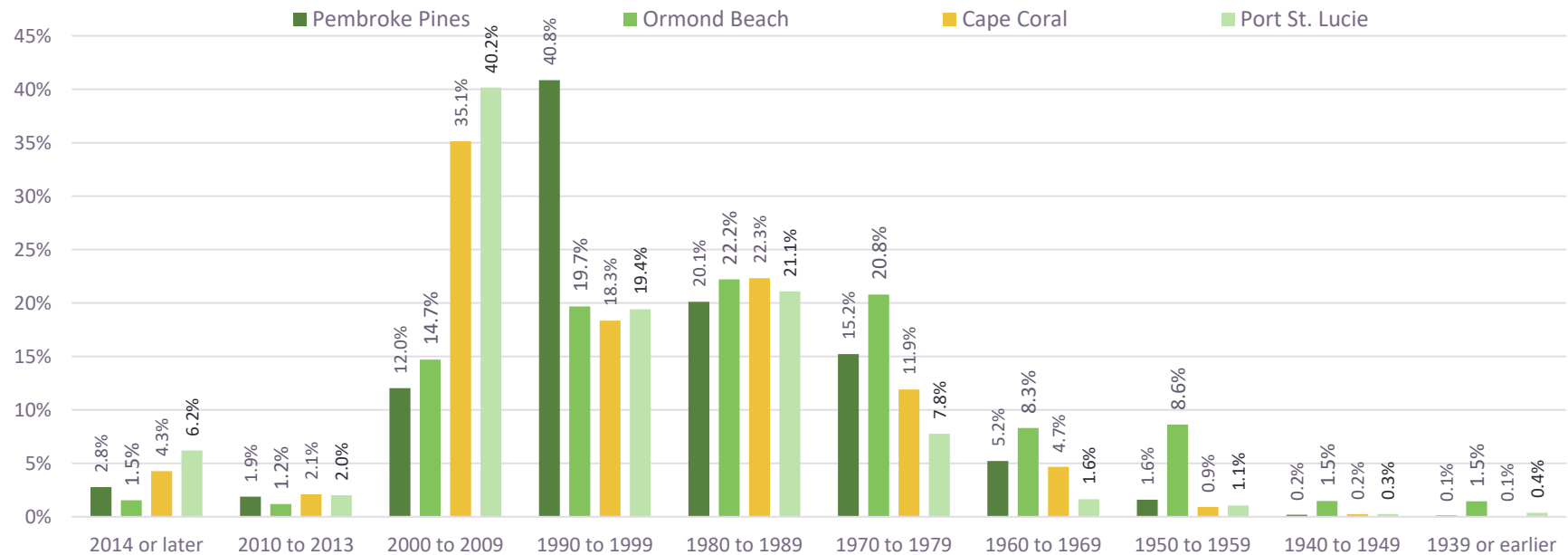


Source: ESRI Business Analyst; Willdan Financial Services, 2022

Age of Housing Stock

The City of Pembroke Pines has a relatively aged housing stock, with the majority of its homes built between 1970 and 1999. The other three cities concentrated building between 2000 and 2009.

Figure 36: Comparative Age of Housing Stock



In addition to regular vacant units includes housing units rented but not occupied, units for sale, units sold, units for seasonal use, units for migrant workers, and unaccounted units.

² Excludes housing units rented but not occupied, units for sale, units sold, units for seasonal use, units for migrant workers, and unaccounted units.

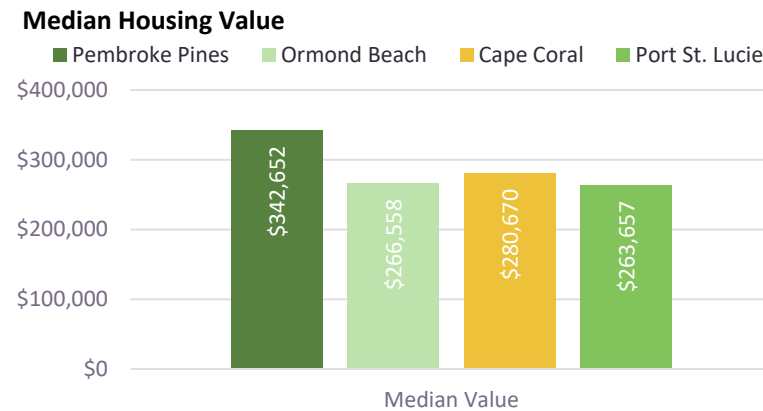
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Median Housing Value

Despite this, Pembroke Pines has the highest median housing price as compared to the other cities by around \$60,000. Perhaps most notably, while peer cities are projected to increase owner occupied tenure over the next five years, Pembroke Pines is set to experience a continued decrease. In terms of housing tenure from

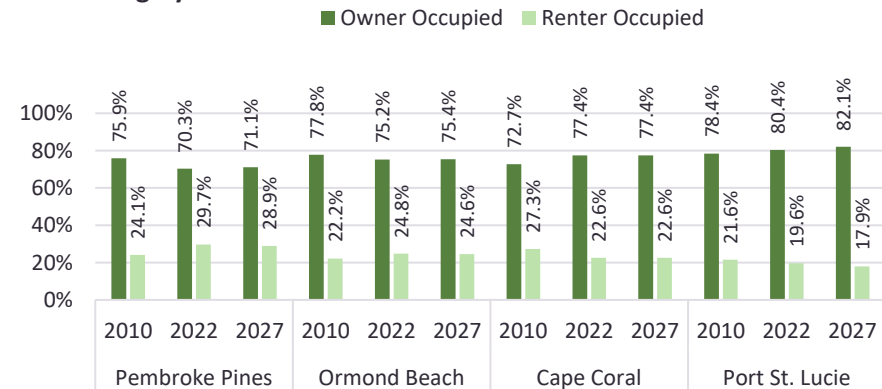
2010 projected out to 2027, Pembroke Pines home ownership is projected to decrease from nearly 76% to 71% (comparable to Ormond Beach) while Cape Coral and Port St. Lucie is projected to increase home ownership from 73% and 78% to 77% to 82%, respectively.

Figure 37: Median Housing Value & Tenure, 2022



Source: ESRI Business Analyst; Willdan Financial Services, 2022

Housing by Tenure



Comparative Workforce Characteristics, 2022

When comparing workforce statistics across the four cities, it is notable that the City of Pembroke Pines has the highest number of workers but far fewer residents than Cape Coral and Port St.

Lucie. The City also has the highest employment percentages, although all peer cities have strong employment rates.

Figure 38: Comparative Workforce Characteristics, 2022

	Pembroke Pines	Ormond Beach	Cape Coral	Port St. Lucie
Workers	59,825	21,612	55,442	58,270
Residents	<u>82,077</u>	<u>23,990</u>	<u>108,908</u>	<u>117,869</u>
Total Daytime Population	141,902	45,602	164,350	176,139
Pop. Age 16+ in Labor Force	94,643	20,218	98,962	104,364
Total Employed	91,487	19,394	94,134	99,772
Employment %	96.7%	95.9%	95.1%	95.6%
Group Quarters	765	696	1,014	926

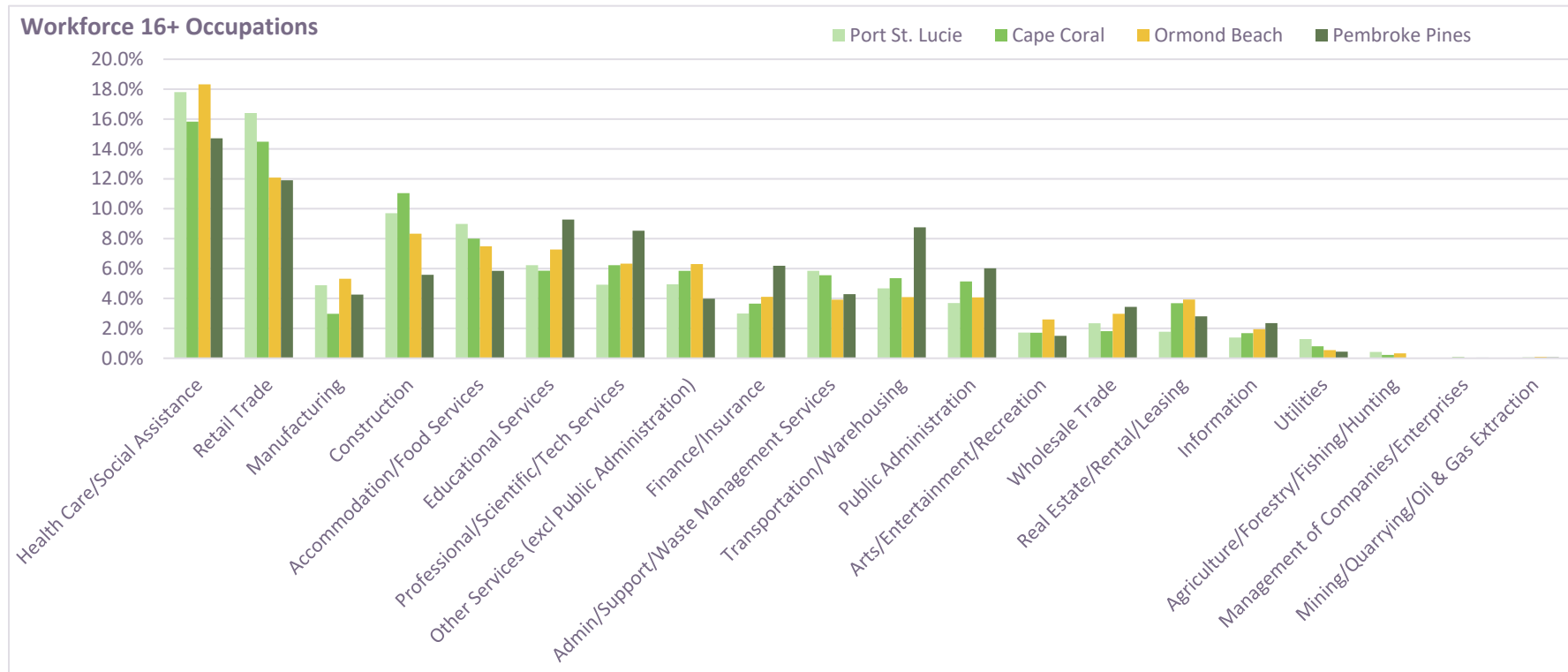
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Comparative Workforce Occupations, 2022

The four cities have similar distributions of occupations for the 16+ workforce, but Pembroke Pines has higher rates in the following sectors: Educational Services, Professional/Scientific/Tech Services, Finance/Insurance, Transportation/Warehousing, Public Administration, Wholesale Trade, and Information. The two largest

industries among all cities for 16+ employment are in Health Care/Social Assistance and Retail Trade. Note: Population in Group Quarters includes both institutional (e.g. prisons, skilled nursing homes) and non-institutional (e.g. college dorms, military barracks) populations.

Figure 39: Comparative Workforce Occupations, 2022



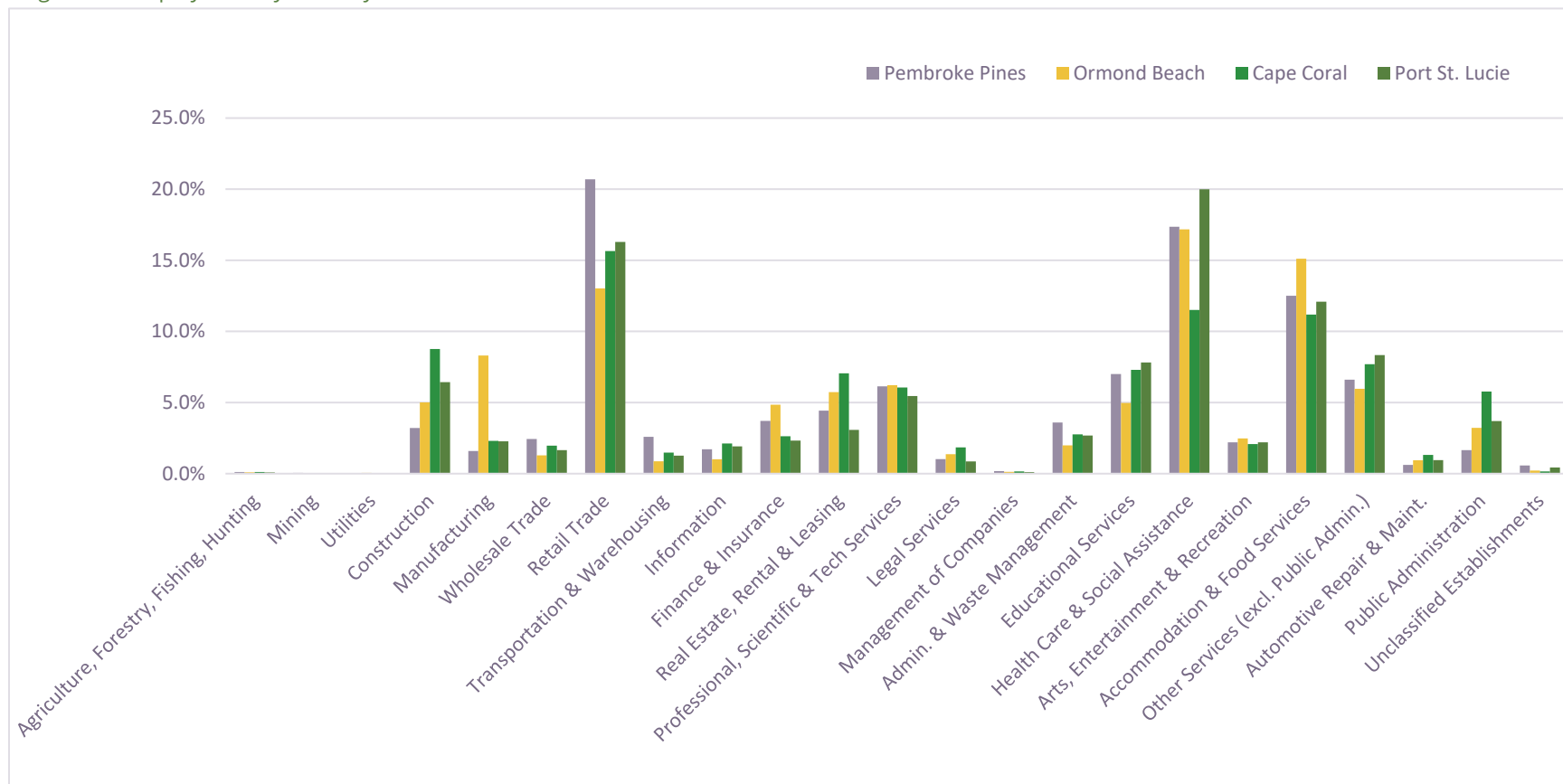
Source: ESRI Business Analyst; Willdan Financial Services, 2022.

Employment by Industry

The largest employment sectors overall for the four cities is in Retail Trade and Health Care & Social Assistance. It is notable that although the City of Pembroke Pines has high overall levels of

Health Care & Social Assistance jobs as compared to peer cities, it is the city in that sector with the lowest employment opportunities for 16+ laborers.

Figure 40: Employment by Industry



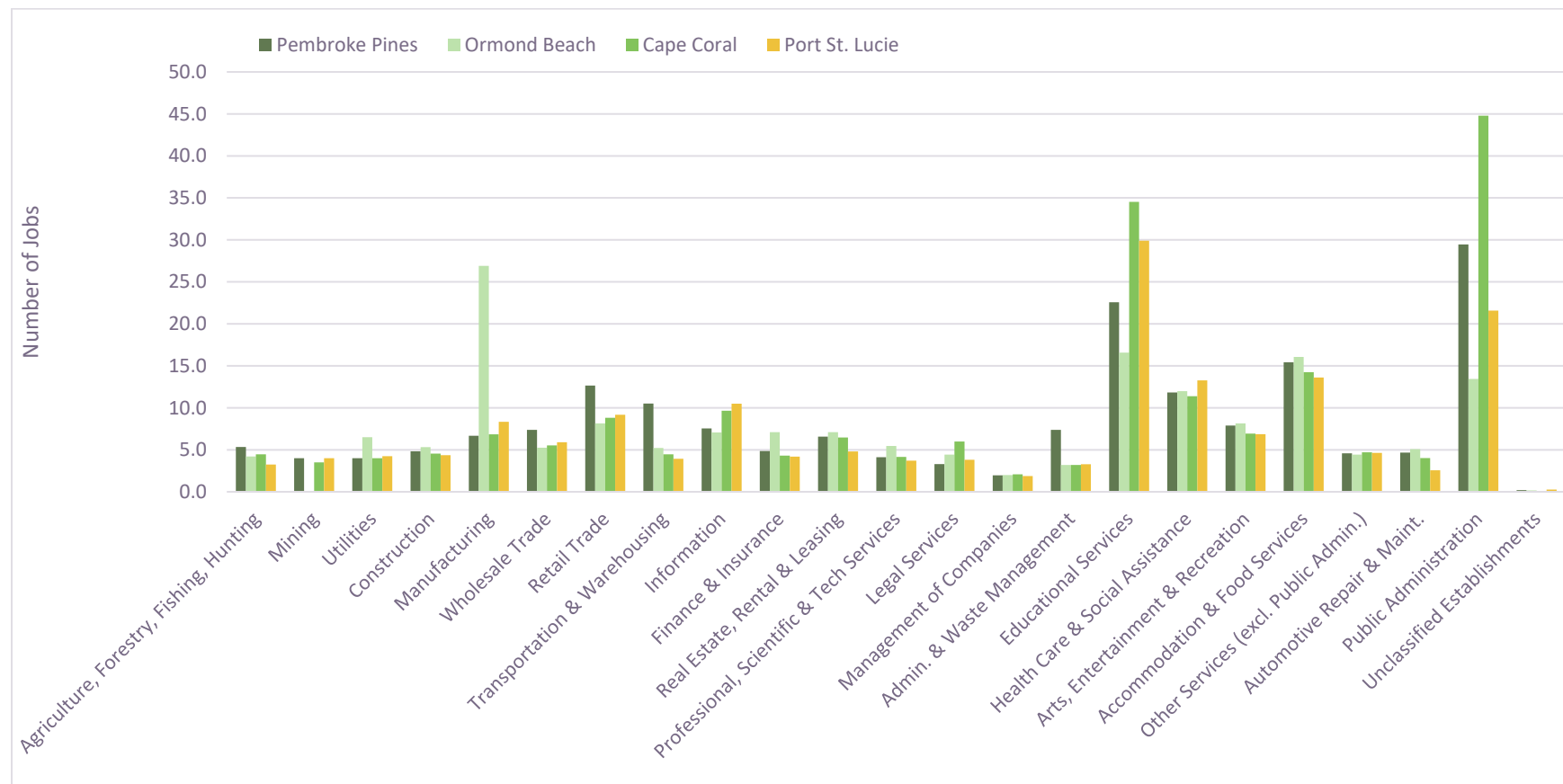
Source: ESRI Business Analyst; Willdan Financial Services, 2022.

Average Number of Jobs by Industry

The City of Pembroke Pines, like peer cities, has the most jobs per establishment type in the sectors of Public Administration and Educational Services. However, the City is a leader in the following sectors, with far more jobs per establishment type in comparison:

Admin. & Waste Management, Transportation & Warehousing, Retail Trade, Wholesale Trade, Agriculture Forestry Fishing Hunting.

Figure 41: Average Number of Jobs by Industry



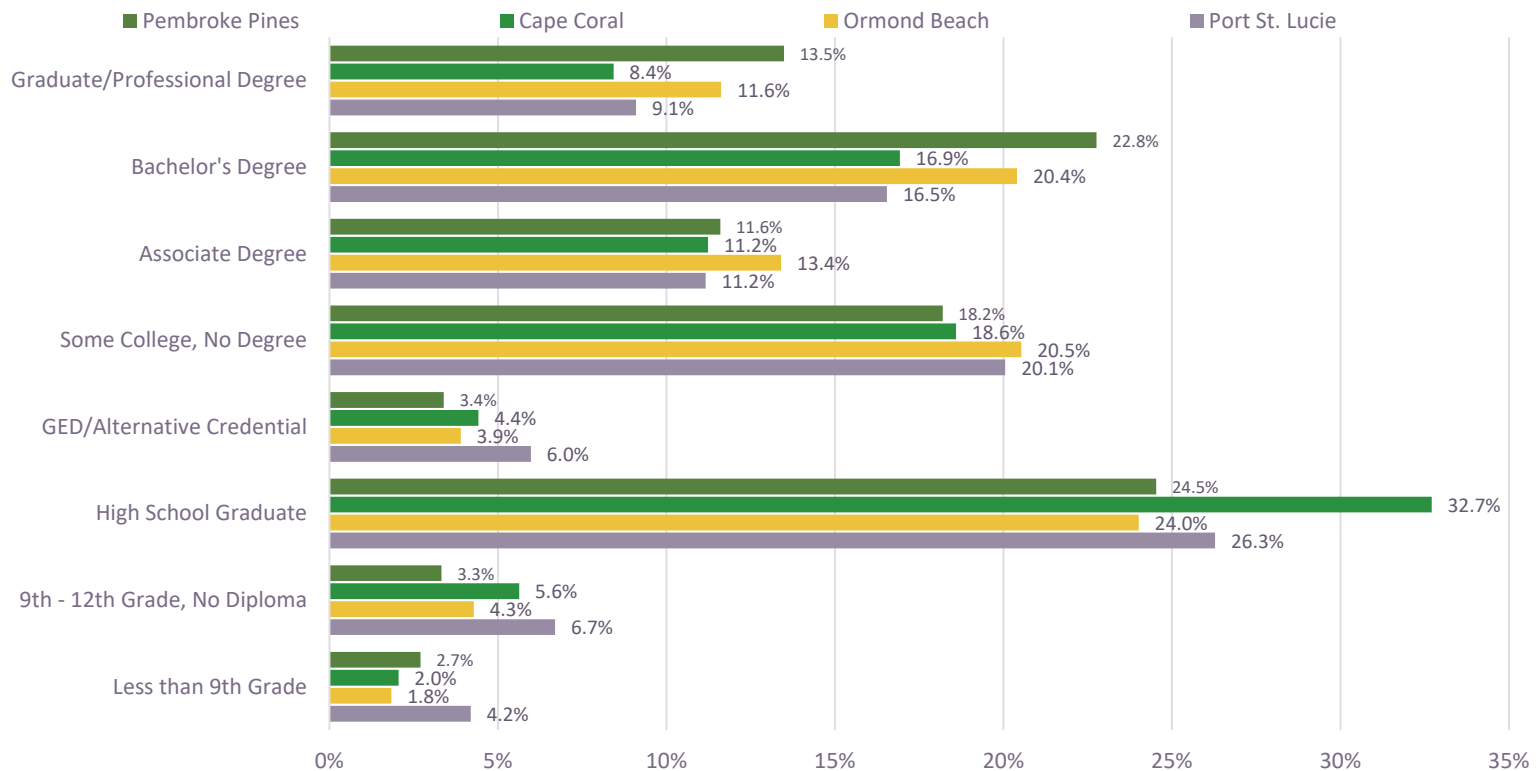
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Comparative Educational Attainment

The City of Pembroke Pines has high levels of college attainment, with over half of the population over 25 having attended at least some college. In comparison to the other cities, Pembroke Pines

has the highest level of Graduate/Professional and bachelor's Degrees.

Figure 42: 2022 Educational Attainment



Source: ESRI Business Analyst; Willdan Financial Services, 2022

Comparative Retail Spending Power

When comparing the median household incomes across the five geographies listed, all five are projected to experience significant growth in income from 2022 to 2027.

The City of Pembroke Pines retains the highest median income by

several thousand dollars in 2022 and projected for 2027, with the largest annual growth rate and overall percent change. Note: this analysis does not consider whether the market is currently under or over served.

Table 18: Spending Power Comparison, 2022 to 2027

Geography	2022	2027	Net Change 2022-2027	Percent Change 2022- 2027	Annual Growth Rate
Pembroke Pines	\$79,143	\$92,593	\$13,450	17.0%	3.2%
Ormond Beach	\$66,186	\$77,489	\$11,303	17.1%	3.2%
Cape Coral	\$72,117	\$82,957	\$10,840	15.0%	2.8%
Port St. Lucie	\$70,508	\$81,032	\$10,524	14.9%	2.8%
Net New Households - Primary Service Area	(440)				
X Growth in Median Household Income	\$13,450				
= Net New Household Income (\$M)	\$(5.92)				
Average Retail Expenditures (% of Income)	23.50%				
Net New Retail Spending Power (\$M)	\$(1.39)				
Target Retail Productivity Rate/Sq Ft	\$350				
Net New Supportable Retail Space (Sq Ft)	(3,974)				

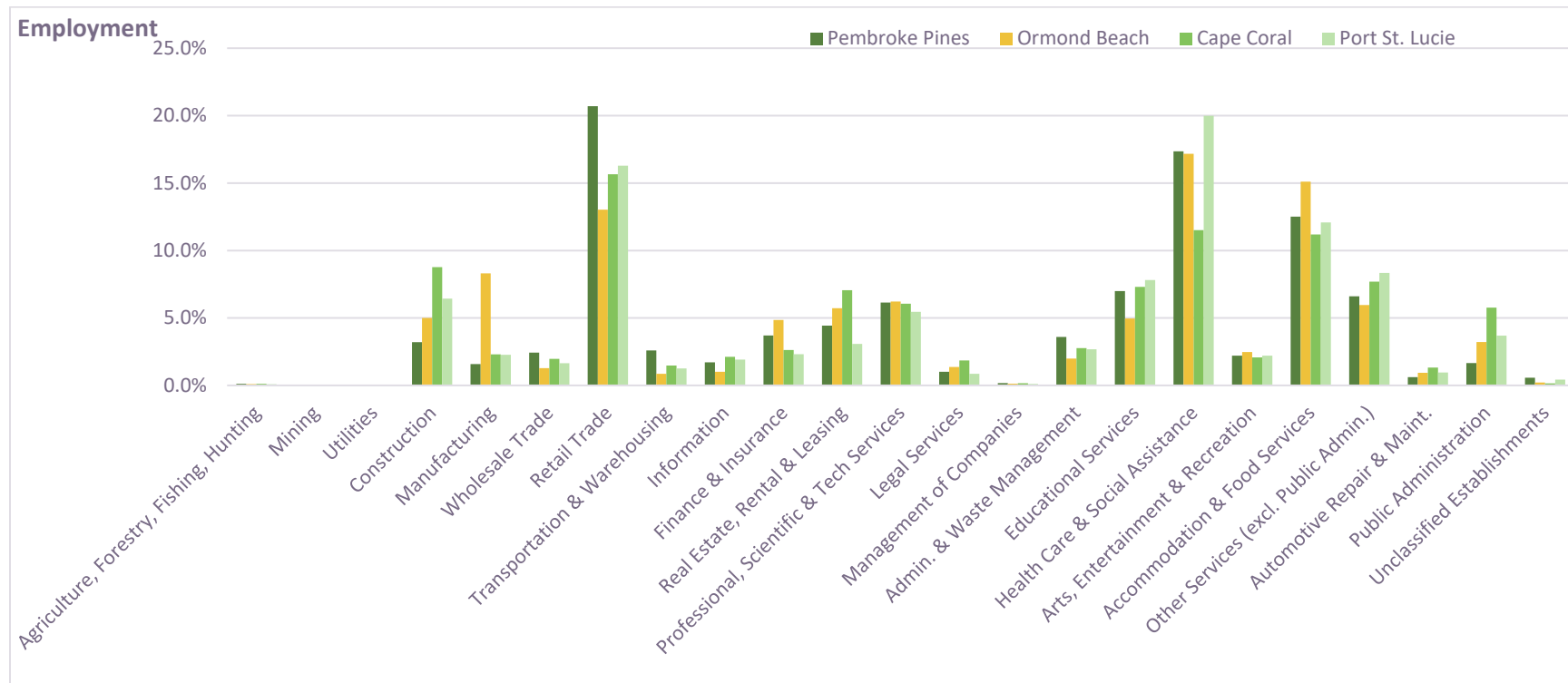
Source: ESRI Business Analyst; Willdan Financial Services, 2022

Comparative Employment by Industry

The City of Pembroke Pines has a far higher job concentration in Health Care & Social Assistance and Retail Trade as compared to Broward County and the State of Florida. However, the City is

comparatively underperforming in Public Administration, Professional Scientific & Tech Services, Manufacturing, and Construction.

Figure 43: Comparative Employment by Industry



Source: ESRI Business Analyst; Willdan Financial Services, 2022

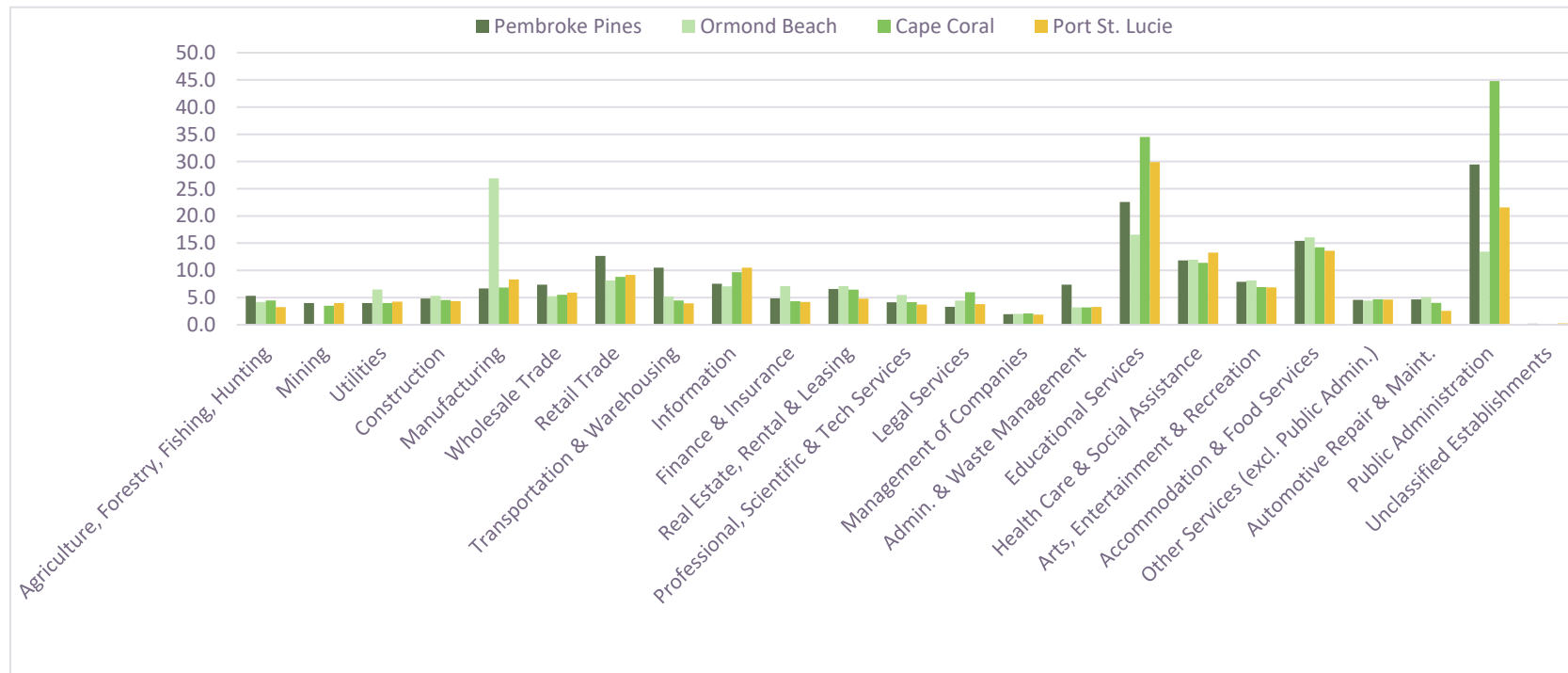
Jobs Per Establishment

Pembroke Pines leads jobs per establishment in agriculture, wholesale trade, retail trade, and waste management. In contrast, Ormond Beach leads in utilities, manufacturing, finance and insurance, real estate and leasing, financial and scientific/technical services, accommodation and food services, automotive repair.

Cape Coral leads in legal services, educational services, and public

administration. Port St. Lucie leads in information technology, healthcare, and social assistance. All other industries are relatively comparable. This analysis supports the opportunity for the City of Pembroke Pines to prioritize higher value business attraction as a tactic to attract relatively higher income workers as future residents.

Figure 44: Jobs Per Establishment



Source: ESRI Business Analyst; Willdan Financial Services, 2022

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APPENDIX I: DETAILED METHODOLOGY & APPROACH

The Team built the Economic Profile report's demographic and market analysis based on collection of real estate market data and targeted business interviews.

The consultants collected demographic and economic data from August through December 2022 from a variety of industry standard software subscription licenses to establish a comparative baseline for the year 2021.

The study also relies on client provided background reports, studies, data, and individual market research interviews. These resources are further detailed in Appendix II in this report.

Geographic Information Systems (GIS)

This analysis is informed by geographic information systems (GIS) data in several ways. Spatial data was collected for each District where available, including from ESRI Business Analyst, CoStar and Placer.ai.

ESRI Business Analyst

ESRI Business Analysis was used to collect data for several purposes within this analysis. It was primarily used to obtain

demographic and economic indicators for each of the comparison cities. The platform aggregates data from a variety of sources, including the US Census' American Community Survey, Bureau of Labor Statistics, Data axle and other proprietary sources. Source: American Community Survey

CoStar

CoStar is a commercial real estate data aggregator that provides near real-time analytics for retail, multifamily, office and industrial properties. Willdan accessed CoStar on or before March 2021 to identify market indicators for each of the downtown districts and the cities included in the peer cities analysis for the year 2020 (except where noted otherwise). Data provided includes statistics such as asking rents, lease rates, sales comparisons, vacancy, and absorption.

Placer.ai

Placer.ai is a new web-based tool that provides analysis of consumer behaviors based on anonymous cell phone data. Willdan relied on Placer.ai data to define the "true trade areas" for various retail uses in the Pembroke Pines market.

APPENDIX II: DETAILED WORKFORCE DATA

Table A-1: Number of Jobs and Available Workforce by Zip Code, Broward County, 2022

ZIP	ZIP Name	Jobs	Available Workforce (Resident Workers)	ZIP	ZIP Name	Jobs	Available Workforce (Resident Workers)
33097	Coconut Creek, FL	44	44	33303	Fort Lauderdale, FL	51	51
33065	Coral Springs, FL	19,661	25,785	33345	Fort Lauderdale, FL	48	48
33071	Coral Springs, FL	11,497	17,448	33359	Fort Lauderdale, FL	41	41
33075	Coral Springs, FL	90	90	33340	Fort Lauderdale, FL	28	28
33004	Dania, FL	9,698	7,032	33348	Fort Lauderdale, FL	25	25
33442	Deerfield Beach, FL	20,185	11,712	33329	Fort Lauderdale, FL	23	23
33441	Deerfield Beach, FL	13,881	11,833	33346	Fort Lauderdale, FL	14	14
33443	Deerfield Beach, FL	85	85	33318	Fort Lauderdale, FL	13	13
33309	Fort Lauderdale, FL	43,629	17,691	33320	Fort Lauderdale, FL	<10	<10
33301	Fort Lauderdale, FL	40,250	7,469	33336	Fort Lauderdale, FL	0	0
33308	Fort Lauderdale, FL	25,965	18,587	33009	Hallandale, FL	18,222	15,613
33311	Fort Lauderdale, FL	24,394	29,507	33008	Hallandale, FL	200	200
33324	Fort Lauderdale, FL	21,633	20,939	33025	Hollywood, FL	28,827	31,448
33323	Fort Lauderdale, FL	21,071	10,510	33021	Hollywood, FL	24,021	20,593
33312	Fort Lauderdale, FL	19,942	22,522	33024	Hollywood, FL	22,558	32,279
33334	Fort Lauderdale, FL	18,678	14,350	33020	Hollywood, FL	21,884	18,988
33315	Fort Lauderdale, FL	17,778	6,034	33023	Hollywood, FL	16,950	33,184
33351	Fort Lauderdale, FL	15,907	16,663	33027	Hollywood, FL	16,682	30,105
33331	Fort Lauderdale, FL	14,719	10,806	33029	Hollywood, FL	10,137	22,176
33316	Fort Lauderdale, FL	14,342	4,747	33026	Hollywood, FL	8,423	14,939
33314	Fort Lauderdale, FL	14,005	11,546	33019	Hollywood, FL	4,887	6,056
33304	Fort Lauderdale, FL	13,816	9,125	33022	Hollywood, FL	315	315
33326	Fort Lauderdale, FL	13,061	15,648	33081	Hollywood, FL	85	85
33313	Fort Lauderdale, FL	12,876	25,896	33084	Hollywood, FL	34	34
33319	Fort Lauderdale, FL	12,352	21,756	33083	Hollywood, FL	29	29

Table A-1 (continued)

ZIP	ZIP Name	Jobs	Available Workforce (Resident Workers)	ZIP	ZIP Name	Jobs	Available Workforce (Resident Workers)
33317	Fort Lauderdale, FL	12,206	16,481	33093	Margate, FL	40	40
33325	Fort Lauderdale, FL	11,799	13,738	33028	Pembroke Pines, FL	9,639	12,617
33321	Fort Lauderdale, FL	11,518	20,652	33082	Pembroke Pines, FL	154	154
33328	Fort Lauderdale, FL	9,707	15,229	33388	Plantation, FL	811	811
33322	Fort Lauderdale, FL	8,461	18,550	33069	Pompano Beach, FL	27,835	11,338
33305	Fort Lauderdale, FL	5,967	5,543	33064	Pompano Beach, FL	23,627	24,548
33306	Fort Lauderdale, FL	5,912	1,876	33073	Pompano Beach, FL	15,502	15,903
33330	Fort Lauderdale, FL	5,164	7,107	33063	Pompano Beach, FL	13,351	24,816
33332	Fort Lauderdale, FL	2,635	5,596	33060	Pompano Beach, FL	13,090	15,089
33327	Fort Lauderdale, FL	2,112	9,853	33068	Pompano Beach, FL	11,076	23,666
33394	Fort Lauderdale, FL	1,573	1,573	33062	Pompano Beach, FL	9,984	9,416
33335	Fort Lauderdale, FL	207	207	33076	Pompano Beach, FL	9,827	15,122
33310	Fort Lauderdale, FL	196	196	33067	Pompano Beach, FL	8,359	13,152
33302	Fort Lauderdale, FL	155	155	33066	Pompano Beach, FL	1,780	7,088
33355	Fort Lauderdale, FL	104	104	33061	Pompano Beach, FL	466	466
33339	Fort Lauderdale, FL	95	95	33074	Pompano Beach, FL	153	153
33307	Fort Lauderdale, FL	94	94	33077	Pompano Beach, FL	98	98
33338	Fort Lauderdale, FL	56	56	33072	Pompano Beach, FL	48	48
Total						816,857	855,742

Lightcast.io, 2023

APPENDIX III: STAKEHOLDER ENGAGEMENT PROCESS & TOOLS

A. Economic Development Business Survey Results

Survey Open: November 10, 2022

Survey Close: January 31, 2023

Total Record Count: 147 Responses

Length of Survey: 26 Questions

B. Digital Analysis

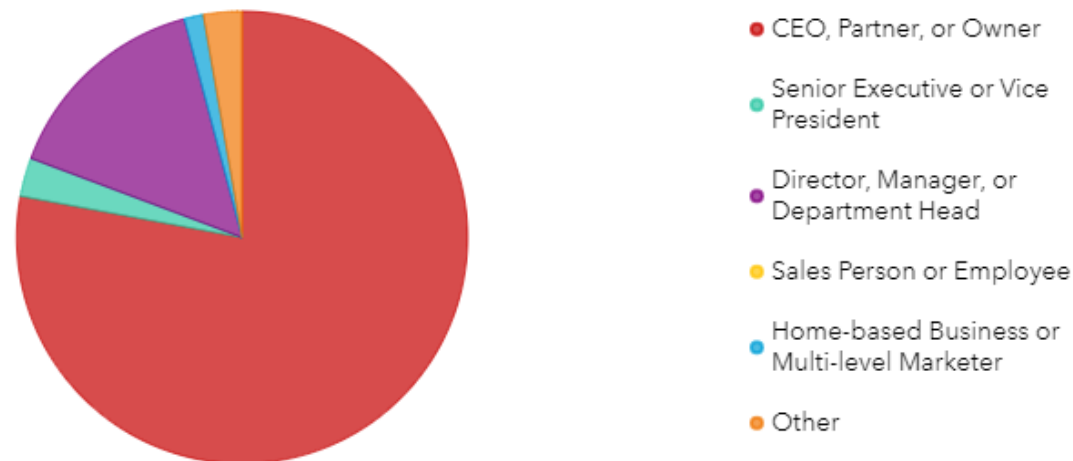
A. Economic Development Business Survey Results

Part 1. BUSINESS IDENTIFICATION & CHARACTERISTICS

1.A) What is the name of your business?

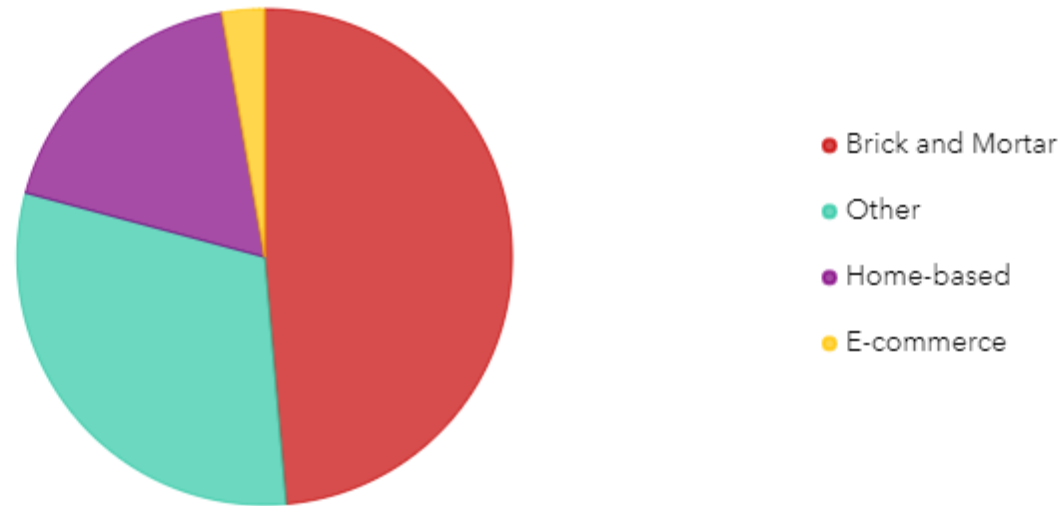


1.B) What title best describes your role or position?



Answers	Count	Percentage
CEO, Partner, or Owner	113	76.35%
Senior Executive or Vice President	4	2.7%
Director, Manager, or Department Head	22	14.86%
Sales Person or Employee	0	0%
Home-based Business or Multi-level Marketer	2	1.35%
Other	4	2.7%

2) Which category best describes your business?



Answers	Count	Percentage
Brick and Mortar	70	47.3%
Other	44	29.73%
Home-based	26	17.57%
E-commerce	4	2.7%

Response	Count
Work conducted on-site client locations	1
We are a Land Surveyors company	1
VIRTUAL OFFICE	1
subacute inpatient detoxification and residential	1
Restaurant	1
Research	1
Resaler	1
Real Estate	1
Professional Services	1
Organization of homes, garages, offices	1
OFFICE LOCATION	1

Office	1
Nonprofit	1
Mobile Therapy Services	1
Mobile	1
LANDSCAPE ARCHITECTURAL DESIGN	1
Jewelry	1
Hybrid	1
Health care	1
Health	1
gas station sales	1
Fast Food Restaurants	1

County Employee	1
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Contractor	1
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Consulting Engineers / Professional Services	1
--	---

Church	1
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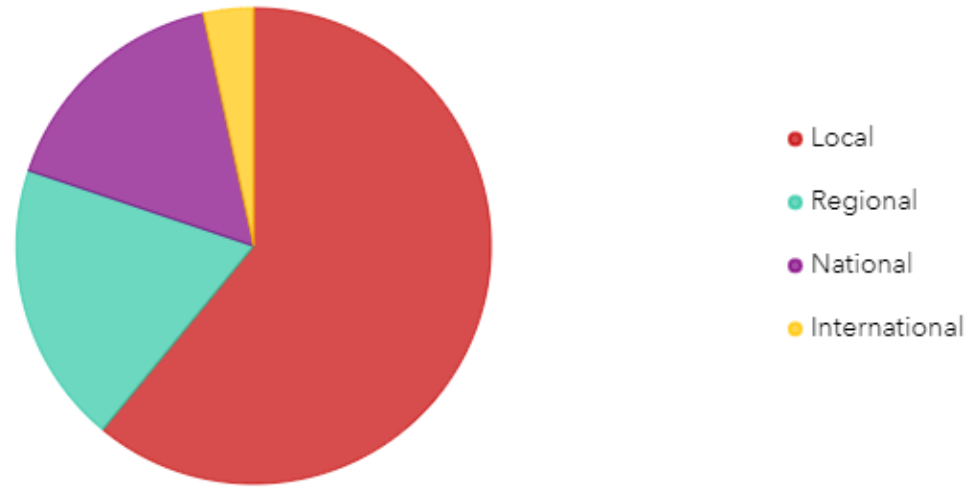
Childcare	1
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Center for special needs adults	1
---------------------------------	---

brick and mortar and home based	1
---------------------------------	---

Accounting and I Tax Services	1
-------------------------------	---

3) How would you describe the scale of your business?



Answers	Count	Percentage
Local	89	60.14%
Regional	28	18.92%
National	24	16.22%
International	5	3.38%

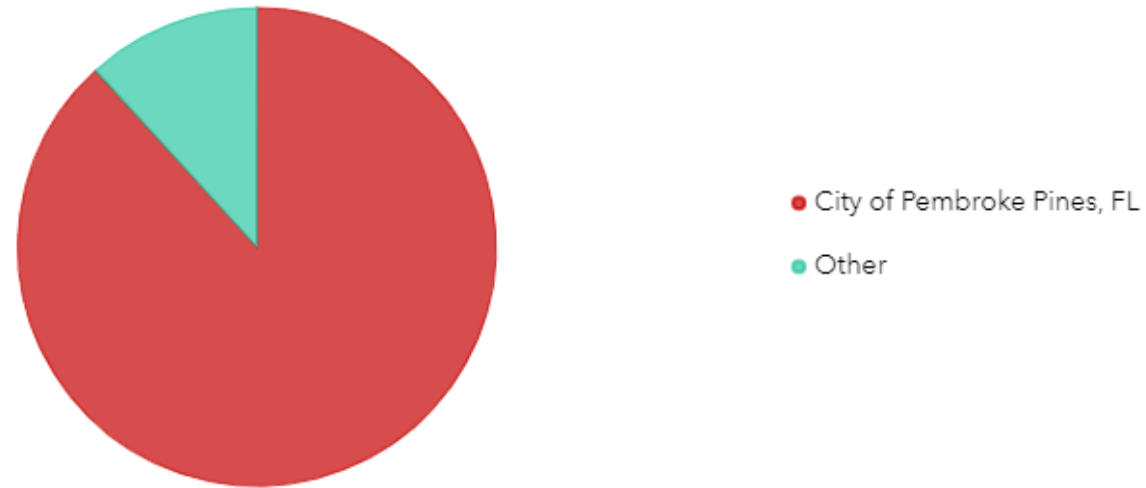
4) Please describe the business you own, manage, or work for. Which sector does your business appear in?



Answers	Count	Percentage
Commercial Store Rentals and Property Management	5	3.38%
Entertainment And Leisure	1	0.68%
Lodging Rentals and Property Management	1	0.68%
Manufacturing	1	0.68%
Merchant	4	2.7%
Non-Profit	6	4.05%
Restaurant And Retail Establishments	11	7.43%
Service/Licensed Business	26	17.57%
Service/Other	16	10.81%
Service/Professional Medical	20	13.51%
Service/Professional Other	38	25.68%
Vending	3	2.03%
Other	14	9.46%

Response	Count
retail	2
Swim school	1
Retail Packing & Shipping Store	1
MORTGAGE LOANS	1
Land Surveyors	1
HealthCare Education	1
Commercial and Industrial Real Estate Development, Leasing & Management	1
Broward County Aviation Department	1
Broadcasting/ OTT/ Technology	1

5) Where is your base of operations?



Answers

Count

Percentage

City of Pembroke Pines, FL

127

85.81%

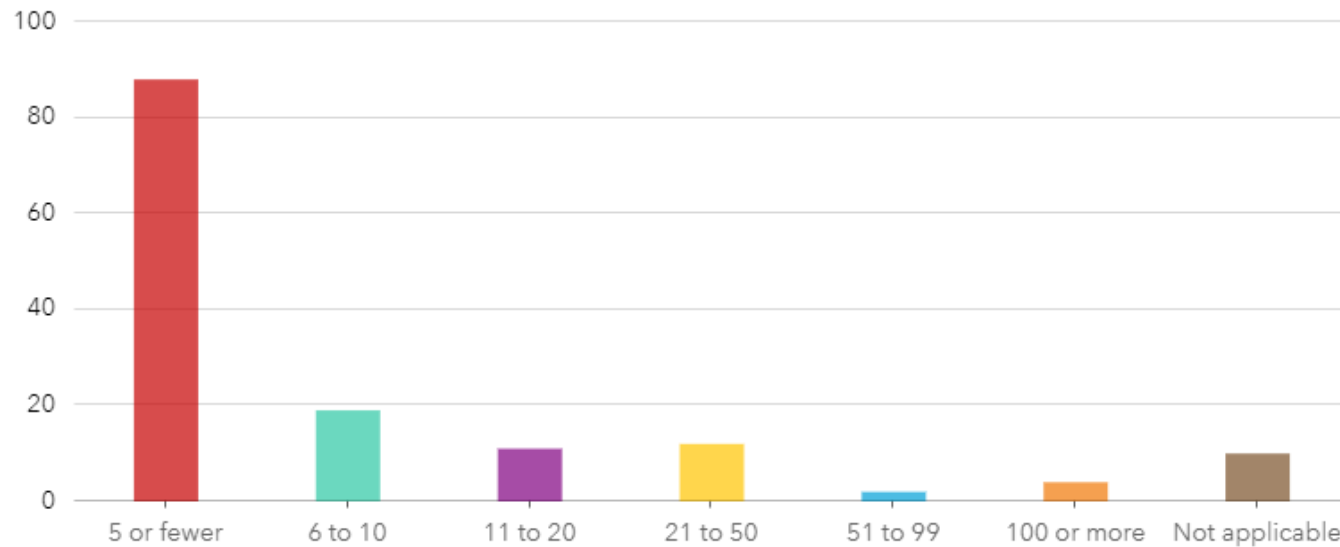
Other

17

11.49%

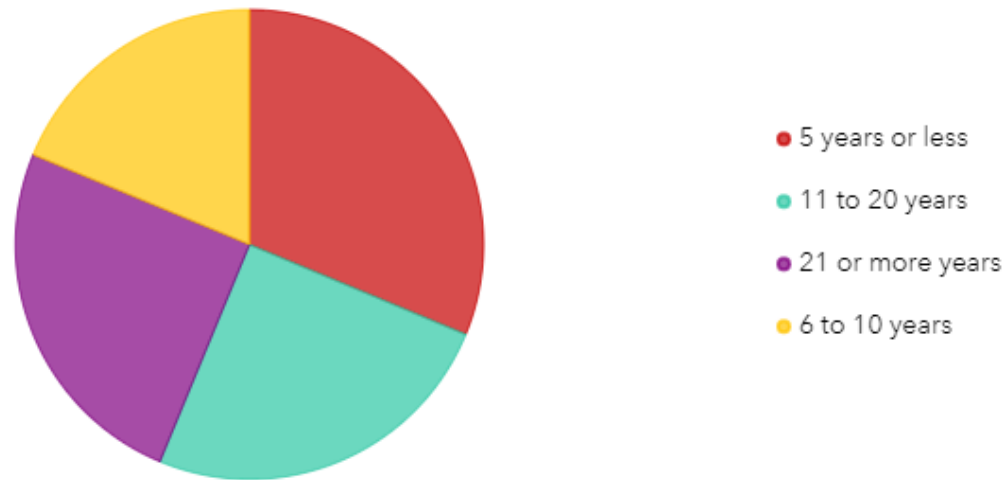
Response	Count
Miramar	2
Puerto Rico	1
Port Saint Lucie, Miami Gardens and City of Pembroke Pines as Management office	1
Miami	1
From Broward East Coast to Jupiter East Coast	1
Data Centers in Doral, FL and Norcross, GA	1
Coconut Grove	1
calabasas, Ca	1
Calabasas California	1
Broward County, Florida	1

6) How many people does your business employ in the City?



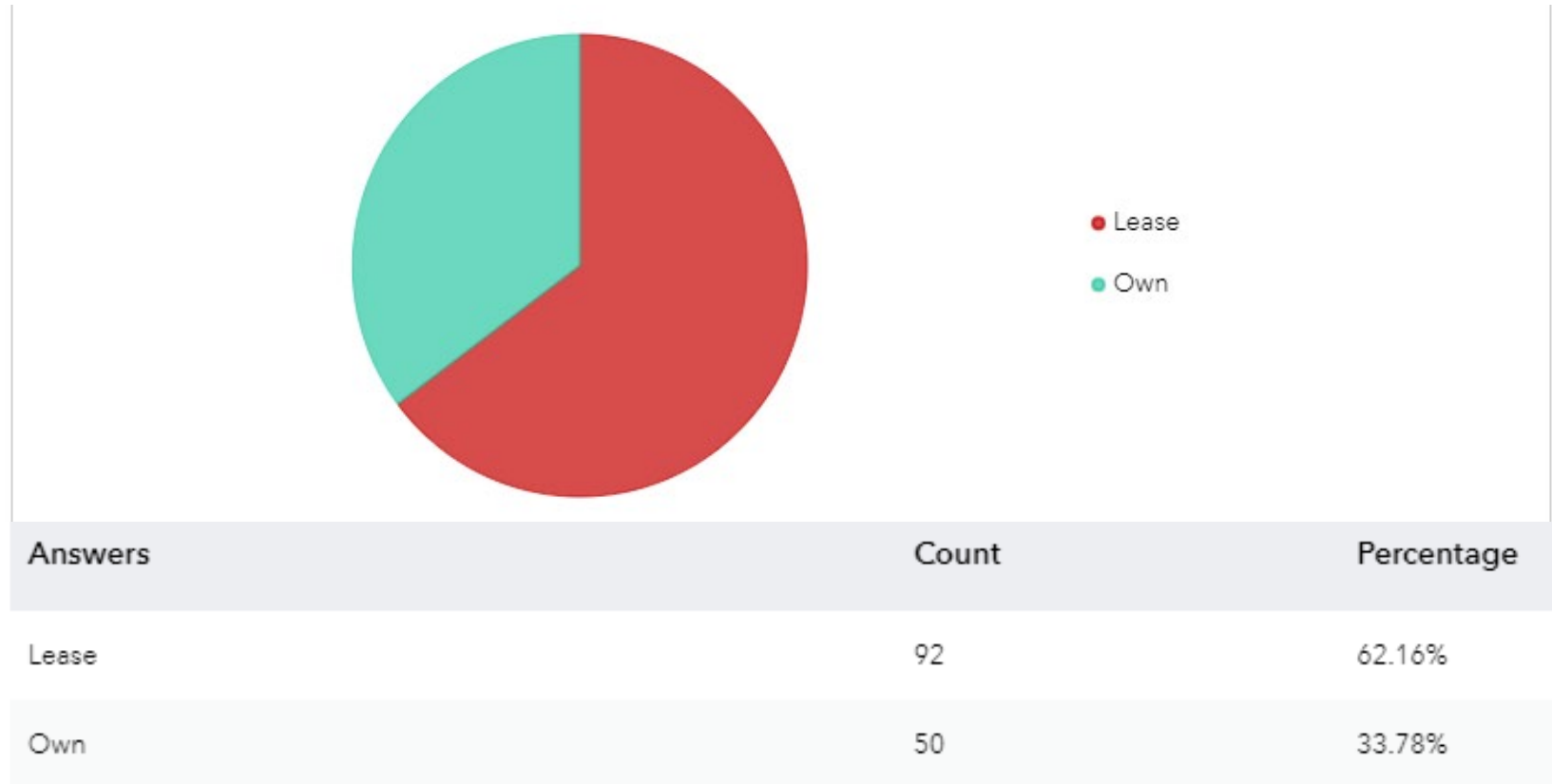
Answers	Count	Percentage
5 or fewer	88	59.46%
6 to 10	19	12.84%
11 to 20	11	7.43%
21 to 50	12	8.11%
51 to 99	2	1.35%
100 or more	4	2.7%
Not applicable	10	6.76%

7) How long has your business operated in the City of Pembroke Pines?

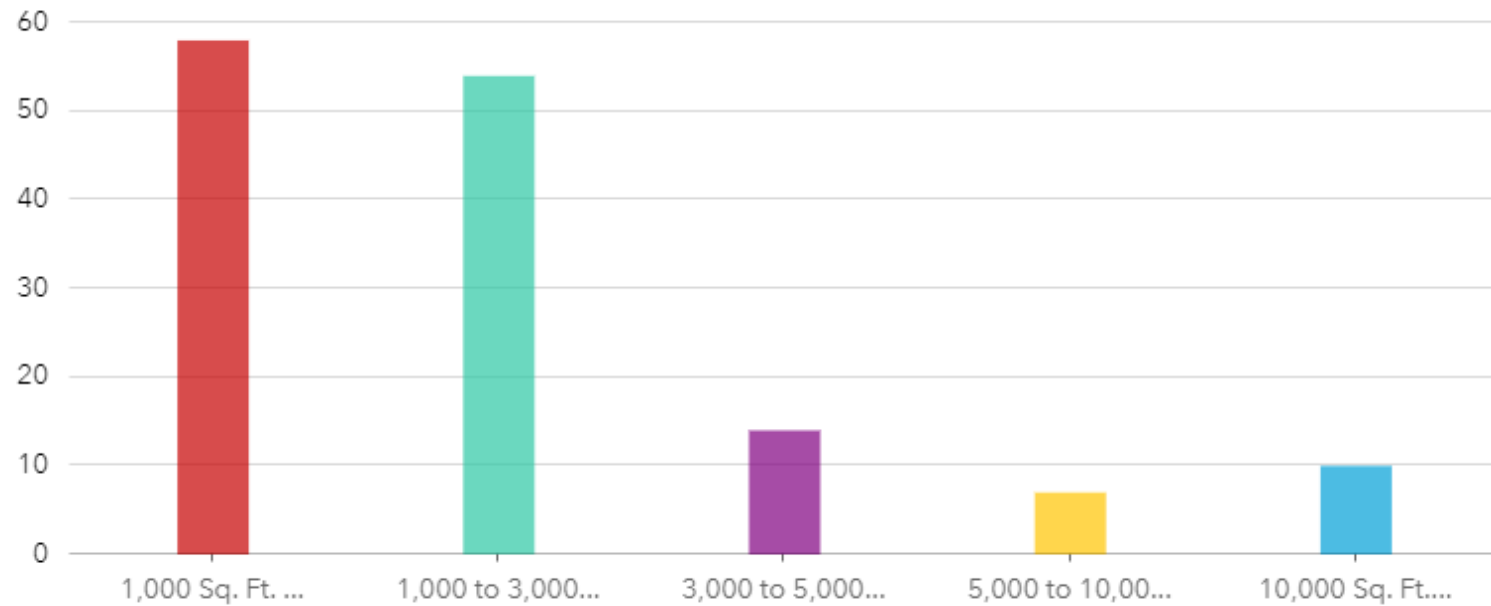


Answers	Count	Percentage
5 years or less	45	30.41%
11 to 20 years	36	24.32%
21 or more years	36	24.32%
6 to 10 years	27	18.24%

8) Do you own or lease the space you currently use for your business?



9) What is the approximate square footage of the space you lease or own for business?

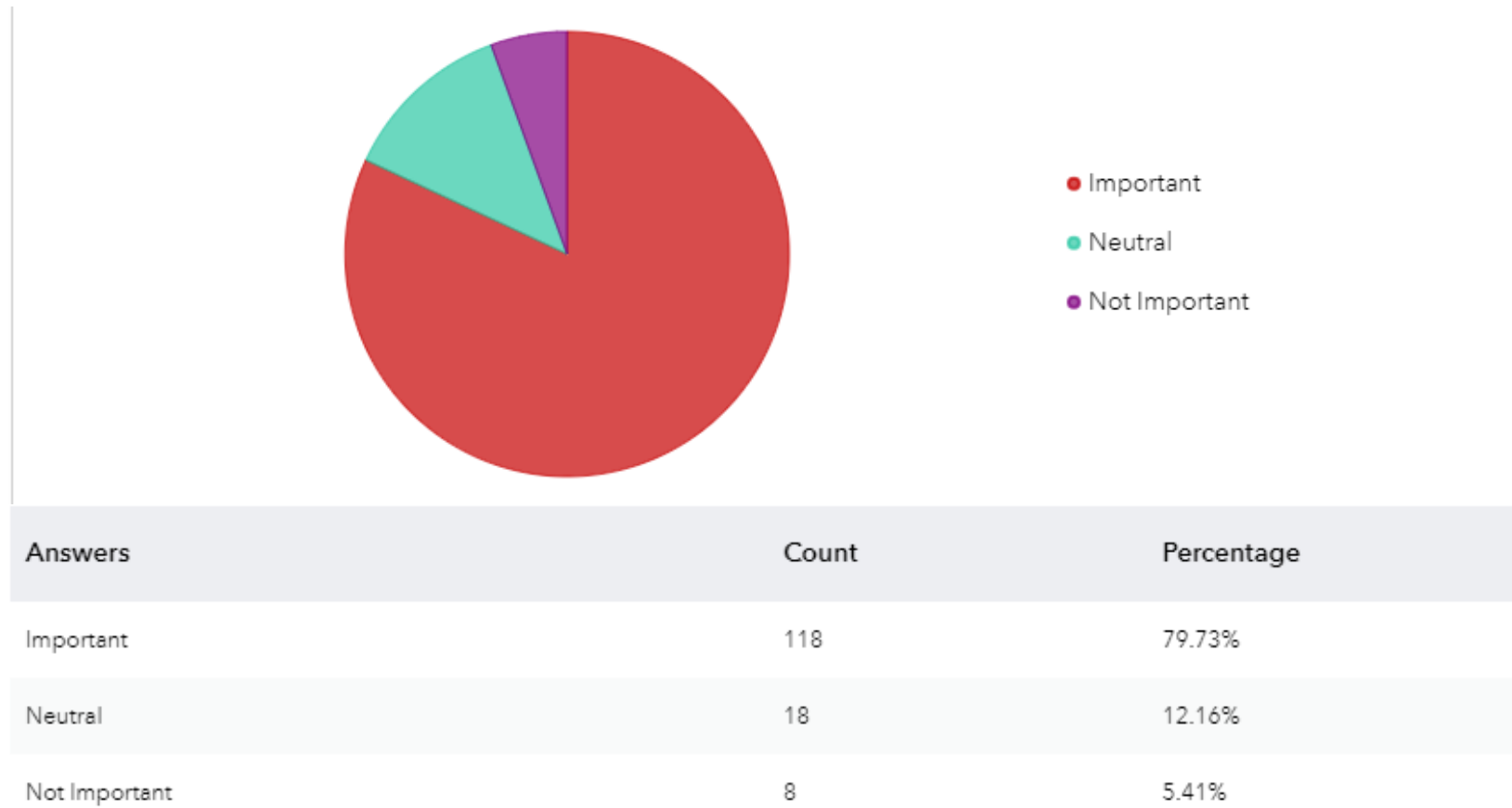


Answers	Count	Percentage
1,000 Sq. Ft. or Fewer	58	39.19%
1,000 to 3,000 Sq. Ft.	54	36.49%
3,000 to 5,000 Sq. Ft.	14	9.46%
5,000 to 10,000 Sq. Ft.	7	4.73%
10,000 Sq. Ft. or more	10	6.76%

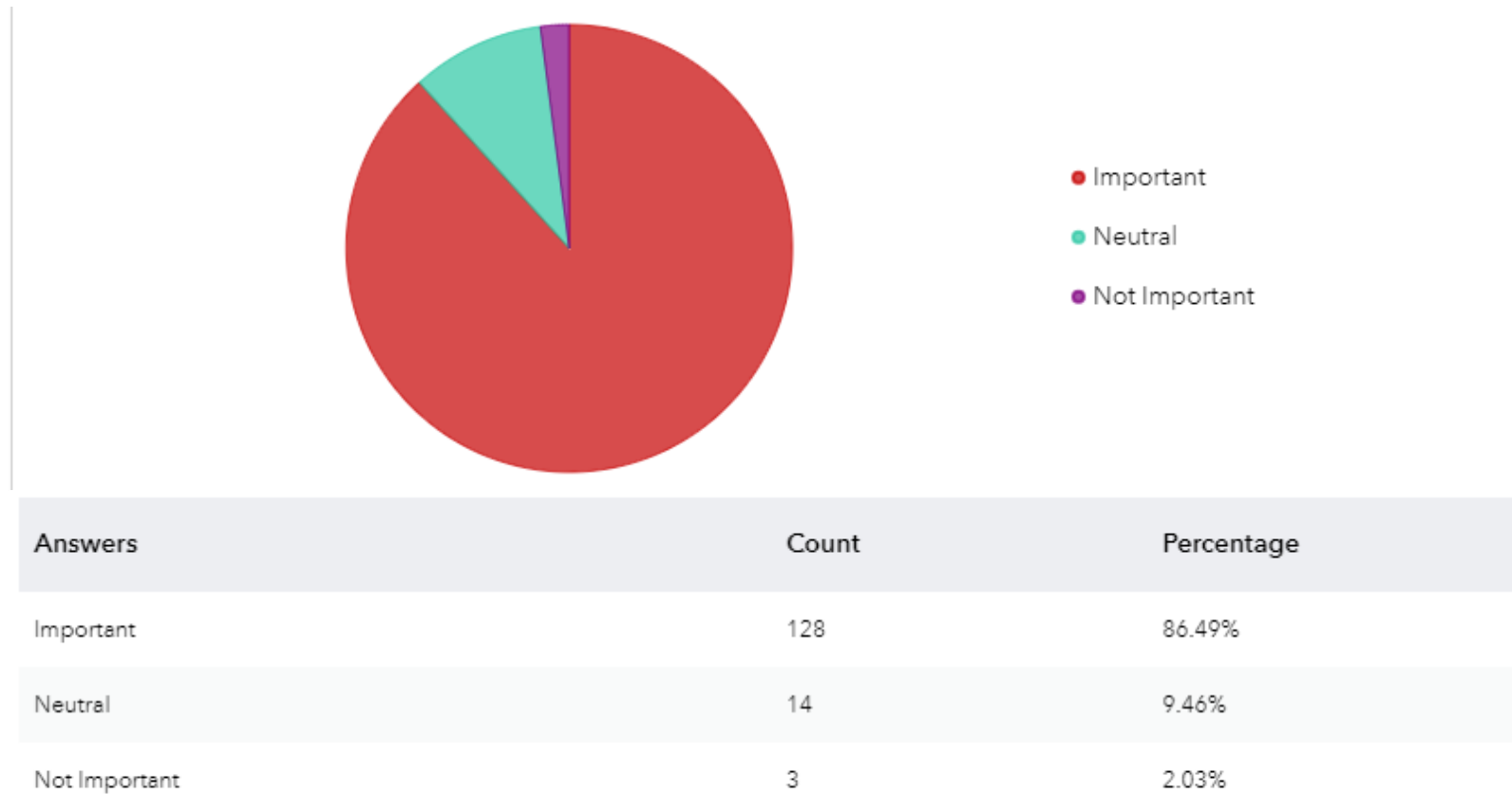
Part 2. PERCEPTIONS OF THE CITY OF PEMBROKE PINES

10) Using the following scale (Important, Neutral, Not Important), please indicate the level of importance each of the following reasons (A-O) were in your decision to locate your business in Pembroke Pines.

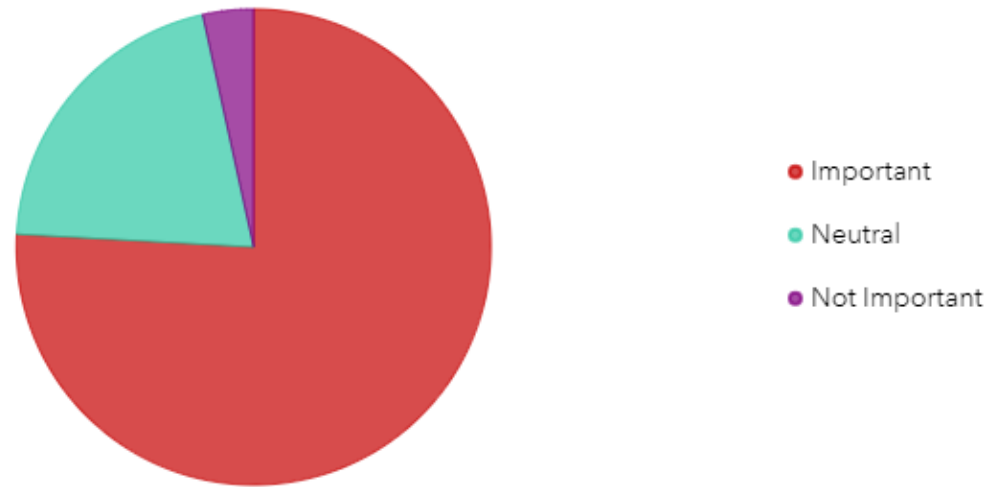
A. OVERALL IMAGE OR QUALITY OF LIFE OF THE CITY



B. OVERALL FEELING OF SAFETY

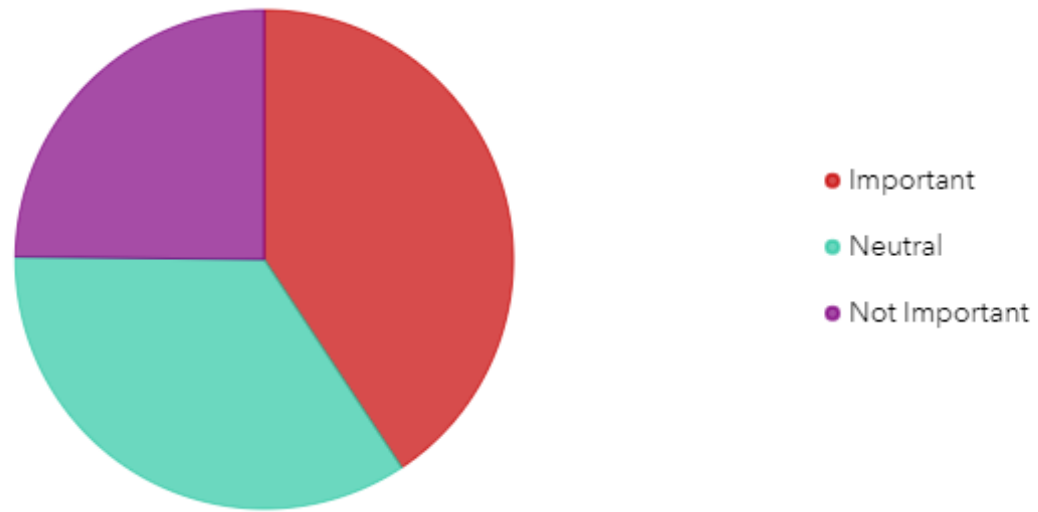


C. ATTITUDE OF LOCAL GOVERNMENT TOWARD BUSINESS



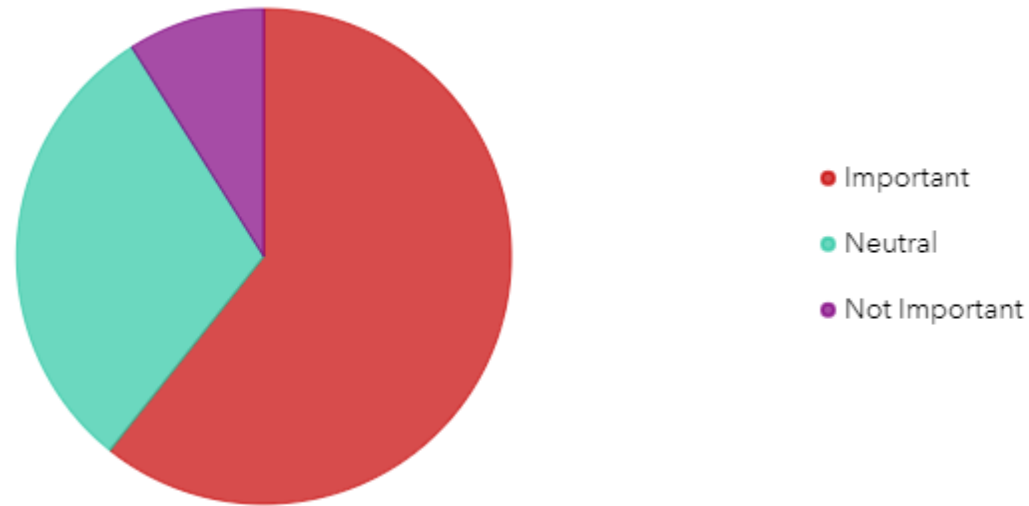
Answers	Count	Percentage
Important	110	74.32%
Neutral	30	20.27%
Not Important	5	3.38%

D. AVAILABILITY OF PUBLIC EDUCATION OPPORTUNITIES



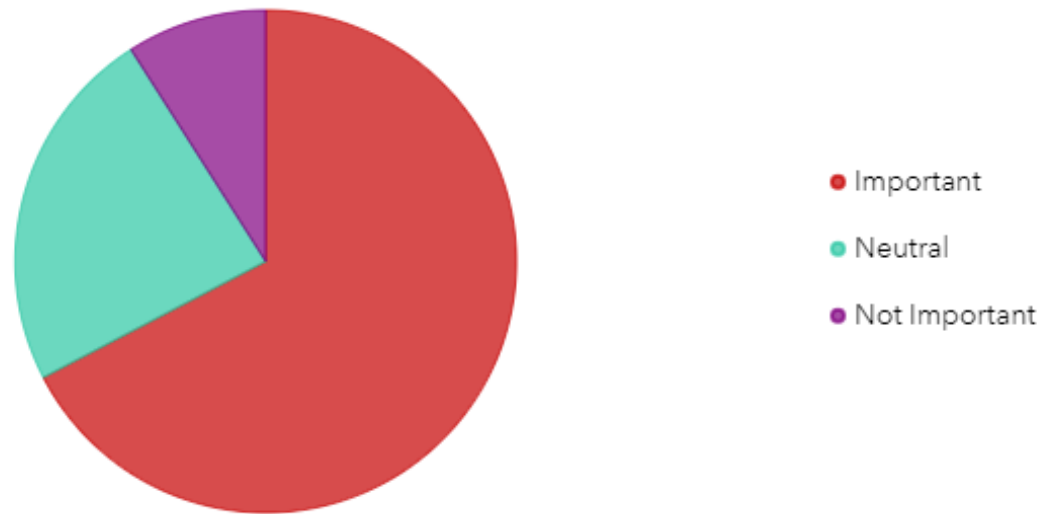
Answers	Count	Percentage
Important	59	39.86%
Neutral	50	33.78%
Not Important	36	24.32%

E. LEVEL OF TAXATION



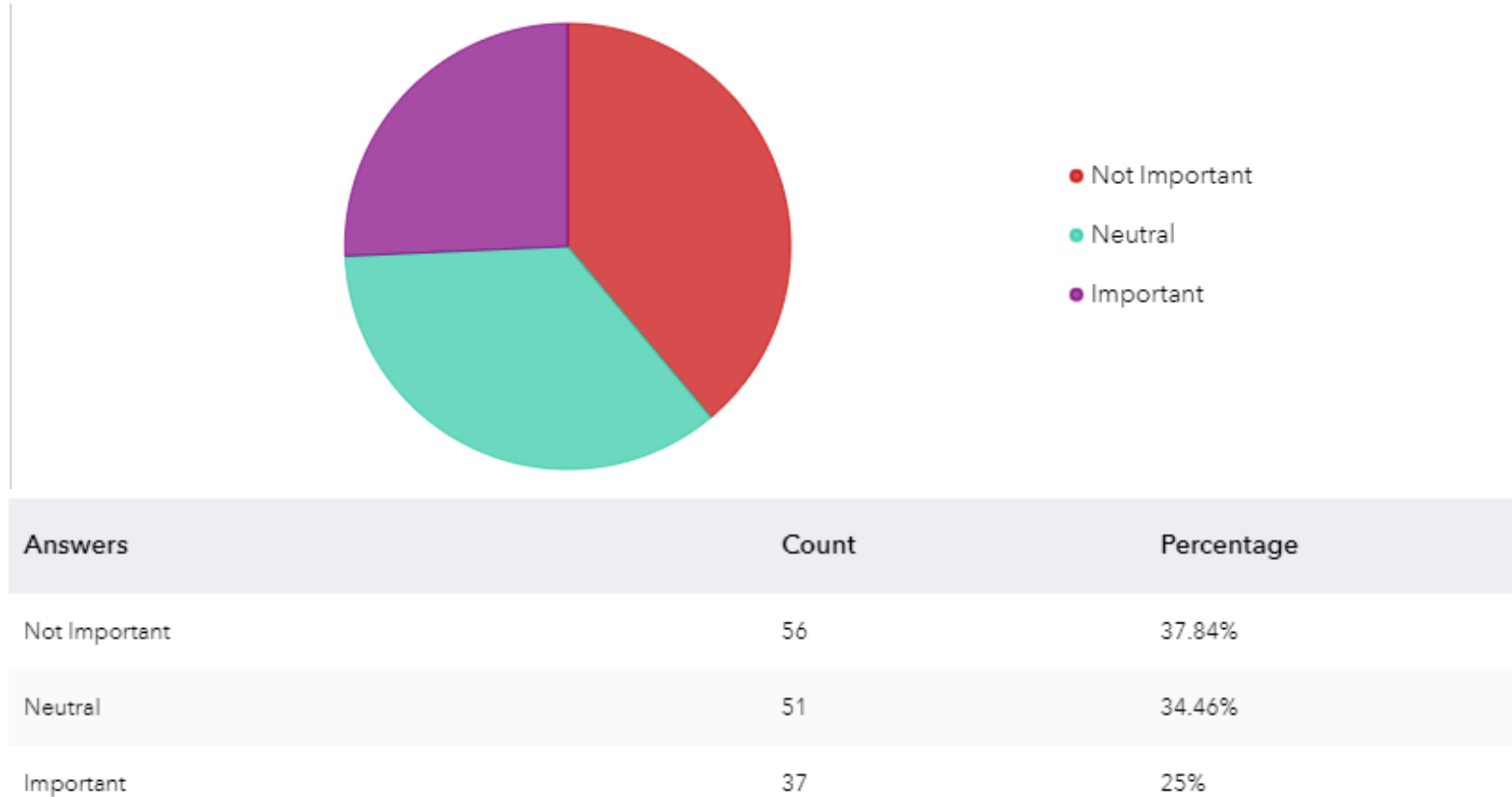
Answers	Count	Percentage
Important	88	59.46%
Neutral	44	29.73%
Not Important	13	8.78%

F. ACCESS TO MAJOR ROADWAYS (I.E., I-75, TURNPIKE AND/OR US-27)

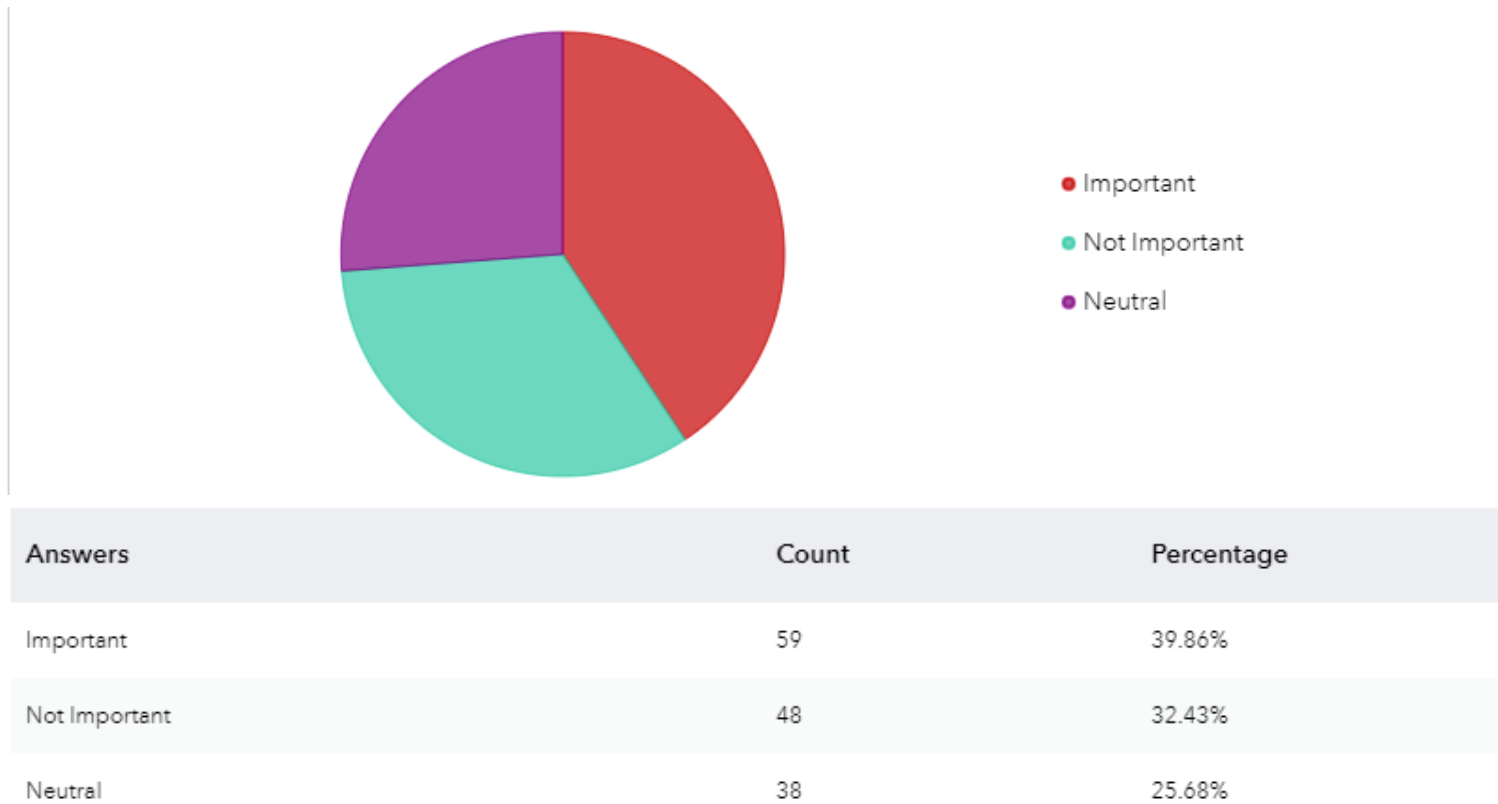


Answers	Count	Percentage
Important	97	65.54%
Neutral	34	22.97%
Not Important	13	8.78%

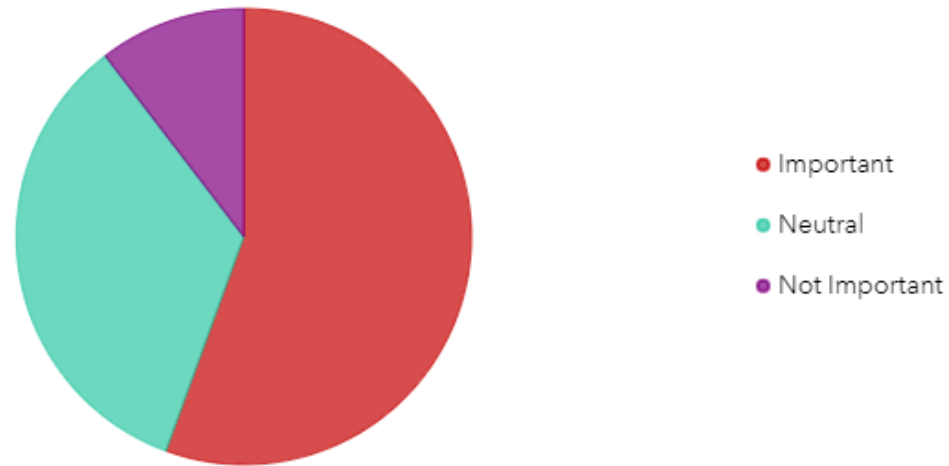
G. ACCESS TO SEAPORTS, INCLUDING PORT EVERGLADES AND/OR PORT OF MIAMI



H. ACCESS TO AIRPORTS, INCLUDING FLL AND/OR MIA

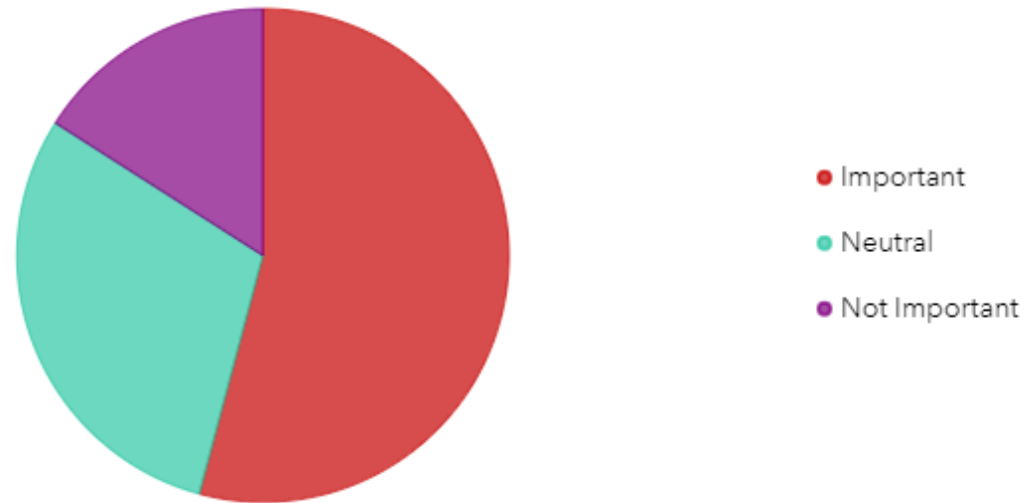


I. QUALITY OF NEW DEVELOPMENT IN THE CITY



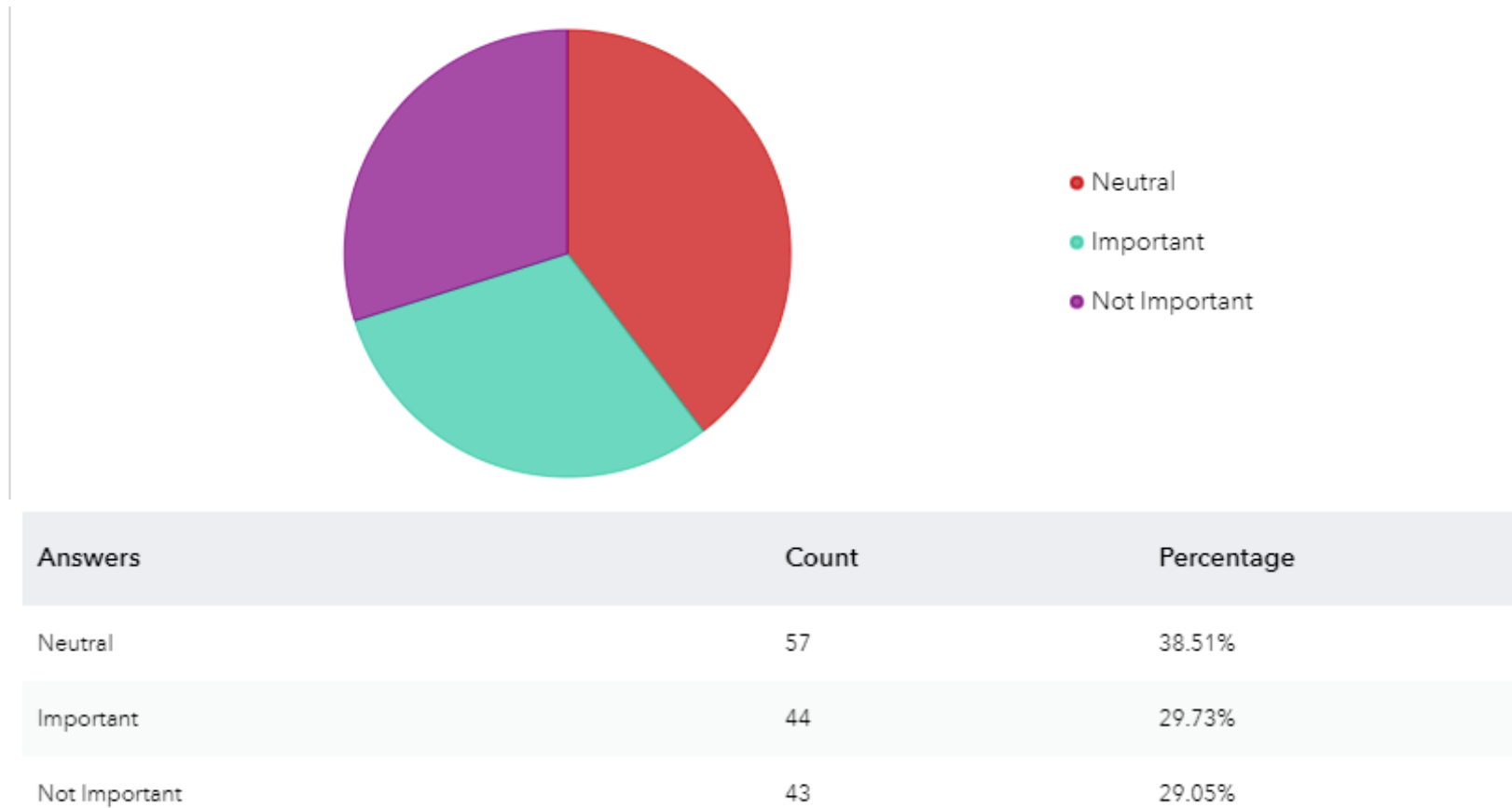
Answers	Count	Percentage
Important	80	54.05%
Neutral	49	33.11%
Not Important	15	10.14%

J. PROXIMITY OF BUSINESSES THAT ARE IMPORTANT TO YOUR BUSINESS

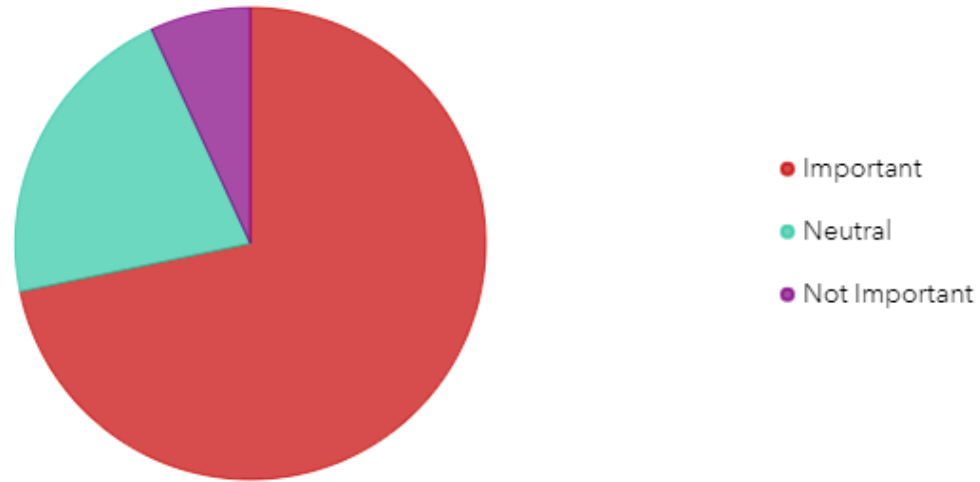


Answers	Count	Percentage
Important	78	52.7%
Neutral	43	29.05%
Not Important	23	15.54%

K. AVAILABILITY OF LIBRARIES, ARTS, AND CULTURAL AMENITIES

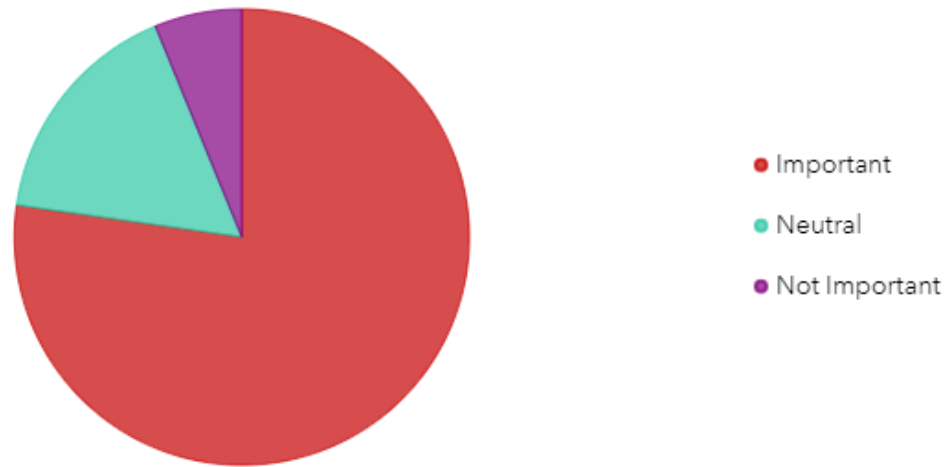


L. ATTITUDE OF LOCAL GOVERNMENT TOWARD BUSINESS



Answers	Count	Percentage
Important	104	70.27%
Neutral	31	20.95%
Not Important	10	6.76%

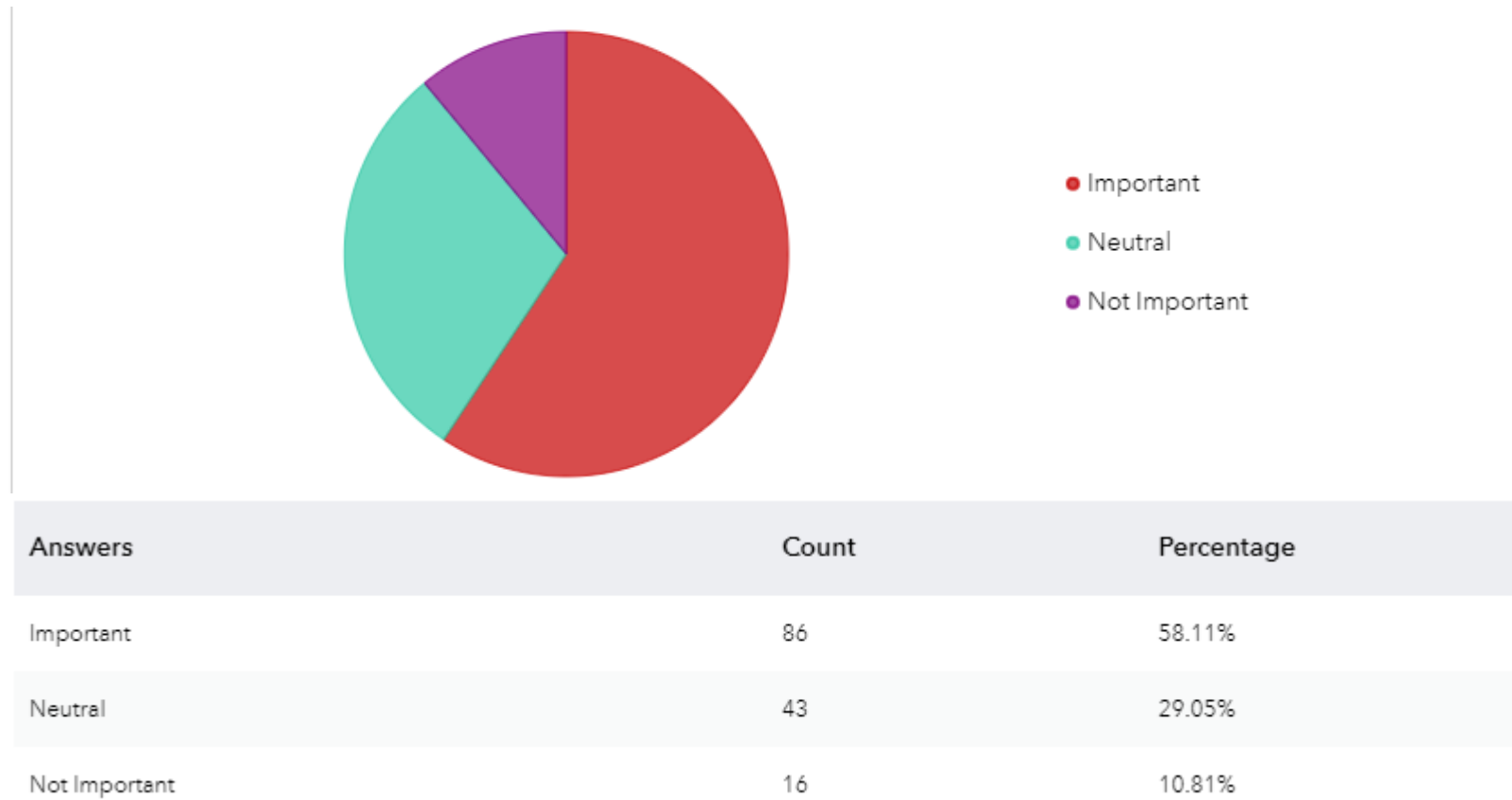
M. QUALITY OF INFRASTRUCTURE, INCLUDING WATER, TELECOMMUNICATIONS, ETC.



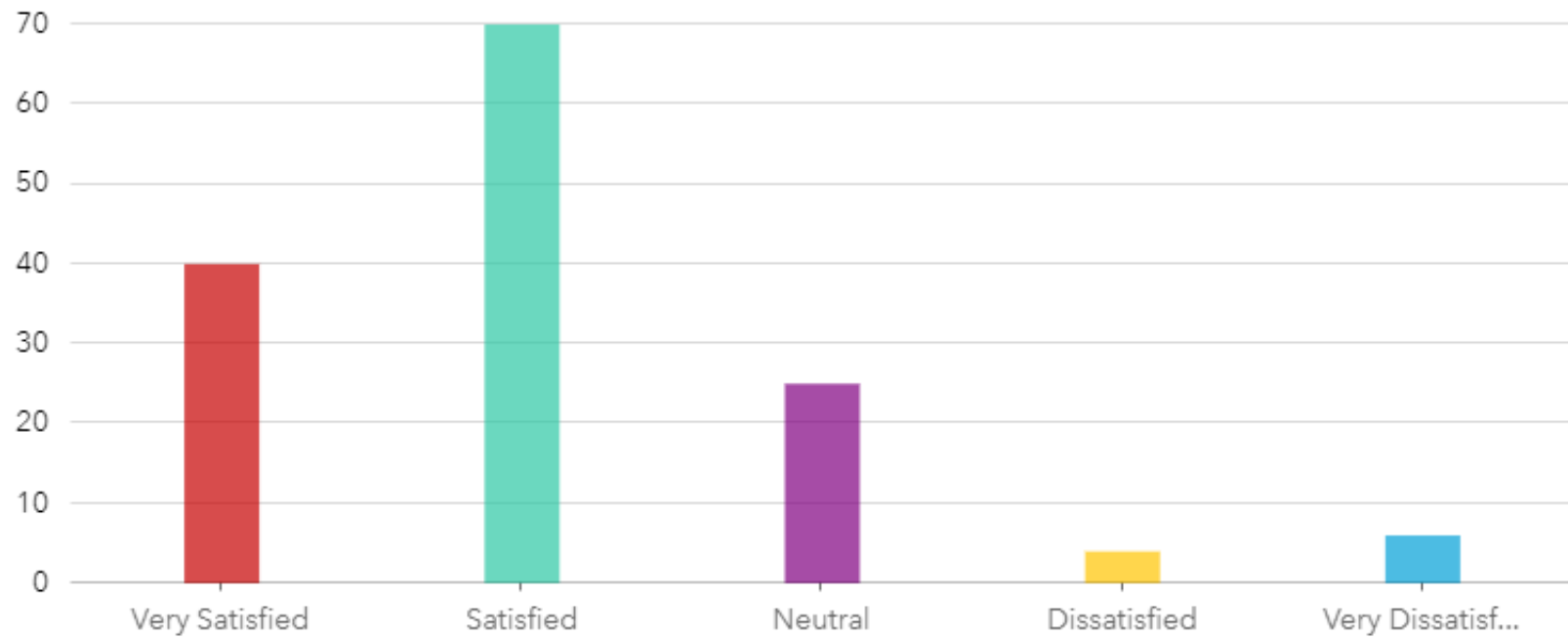
Answers	Count	Percentage
Important	112	75.68%
Neutral	24	16.22%
Not Important	9	6.08%

*Note: no Question "N"

O. ACCESS TO A SPECIFIC CUSTOMER OR INCOME TYPE

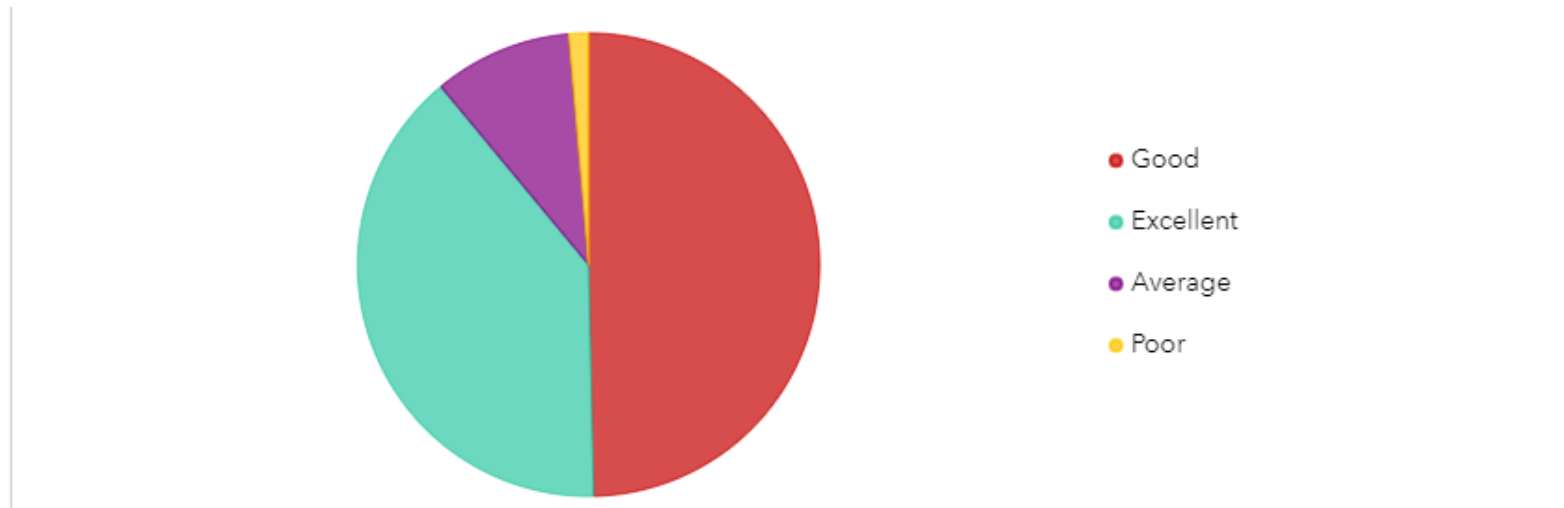


11) What is your level of satisfaction with the overall business atmosphere in the City of Pembroke Pines?



Answers	Count	Percentage
Very Satisfied	40	27.03%
Satisfied	70	47.3%
Neutral	25	16.89%
Dissatisfied	4	2.7%
Very Dissatisfied	6	4.05%

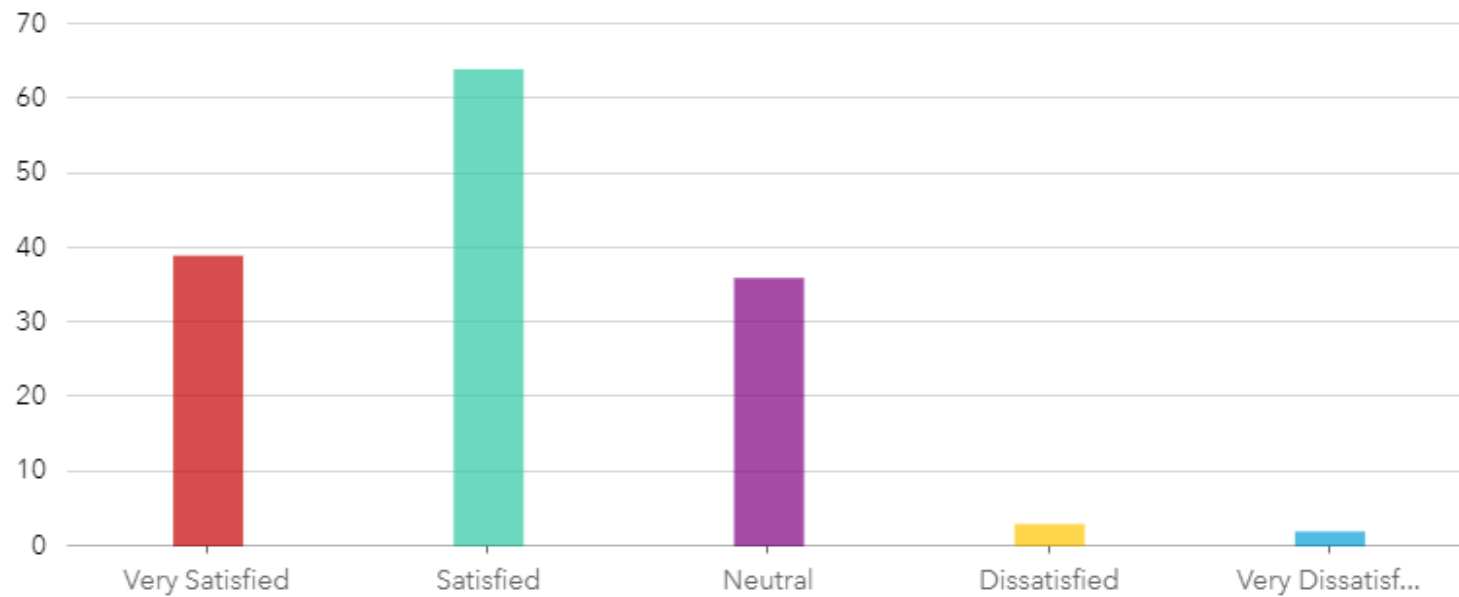
12) How would you rate the physical appearance of the City, including landscaping and/or cleanliness of the area where your business is located?



Answers	Count	Percentage
Good	72	48.65%
Excellent	57	38.51%
Average	14	9.46%
Poor	2	1.35%

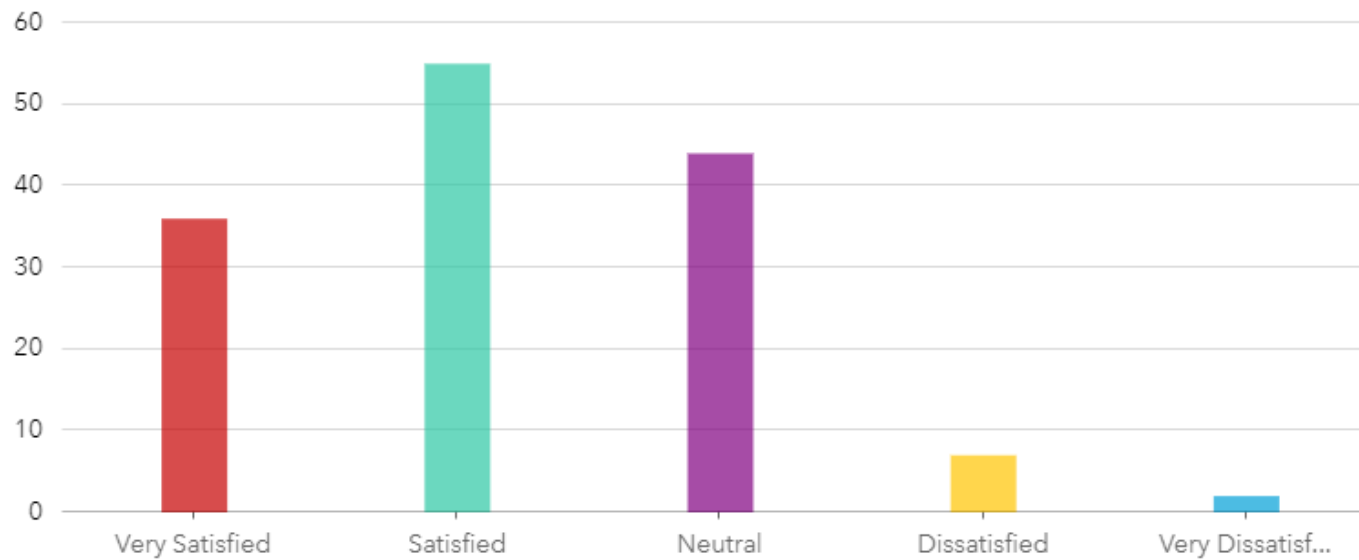
13) Using the following scale, please indicate how pleased your business is with the City of Pembroke Pines in the following areas (A-J).

A. RETAINING EXISTING BUSINESSES IN PEMBROKE PINES



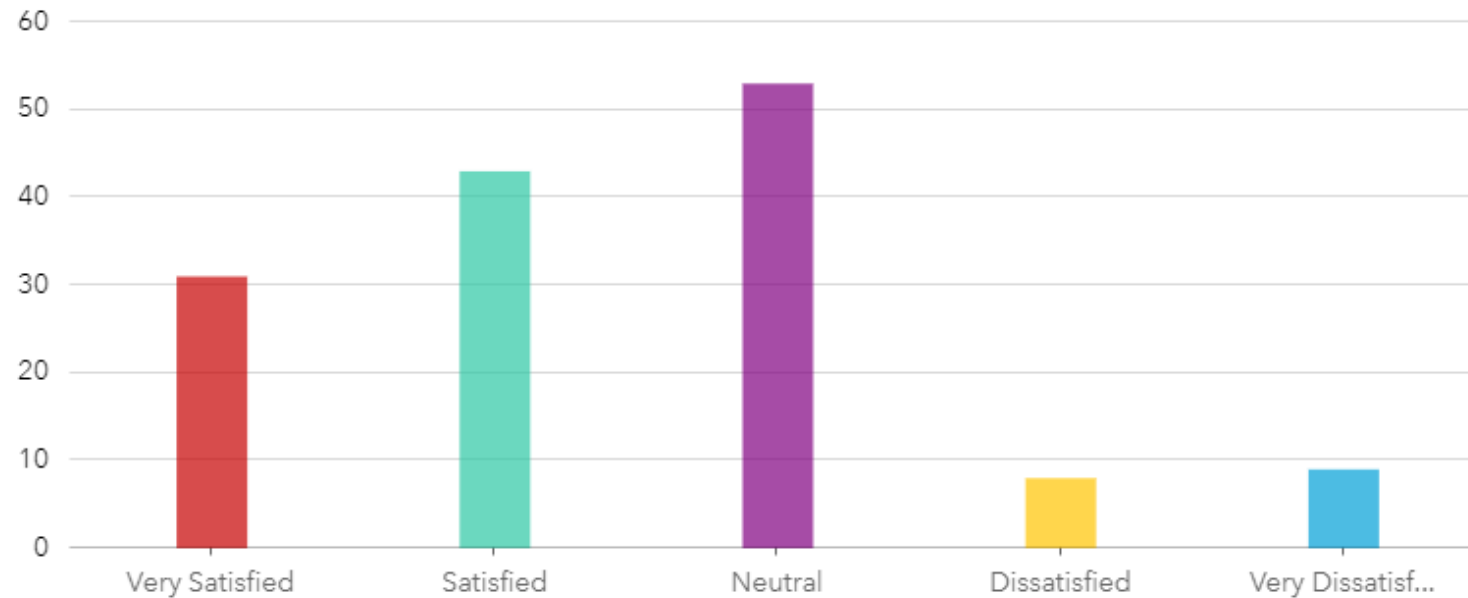
Answers	Count	Percentage
Very Satisfied	39	26.35%
Satisfied	64	43.24%
Neutral	36	24.32%
Dissatisfied	3	2.03%
Very Dissatisfied	2	1.35%

B. ATTRACTING NEW BUSINESSES TO PEMBROKE PINES



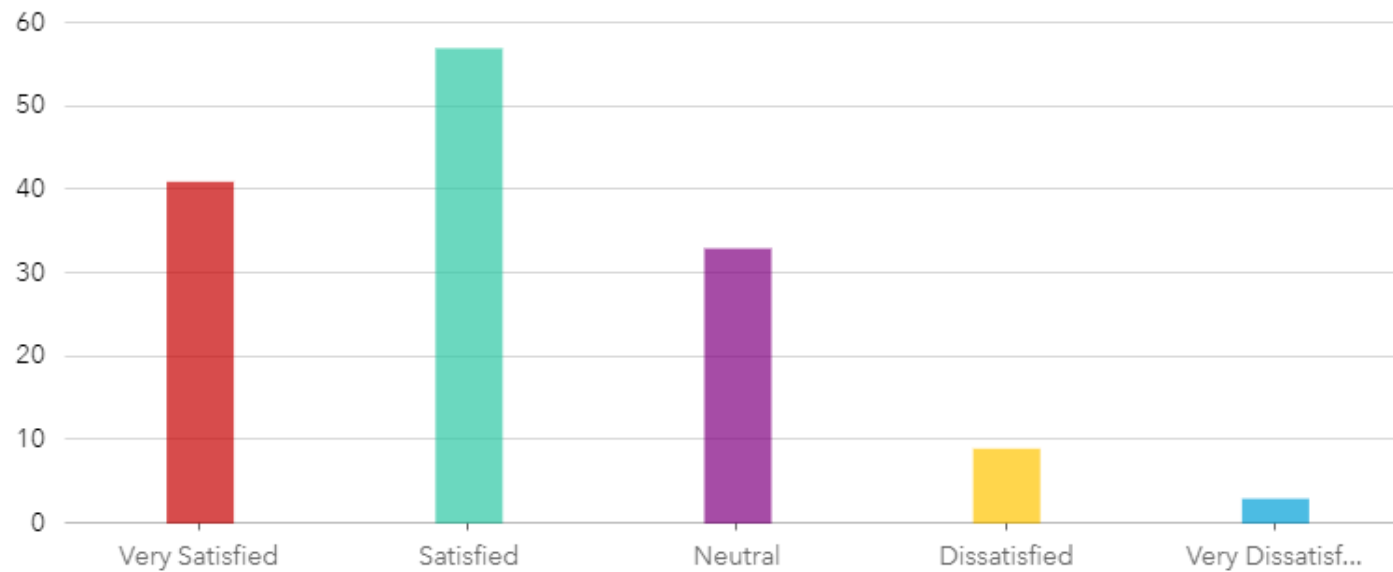
Answers	Count	Percentage
Very Satisfied	36	24.32%
Satisfied	55	37.16%
Neutral	44	29.73%
Dissatisfied	7	4.73%
Very Dissatisfied	2	1.35%

C. SUPPORTING BUSINESS EXPANSION AND DEVELOPMENT



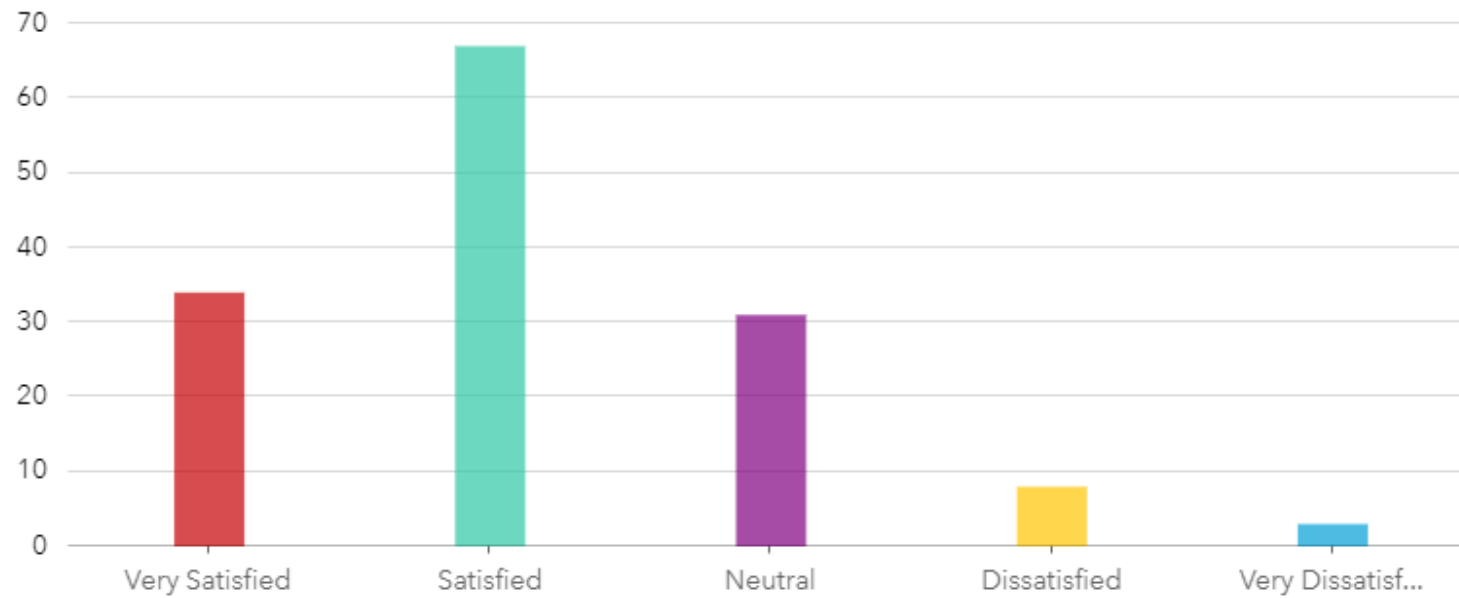
Answers	Count	Percentage
Very Satisfied	31	20.95%
Satisfied	43	29.05%
Neutral	53	35.81%
Dissatisfied	8	5.41%
Very Dissatisfied	9	6.08%

D. CITY EFFORTS AT MAINTAINING THE QUALITY OF NEIGHBORHOODS



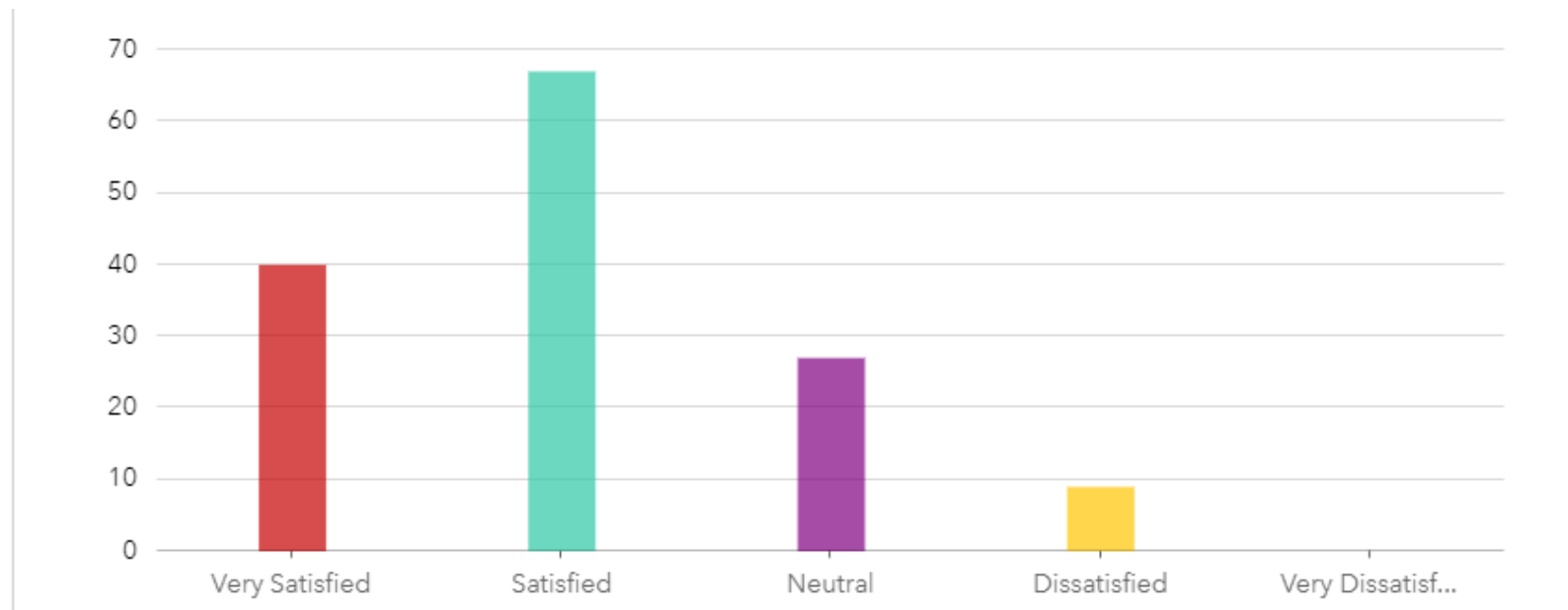
Answers	Count	Percentage
Very Satisfied	41	27.7%
Satisfied	57	38.51%
Neutral	33	22.3%
Dissatisfied	9	6.08%
Very Dissatisfied	3	2.03%

E. PROVIDING LIGHTING IN COMMERCIAL AREAS



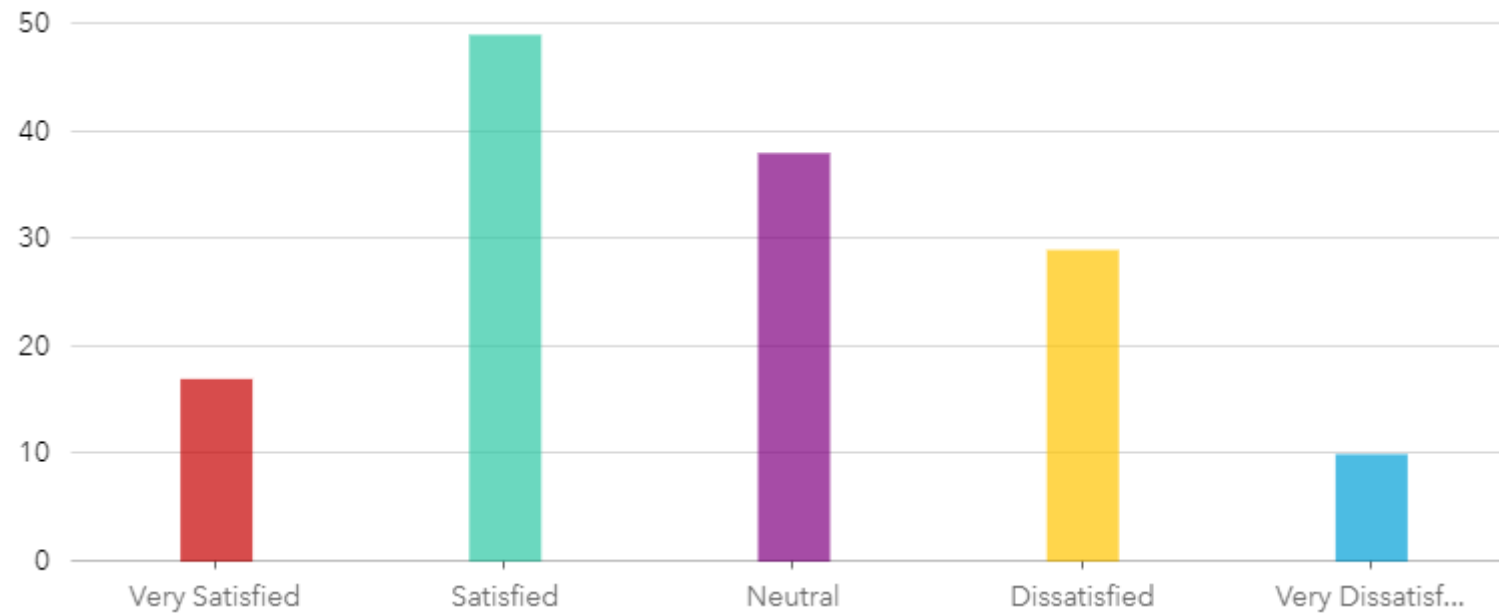
Answers	Count	Percentage
Very Satisfied	34	22.97%
Satisfied	67	45.27%
Neutral	31	20.95%
Dissatisfied	8	5.41%
Very Dissatisfied	3	2.03%

F. SUPPORTING THE AVAILABILITY OF CUSTOMER PARKING



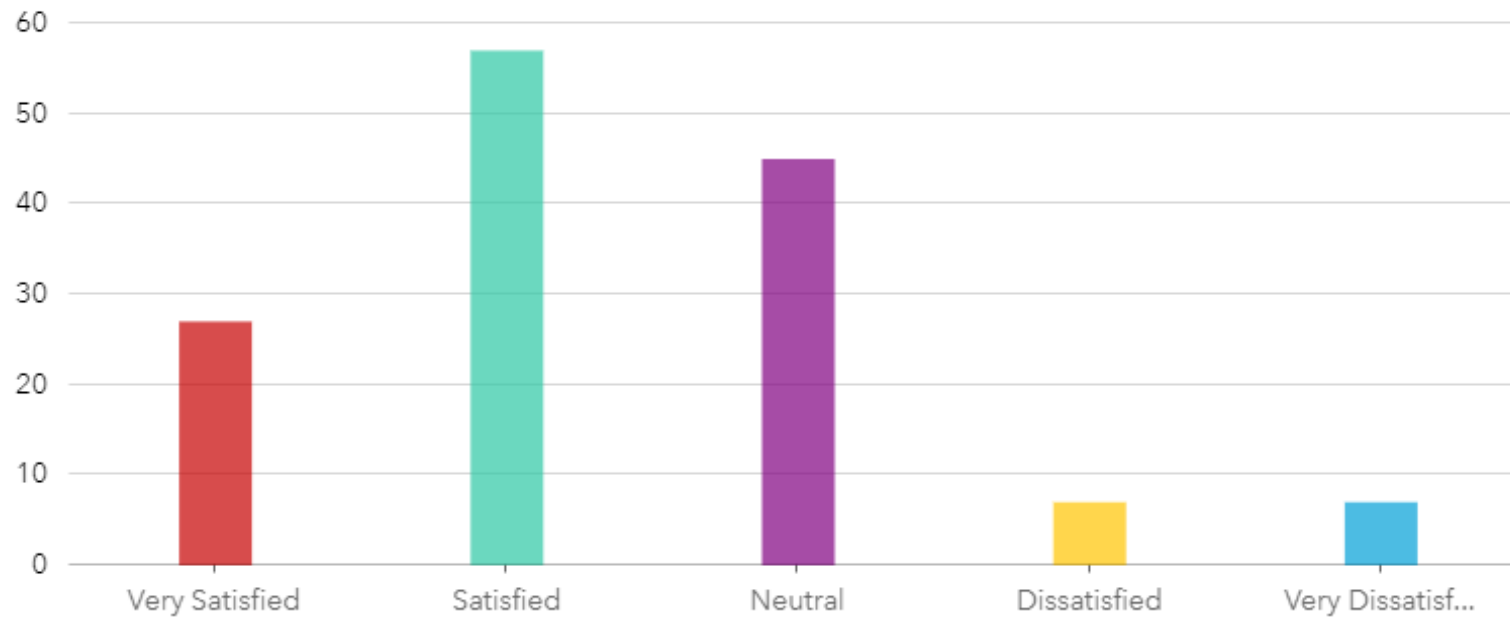
Answers	Count	Percentage
Very Satisfied	40	27.03%
Satisfied	67	45.27%
Neutral	27	18.24%
Dissatisfied	9	6.08%
Very Dissatisfied	0	0%

G. EASING TRAFFIC CONGESTION



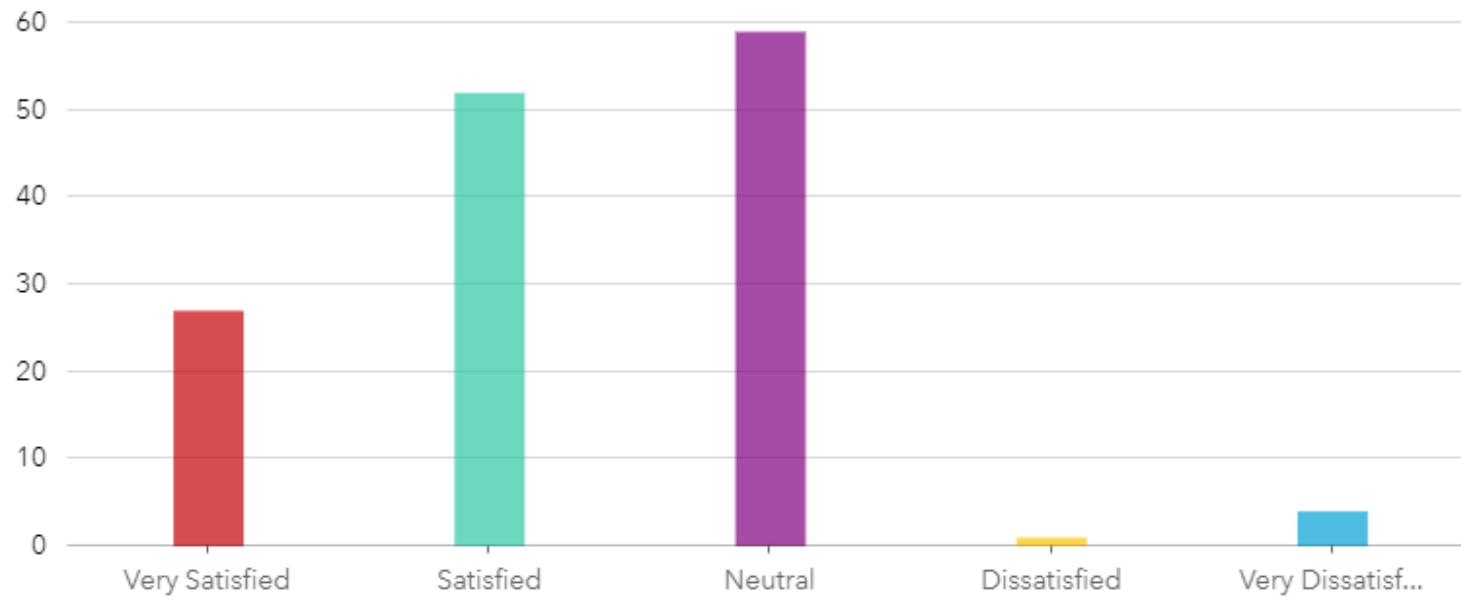
Answers	Count	Percentage
Very Satisfied	17	11.49%
Satisfied	49	33.11%
Neutral	38	25.68%
Dissatisfied	29	19.59%
Very Dissatisfied	10	6.76%

H. WORKING ON ROAD CONDITIONS OR MAINTENANCE



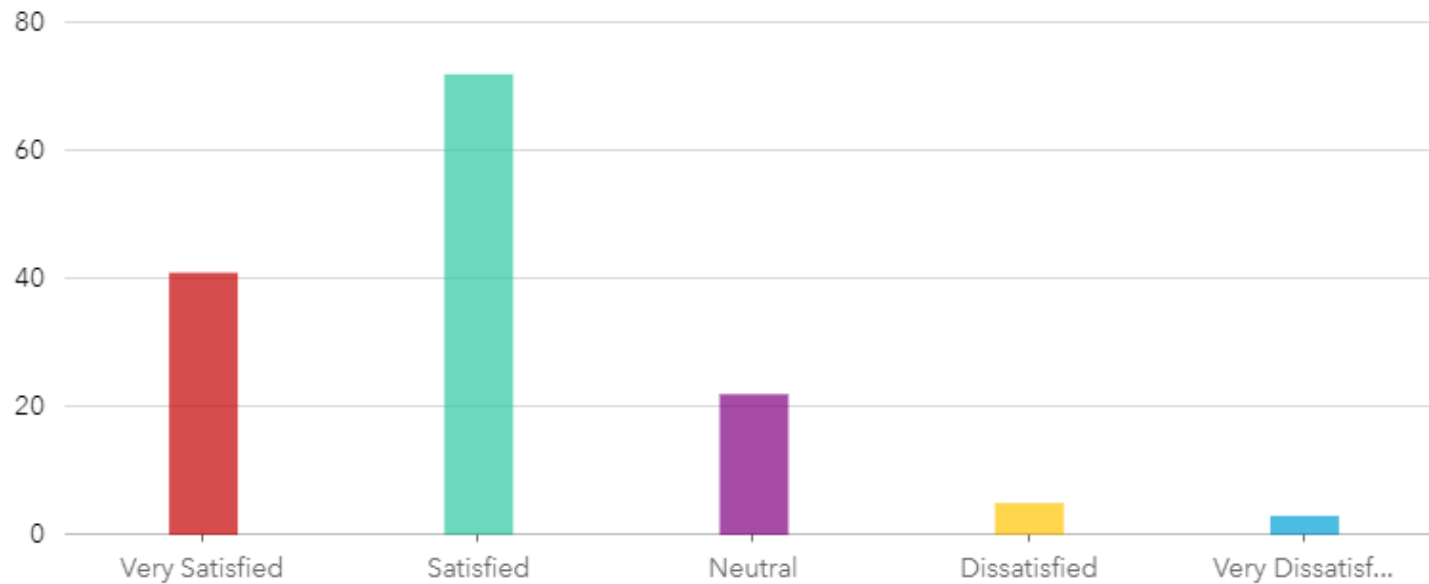
Answers	Count	Percentage
Very Satisfied	27	18.24%
Satisfied	57	38.51%
Neutral	45	30.41%
Dissatisfied	7	4.73%
Very Dissatisfied	7	4.73%

I. ATTRACTING RESIDENTS FROM SURROUNDING CITIES TO PEMBROKE PINES



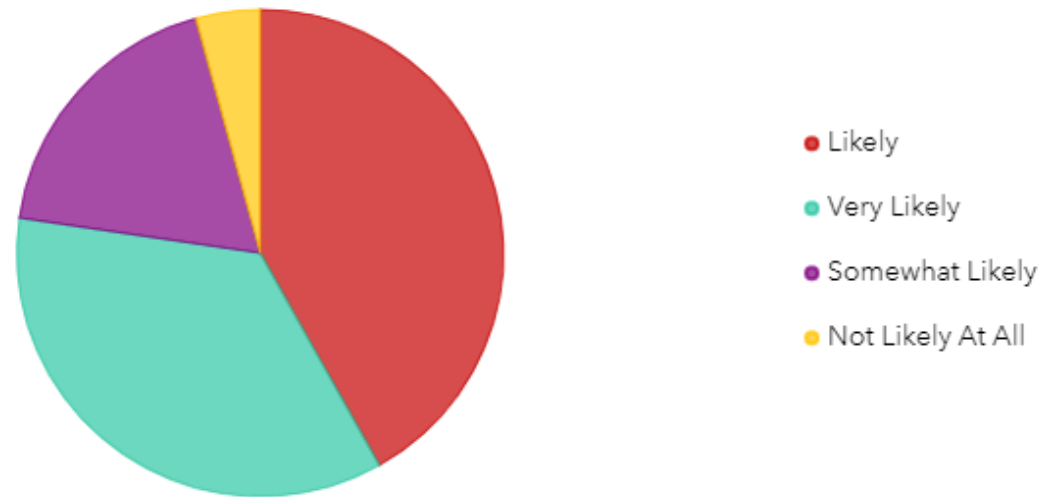
Answers	Count	Percentage
Very Satisfied	27	18.24%
Satisfied	52	35.14%
Neutral	59	39.86%
Dissatisfied	1	0.68%
Very Dissatisfied	4	2.7%

J. CLEANLINESS AND LITTER ABATEMENT



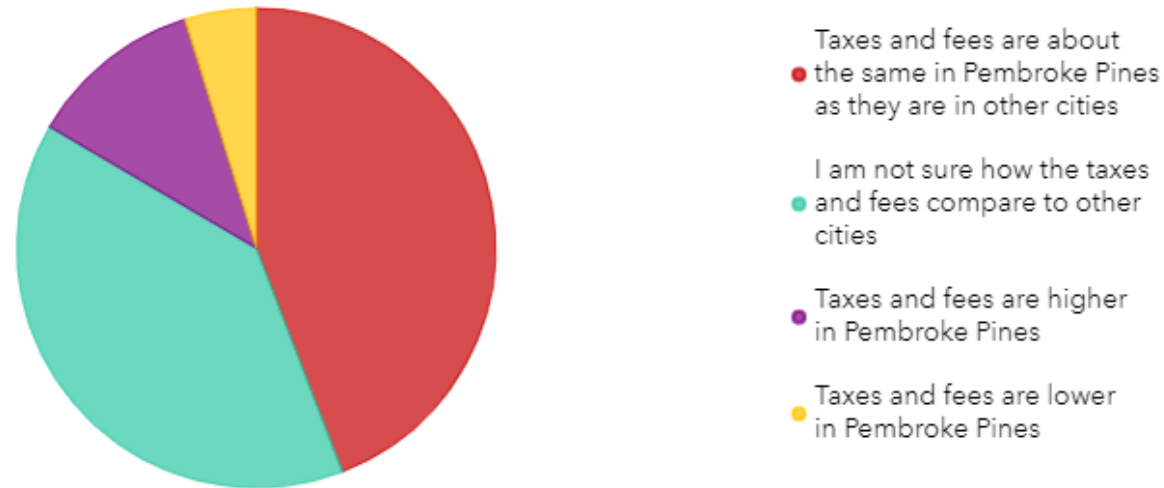
Answers	Count	Percentage
Very Satisfied	41	27.7%
Satisfied	72	48.65%
Neutral	22	14.86%
Dissatisfied	5	3.38%
Very Dissatisfied	3	2.03%

14) Thinking generally about the City of Pembroke Pines, how likely would you be to recommend Pembroke Pines as a business location?



Answers	Count	Percentage
Likely	59	39.86%
Very Likely	50	33.78%
Somewhat Likely	26	17.57%
Not Likely At All	6	4.05%

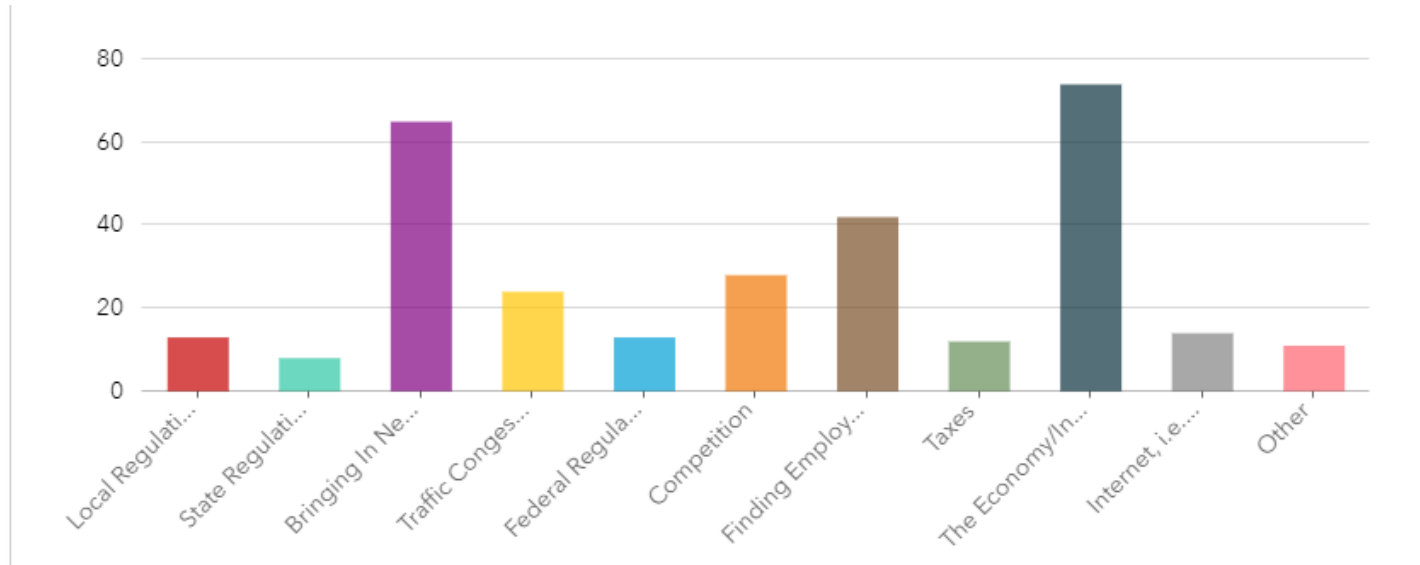
15) What is your perception of the City's taxes and fees in comparison to surrounding cities?



Answers	Count	Percentage
Taxes and fees are about the same in Pembroke Pines as they are in other cities	64	43.24%
I am not sure how the taxes and fees compare to other cities	57	38.51%
Taxes and fees are higher in Pembroke Pines	17	11.49%
Taxes and fees are lower in Pembroke Pines	7	4.73%

Part 3. A FEW QUESTIONS ABOUT YOUR BUSINESS

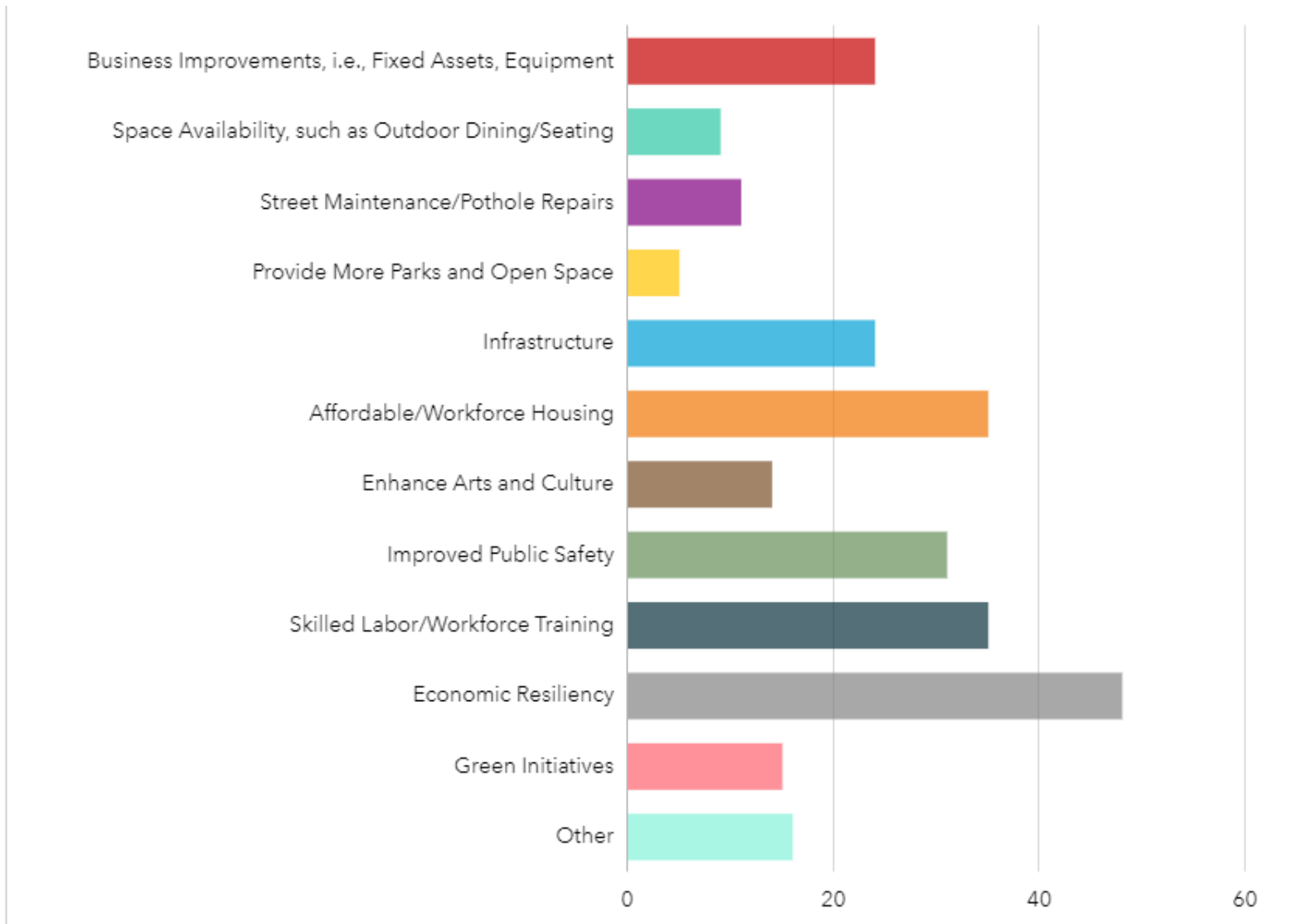
16) What would you say are the biggest challenges facing your business' profitability and/or growth in the next 12 months?



Answers	Count	Percentage
Local Regulations	13	8.78%
State Regulations	8	5.41%
Bringing In New Customers	65	43.92%
Traffic Congestion	24	16.22%
Federal Regulations	13	8.78%
Competition	28	18.92%
Finding Employees	42	28.38%
Taxes	12	8.11%
The Economy/Increased Operating Expenses	74	50%
Internet, i.e., Online Sales, E-commerce, Omnichannel	14	9.46%
Other	11	7.43%

Response	Count
Try to communicate with building department put you on hold for 3 or more hours every time.	1
The economy	1
NONE	1
Local Funding and Grants	1
Global economy affecting local guests	1
Funding	1
Dysfunctional building, code enforcement	1
Closed	1

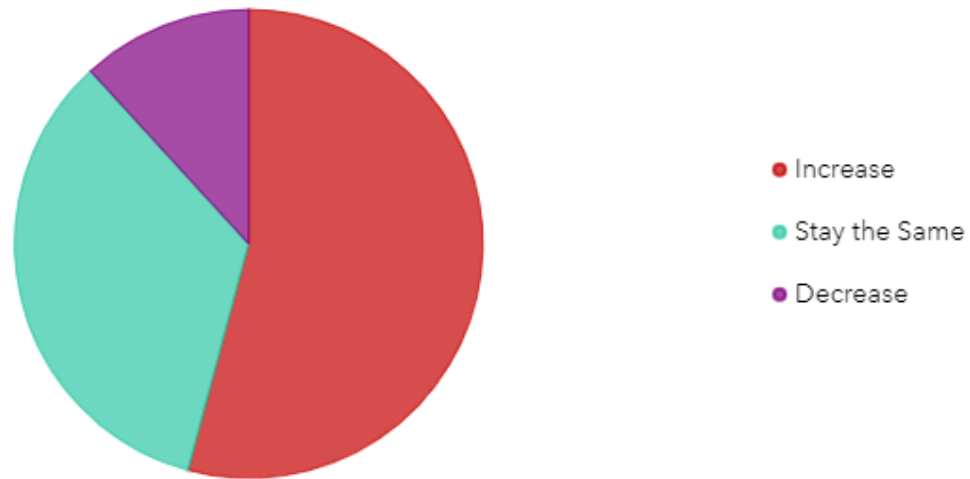
17) What are areas that could be improved to better the business climate for your company?



Answers	Count	Percentage
Business Improvements, i.e., Fixed Assets, Equipment	24	16.22%
Space Availability, such as Outdoor Dining/Seating	9	6.08%
Street Maintenance/Pothole Repairs	11	7.43%
Provide More Parks and Open Space	5	3.38%
Infrastructure	24	16.22%
Affordable/Workforce Housing	35	23.65%
Enhance Arts and Culture	14	9.46%
Improved Public Safety	31	20.95%
Skilled Labor/Workforce Training	35	23.65%
Economic Resiliency	48	32.43%
Green Initiatives	15	10.14%
Other	16	10.81%

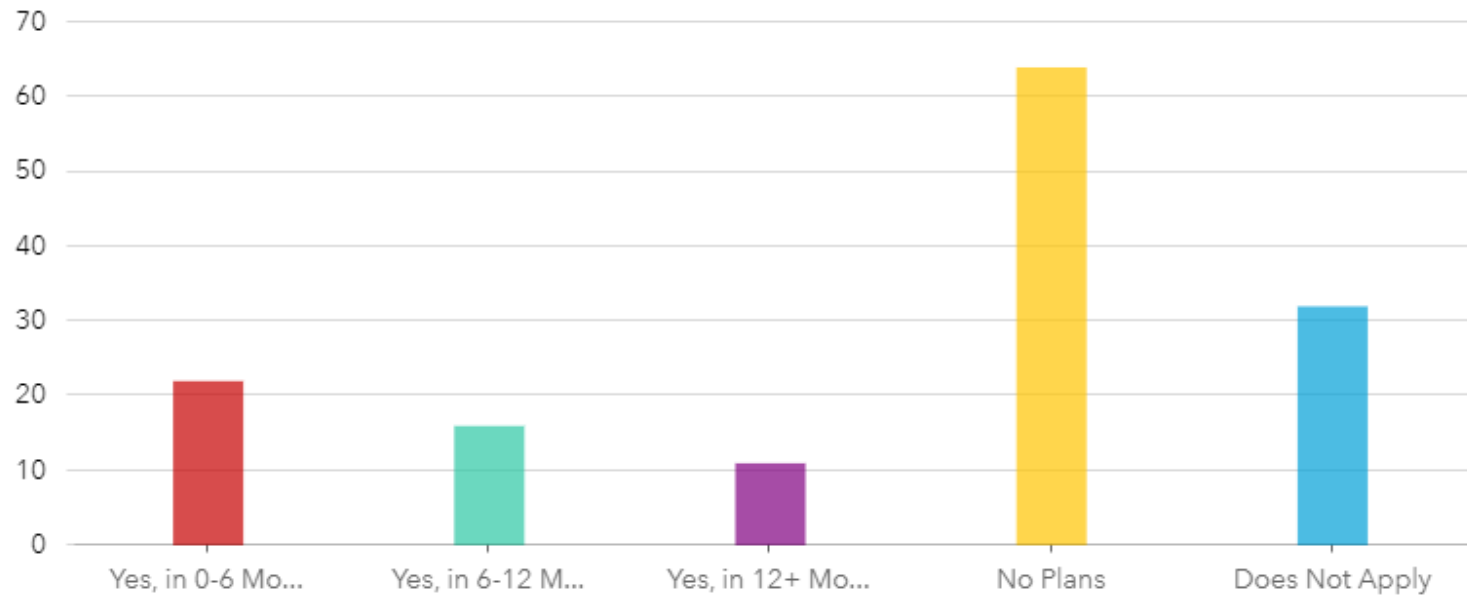
Response	Count
Visibility of Business/Signage -hidden from street view by Trees -limited pillar signage	1
Stop building	1
Our Home based Business is dependent on referrals and quality service	1
NONE	1
More small to medium sized professional businesses	1
Don't have the worst building department in south florida.	1
does not apply	1
Closed	1
at federal level / lower inflation, hence lower interest rates.	1
Affordable office space	1

18) With respect to revenue and/or employment, how do you expect your company to change in the next 12 months?



Answers	Count	Percentage
Increase	78	52.7%
Stay the Same	49	33.11%
Decrease	17	11.49%

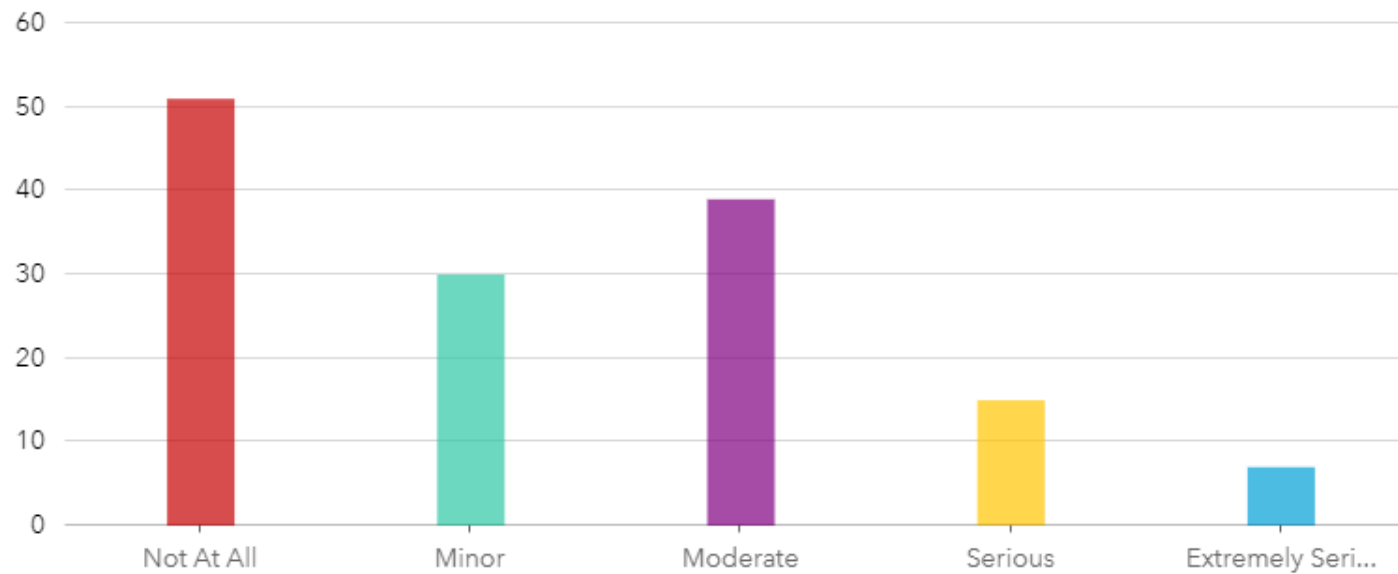
19) Do you have plans to increase investments in plant facilities, equipment, or business interior/exterior?



Answers	Count	Percentage
Yes, in 0-6 Months	22	14.86%
Yes, in 6-12 Months	16	10.81%
Yes, in 12+ Months	11	7.43%
No Plans	64	43.24%
Does Not Apply	32	21.62%

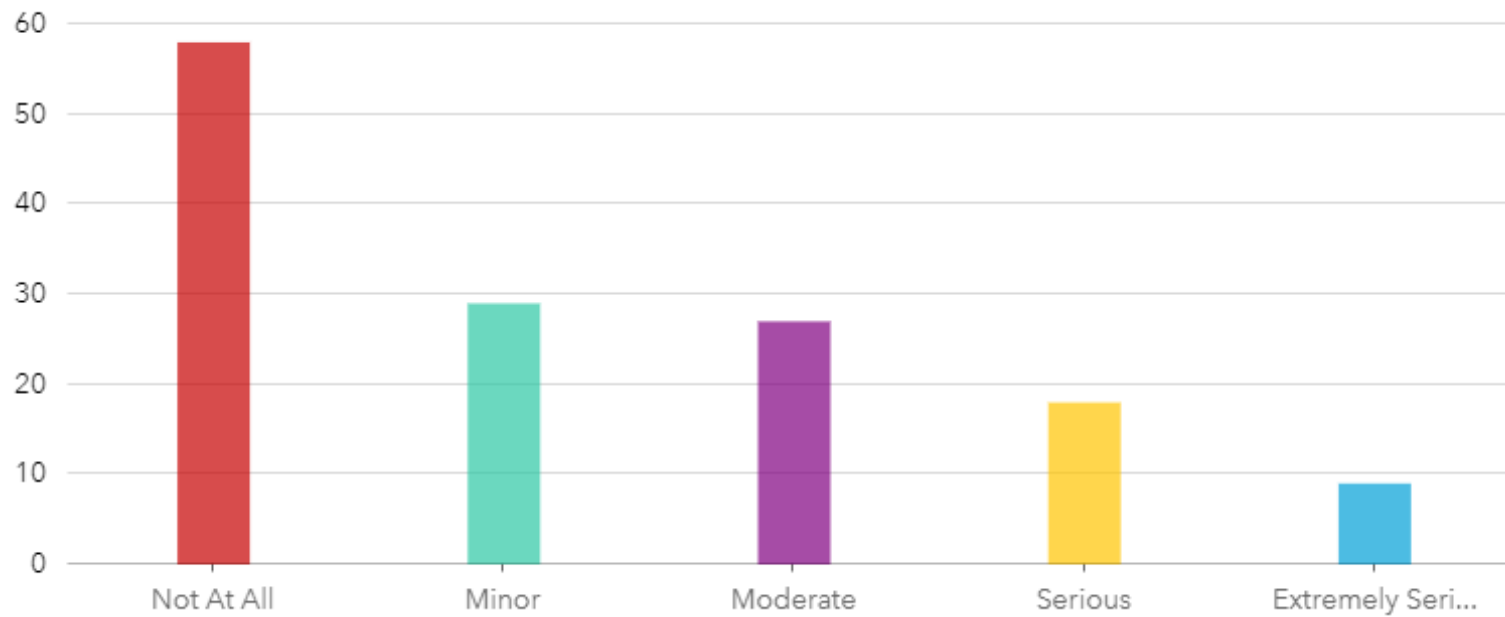
20) How would you rate the following factors as a problem for your business?

ACCESS TO CAPITAL



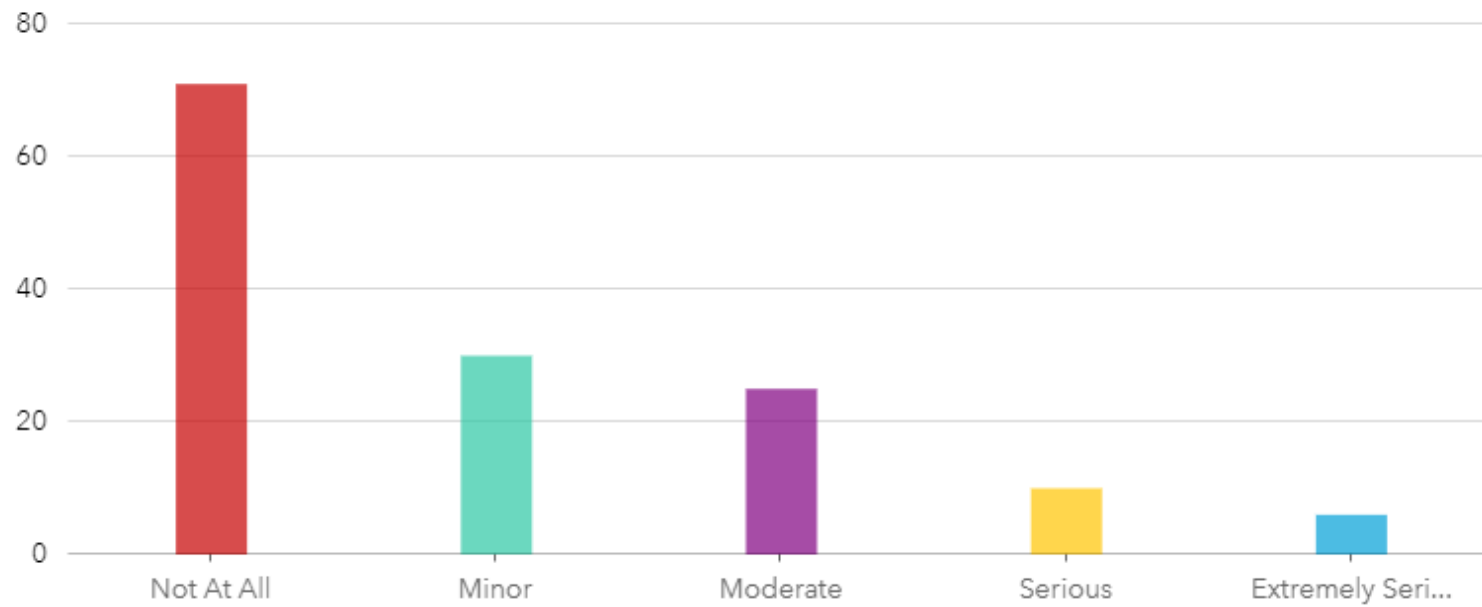
Answers	Count	Percentage
Not At All	51	34.46%
Minor	30	20.27%
Moderate	39	26.35%
Serious	15	10.14%
Extremely Serious	7	4.73%

HEALTHCARE



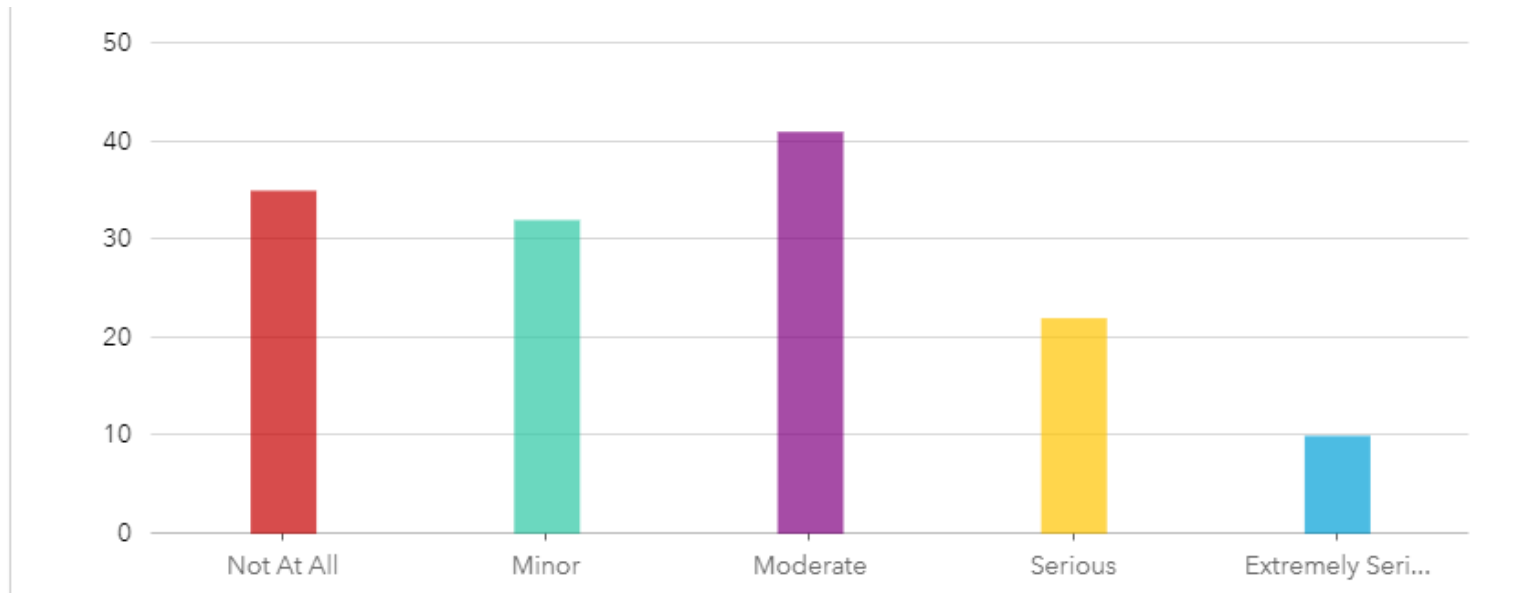
Answers	Count	Percentage
Not At All	58	39.19%
Minor	29	19.59%
Moderate	27	18.24%
Serious	18	12.16%
Extremely Serious	9	6.08%

ACCESS TO TRANSPORTATION



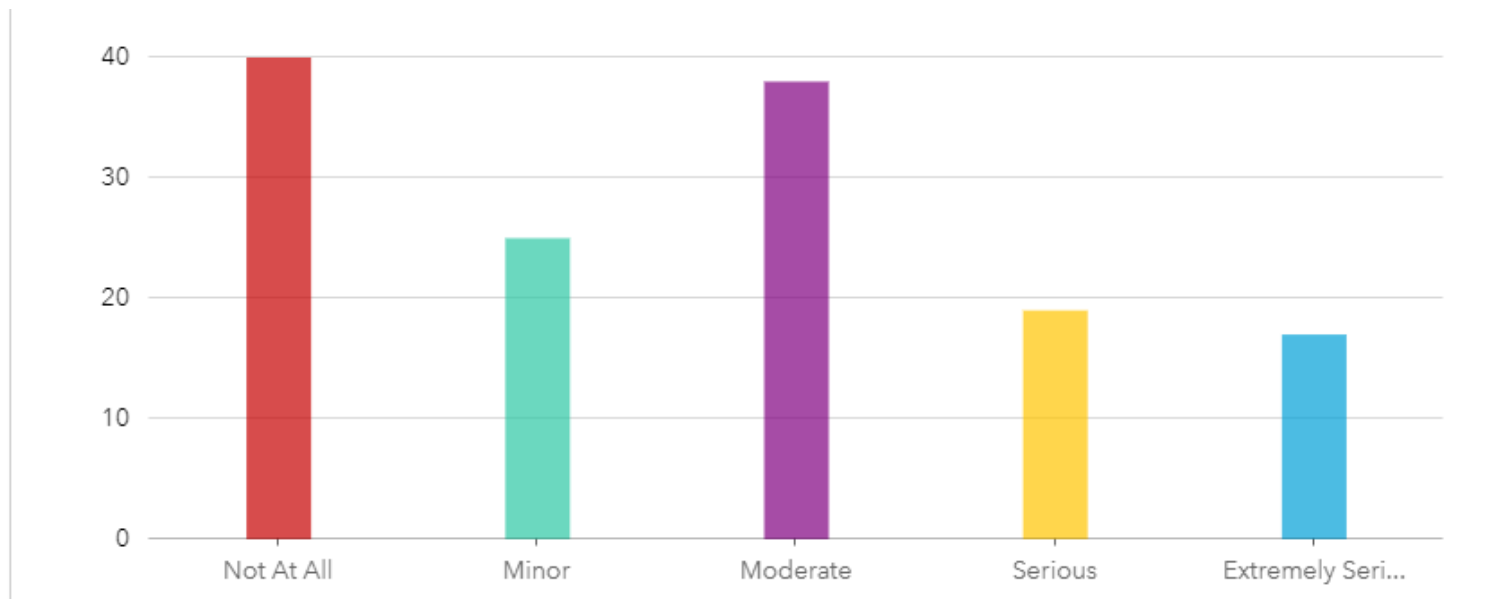
Answers	Count	Percentage
Not At All	71	47.97%
Minor	30	20.27%
Moderate	25	16.89%
Serious	10	6.76%
Extremely Serious	6	4.05%

MANAGING ENERGY/UTILITY COSTS



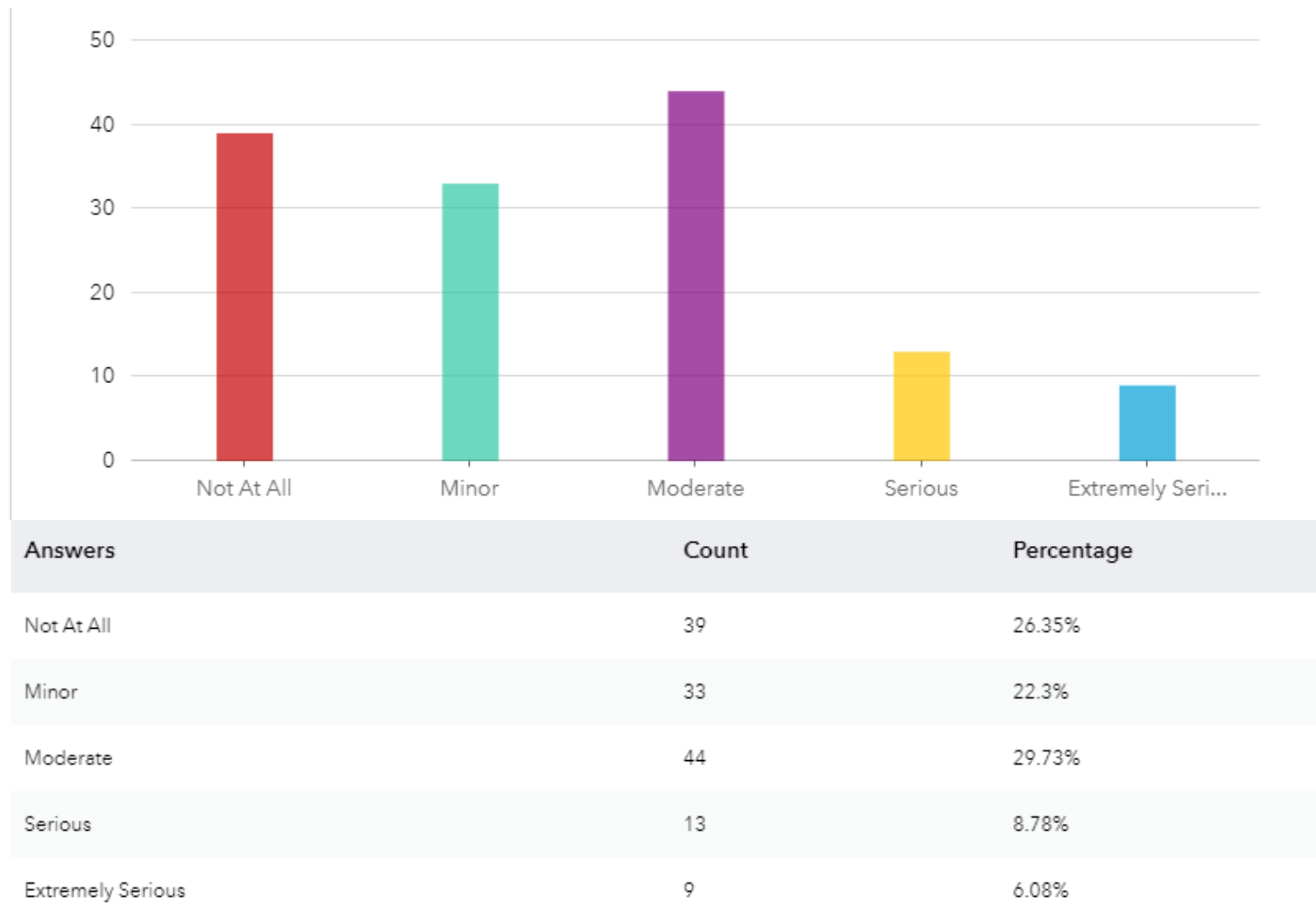
Answers	Count	Percentage
Not At All	35	23.65%
Minor	32	21.62%
Moderate	41	27.7%
Serious	22	14.86%
Extremely Serious	10	6.76%

EASE OF PERMITTING, REGULATORY PROCEDURES, AND CODE ENFORCEMENT

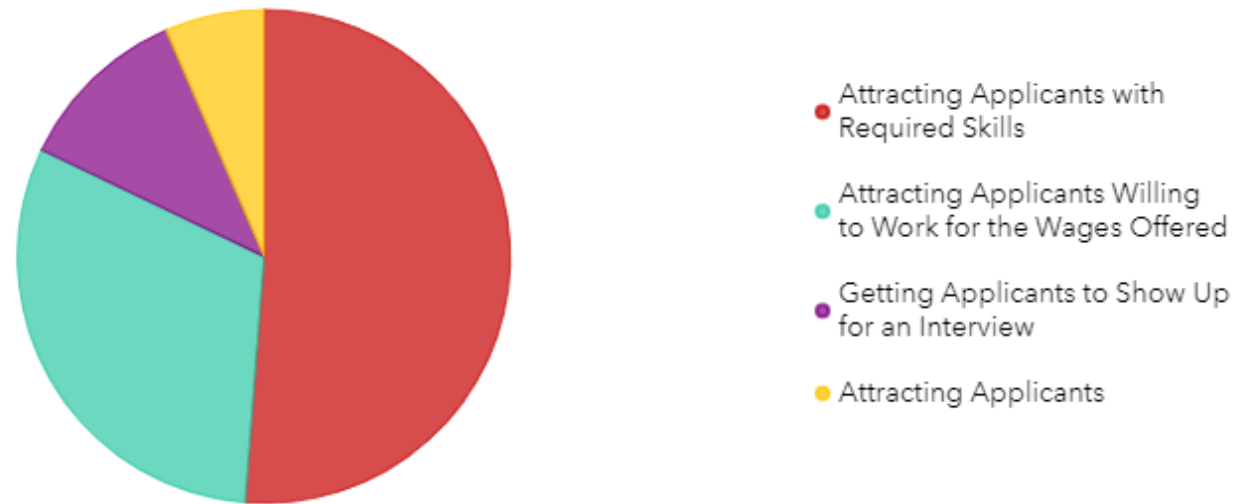


Answers	Count	Percentage
Not At All	40	27.03%
Minor	25	16.89%
Moderate	38	25.68%
Serious	19	12.84%
Extremely Serious	17	11.49%

TEL-COM, DIGITAL SERVICES, TECH, AND WIRELESS

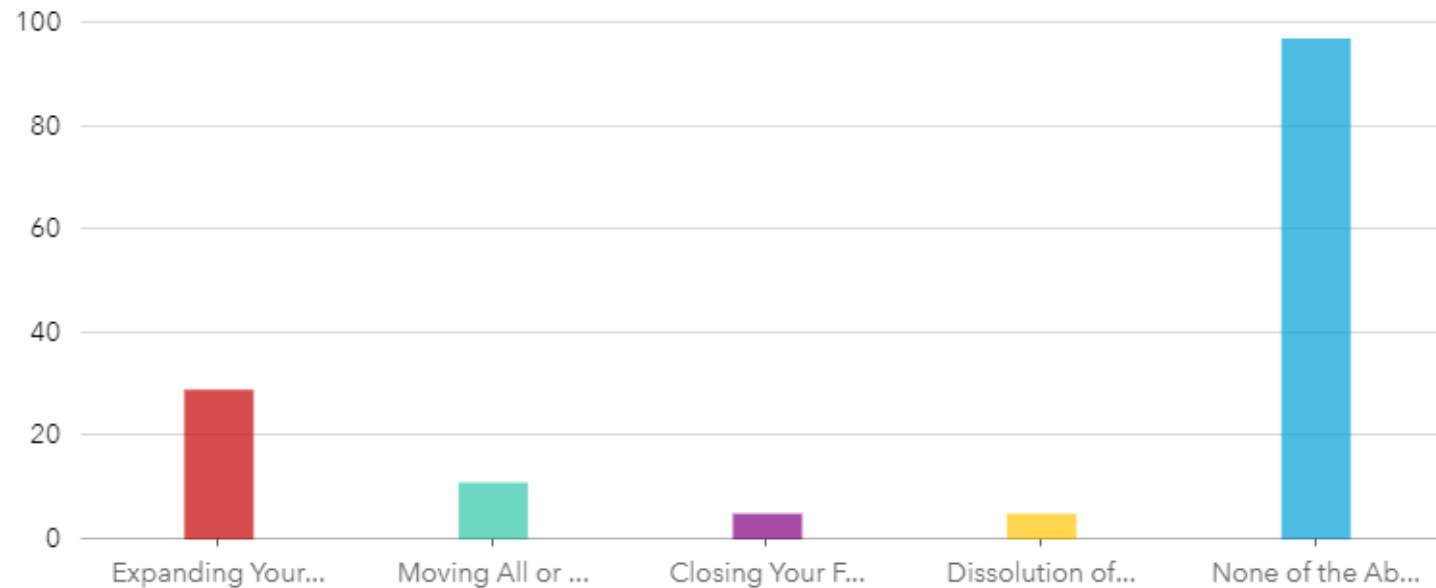


21) When hiring, what is the greatest challenge?



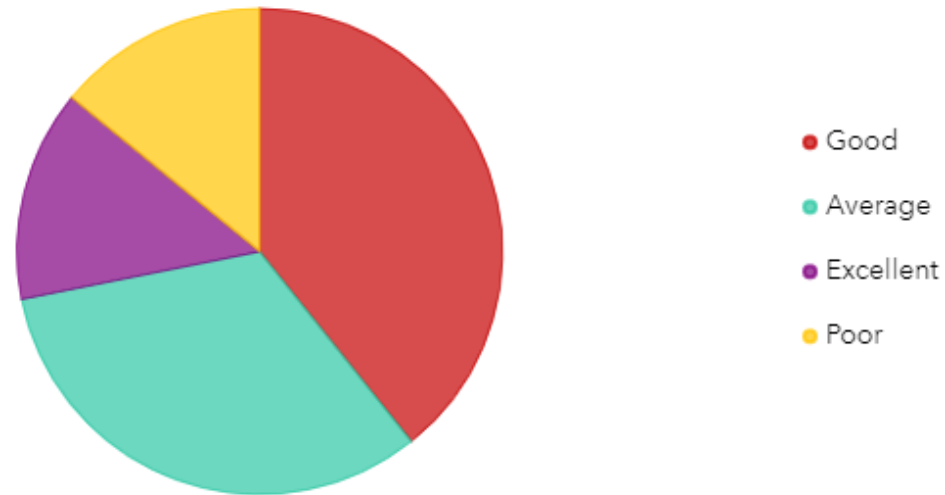
Answers	Count	Percentage
Attracting Applicants with Required Skills	63	42.57%
Attracting Applicants Willing to Work for the Wages Offered	38	25.68%
Getting Applicants to Show Up for an Interview	14	9.46%
Attracting Applicants	8	5.41%

22) Do any of the following business expansion or contraction activities apply to your business in the next 24 months?



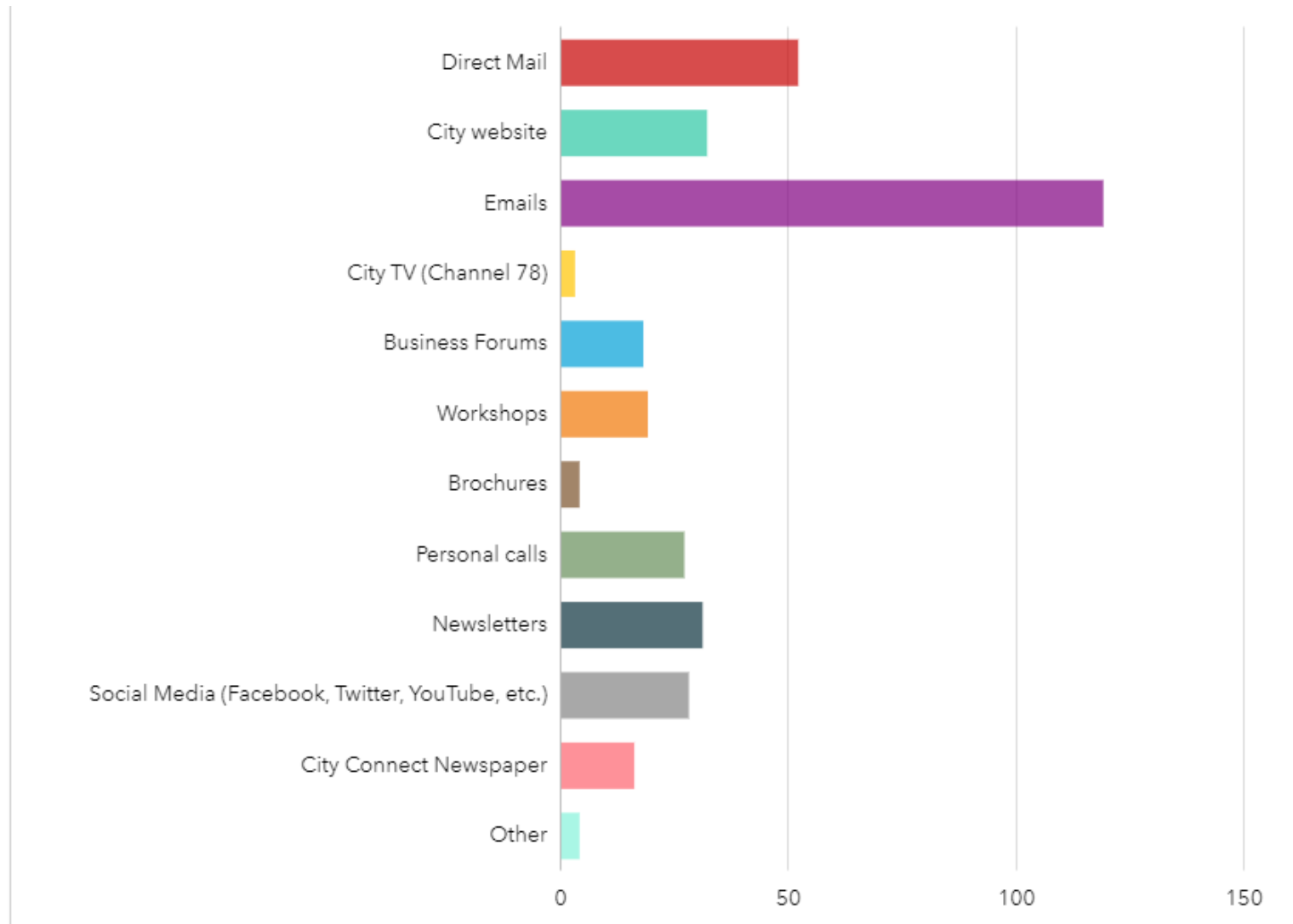
Answers	Count	Percentage
Expanding Your Operations (Satellite Offices, Additional Locations, Larger Space)	29	19.59%
Moving All or Parts of Your Operation	11	7.43%
Closing Your Facility	5	3.38%
Dissolution of Your Business	5	3.38%
None of the Above Apply	97	65.54%

23) Overall, how would you rate the job the City of Pembroke Pines does in communicating with business owners?



Answers	Count	Percentage
Good	53	35.81%
Average	44	29.73%
Excellent	19	12.84%
Poor	19	12.84%

24) Please help the City to identify the best ways to communicate with your business.



Answers	Count	Percentage
Direct Mail	52	35.14%
City website	32	21.62%
Emails	119	80.41%
City TV (Channel 78)	3	2.03%
Business Forums	18	12.16%
Workshops	19	12.84%
Brochures	4	2.7%
Personal calls	27	18.24%
Newsletters	31	20.95%
Social Media (Facebook, Twitter, YouTube, etc.)	28	18.92%
City Connect Newspaper	16	10.81%
Other	4	2.7%

Response	Count
Zoom options for meetings etc.	1
Use different media outlets	1
Miramar Pembroke Pines Chamber	1
Closed	1

25) Optional: Are there other factors within the City of Pembroke Pines' control that positively or negatively impact your business which were not mentioned in the survey questions?

Response	Count
None	5
N/A	3
Yes make the city employees understand that they work for the people of the city and to treat people with respect.	1
We have operated in PP for over 14 years. Our core business is export of process equipment and spare parts for Oil Refineries to countries in the Caribbean and Venezuela. Unfortunately, oil business has been considerably affected by policies in those countries and USA and our business has dried out.	1
We are located in chapel trail shopping and sometimes there homeless in the building	1
Time to get permits Double permit inspections when it can be done in one visit.	1
The process to obtain my LBTR was too difficult for a new business.	1
The on-line systems, from annual business tax receipt to utility bill system has not been completely reliable. The city staff in the Business Tax have been very helpful when the on-line systems are not functioning but utility billing still not the greatest.	1

The need for affordable housing is vital to keep this city growing and allow our hospital to attract the right skill mi 1
c to support the communities health needs

The electric energy network is poor, We have frequent blackouts every time there is a storm 1

The city needs to provide housing assistance to seniors, mainly for leasing. And housing assistance for first-time h 1
omebuyers. The funds are never available.

The city has ignored the oldest shopping center , the Village Shopping Center. It is like working in the ghetto, but 1
I still love it.

The city does nothing to help my business grow. I'm charged fees but am not given easy access to opportunities 1
with the city. I've been a chamber member for 5 years and have interacted with mayor and commissioners who d
o nothing to support my business.

Taxes off all types The, Memorial Hospital system has been out to destroy all private practices for the last 12 years 1
or so. Additionally, our cost for everything keep going up and reimbursement stays the same or goes down taxes
are all so much too high on income.

Please no more building Police fire hospital and road ways can not handle more people Stop building townhome 1

Online services are very low quality. Look like programmed by students. Too much effort and very little info provided. City access very difficult. Too many consultant services used. Billing for services that should be free (service fees to pay utility bills)

1

NO, THE SURVEY IS PRETTY COMPREHENSIVE

1

No at this time

1

Negatively - We are located in the Publix shopping plaza on the corner of Flamingo Road and Pines Blvd, there is an extensive homeless and panhandler population in this plaza, from Flamingo Road to 129th Ave. This affects our patients and their willingness to continue being seen in our facility.

1

NA

1

Most of these questions are totally irrelevant to my business. Are you aware of the types of businesses that are here in Pembroke Pines? This survey is a waste of time.

1

I wish large corporations that rent houses didn't own so many houses in our neighborhood because that creates a population without staying power, and they raise rental rates for everyone making an unaffordable place to live for newcomers.

1

I was seriously looking to do business with the city, because I have small painting company, at the front desk they give me info to contact one of the Engeneer to apply with Him, then, I visit his office 3 times , call him several times, send him several emails an text message. Never answer

1

I have 3 businesses in the City of Pembroke Pines. I have been in my location since 2005 and after 17 years some one will find me online and tell me we had no idea you were here. Most of the retail businesses who rent space in the plaza do not last due to the lack of traffic and visibility.

1

Getting a construction permit is a REALLY DIFFICULT TASK. Fire Department is troublesome when doing inspections. Who program our traffic lights?

1

For the first few years I was unaware of the city / county taxes I needed to pay. I learned about them a few years after starting my business and was subject to late fees. I wish the necessary info wouldve been communicated to me when I opened the business (re local business tax receipts, etc).

1

City of Pembroke Pines is NOT recycling anymore.

1

Better support of small business.

1

A train service through the city to the beach would definitely bring more traffic

1

A lot of regulations that affect the growth of businesses like mine

1

1. What programs are there to help with homelessness? 2. What programs are there to help with hunger? Maybe there are programs but I don't know of them and in that case then the City needs to look at communication.

1

BI

1

26) Optional: Do you have any other additional comments that you would like to share with City officials in the space below?

Response	Count
NONE	3
NO	2
N/A	2
Yes have your building department understand what it means to be professional observe other Building Department I Fort Lauderdale	1
Would be interested in business networking meetings designed for business owners.	1
we are looking into moving to a larger space and we would like to stay within Pines as we are also residents. But just thinking about getting permits from the city and going through the process of opening a business here again make us wish to move to another city.	1
Unfortunately, Broward county keep voting democrat And the Democrats keep spending money in place is not important to local business or consumer financially	1
This survey does not relate to my business at all. I am considered a business because I am an LLC. I have horses at the race track in Hallandale. So many of my answers should have be N/A.	1

There are no more affordable rental spaces anymore for solo businesses, all getting too expensive to keep the doors open of the solo business 1

The taxes / fees I pay for owning a business are steep considering my business' low revenue. I wish taxes / fees would depend on the business' annual revenue. 1

The investment in the commercial sector has been amazing. This has allowed other residents from the surrounding area to shop and spend in Pembroke Pines. Fantastic job! 1

The city needs to get socially conscious and do events to get residents coming together regardless of color or race. Miramar is constantly having social events for their residents and Pembroke Pines residents/business participate because Pembroke Pines does not enough. At least, not that I know of. 1

The city is a great place to live, work and own a business. Happy with the city. 1

The city has really embraced us and we want to be there for many decades to come. Thank you for such a warm welcome into your amazing city! 1

The city does nothing to help my business grow. I'm charged fees but am not given easy access to opportunities with the city. I've been a chamber member for 5 years and have interacted with mayor and commissioners who do nothing to support my business. Lower business fees and fire LBTR people.

1

Thank you for doing this survey and allow the voice of the community to be heard

1

Sorry if this survey is not very informative. I am a one-person law practice doing business entirely remotely from my home, and I am in the process of retiring.

1

Not at this time

1

No Vote Republican

1

NA

1

Love the mayor, he has always responded to emails and helped to get rid of drunks in parking lot.

1

In comparison to other cities, Pembroke Pines city website is not very intuitive. It takes a bit of hunting to find what I am looking for. I think that would be an area for improvement.

1

I would like to thank the City of Pembroke Pines for its professionalism and support to local business. Unfortunately we are in a niche that is not at its best moments whatsoever.

I FEEL THAT EVERY SPACE AVAILABLE IS BEING USED FOR RESIDENTIAL DEVELOPMENT, THEREFORE AFFECTING TRAFFIC AND IN A WAY THE QUALITY OF LIFE. THANK YOU

I feel like there are not much resources aimed at small businesses of my size

I consider the City of Pembroke a great city for small to medium sized businesses. Business development opportunities lean more towards professional and service firms than industrial-oriented firms.

I believe security is a very important part of how people feel about shopping in the City.

Have lived here since 1985. Very concerned regarding crime in Pembroke Pines lately it has taken an uptick big time. This city was known for its open spaces, nature, non congested roads. You keep building but do not supply the safety that is needed when you add more people.

Do I have any chance to do business with the city?small projects for painting? Thank you

communicating with the building officials. We recently did a re model and had a hard time calling the building department to get updates. There were several times that we left voice messages and never had a call returned. Poor service by the building department.

Commissioner Iris Siple and Mayor Frank Ortis are great people!!

Commented above

City should start recycling again.

Building and permitting personnel difficult to access via phone system.

End of A. Economic Development Business Survey Results

B. Digital Analysis

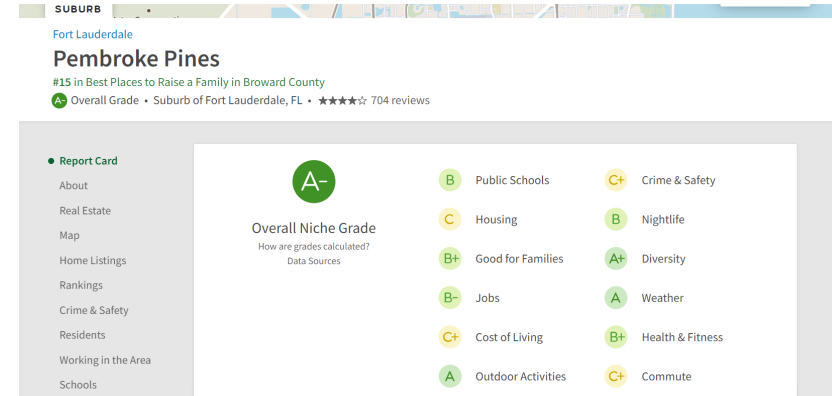
Date of Findings: January 30, 2023

The Digital Analysis illustrates how Pembroke Pines is projected (at the time of this writing) on various websites. The Team reports its observations on Pembroke Pines' virtual "presence" by the four categories: general online research, city-owned social media platforms, City of Pembroke Pines' formal platforms, and profile images of the City of Pembroke Pines. An individual interested in learning more about Pembroke Pines may find the following information.

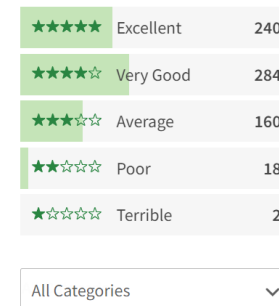
1. General Online Research

This section illustrates a snapshot of what can found online using a variety of search phrases. The results build awareness about a city's online reputation and provide a baseline to measure against.

Niche.com Reviews



Pembroke Pines Reviews ★★★★★ 704 reviews



★★★★★
 Let's begin with the most important aspect of all in my opinion - safety! As a suburb, one would not expect an extraordinary amount of positive or negative excitement regardless, but I feel I must give credit where it is due. Majority of the communities I've visited in Pembroke Pines are gated, and in comparison to Miami, gun violence is under the belt as well. The streets are highly maintained, and the tall trees and vegetation lining most of, well, everywhere, are orderly and pleasing to the eye. You may find several plazas with restaurants and entertainment for your needs as well as recreational parks - such as C.B. Smith.

Traffic, however, is a different story. Whilst I haven't seen a plethora of cases of road rage, there have been several hit-and-runs in school areas since I've lived here. I would be extremely cautious of this. Beyond that, my overall experience of Pembroke Pines hasn't been particularly memorable - and I thank God for it everyday. We live in interesting times.

Residents

Diversity

A+ Based on ethnic and economic diversity.

Age

<10 years	10%
10-17 years	10%
18-24 years	8%
25-34 years	12%
35-44 years	14%
45-54 years	14%
55-64 years	14%
65+ years	18%

Education Levels

		National
Master's degree or higher	13%	13%
Bachelor's degree	22%	21%
Some college or associate's degree	29%	29%
High school diploma or equivalent	30%	26%
Less than high school diploma	6%	11%
Hide ^		

Working in Pembroke Pines

Jobs

B- Based on employment rates, job and business growth, and cost of living.

Median Household Income

\$73,024

National \$69,021

[Search for Jobs in Pembroke Pines](#)

Places to Work in Pembroke Pines

- [Memorial Hospital West](#)
★★★★☆ 7 reviews
- [Memorial Hospital Pembroke](#)
★★★★☆ 4 reviews
- [Annette Willis Insurance](#)
★★★★☆ 1 review

Crime & Safety

Crime & Safety

C+ Based on violent and property crime rates.

Violent Crimes

	Calculated annually per 100,000 residents	National
Assault	79.1	282.7
Murder	2.3	6.1
Rape	5.1	40.7
Robbery	32.4	135.5

Property Crimes

	Calculated annually per 100,000 residents	National
Burglary	104.7	500.1
Theft	1,180	2,042.8
Motor Vehicle Theft	134.8	284

Google Search Engine Results

"PEMBROKE PINES"



pembroke pines



People also ask

Is Pembroke Pines a good place to live in Florida? ^

It is a clean, safe city that serves as a little suburban paradise within the chaos surrounding South Florida. Pembroke Pines provides its residents with many excellent public schools for children to attend, as well as outstanding public spaces including parks, libraries, and recreation centers.

<https://www.niche.com> > ... > Best Places > Florida

[Pembroke Pines, FL - Niche](#)



Is Pembroke Pines a nice area to live?

Pembroke Pines is in Broward County and is **one of the best places to live in Florida**. Living in Pembroke Pines offers residents an urban suburban mix feel and most residents own their homes. In Pembroke Pines there are a lot of coffee shops and parks.

<https://www.niche.com/places-to-live/pembroke-pines-...>

[Pembroke Pines, FL - Niche](#)



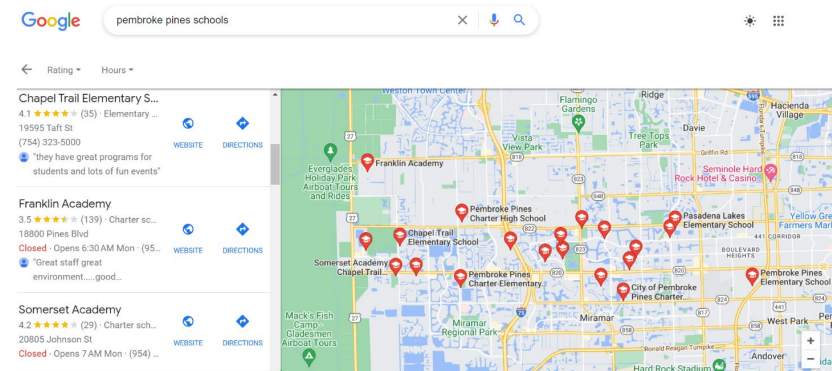
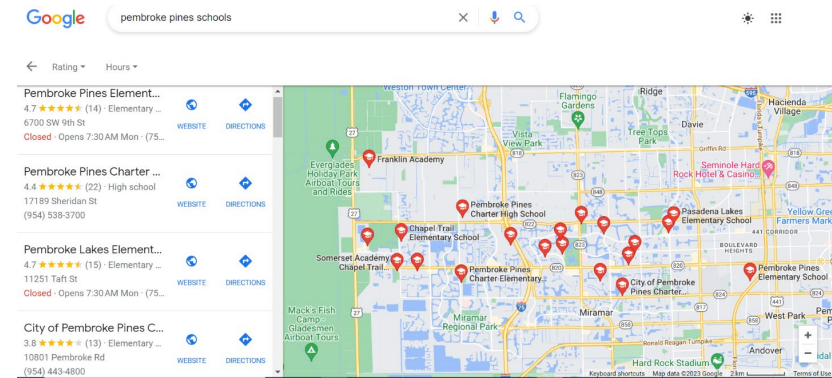
What is Pembroke Pines FI known for?

The recipient of many awards including "All-America City," Pembroke Pines is known for its commitment to the arts and culture, its outstanding schools, exciting South Florida lifestyle for all ages, cultural diversity, numerous parks and forward thinking in an ever-changing world.

<https://www.ppines.com/About-Pembroke-Pines>

[About Pembroke Pines](#)

"PEMBROKE PINES SCHOOLS"




“SHOULD I VISIT PEMBROKE PINES FL”


Google should i visit pembroke pines florida

About 25,000,000 results (0.64 seconds)


Top sights in Pembroke Pines



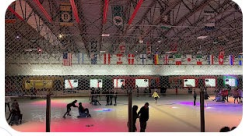
Pembroke Lakes Mall
4.4 ★★★★★ (13,974)




C.B. Smith Park
4.6 ★★★★★ (6,606)
Popular water park & sports venue




The Shops at Pembroke Gardens
4.6 ★★★★★ (8,229)



Pines Ice Arena
4.4 ★★★★★ (1,435)



Seminole Hard Rock Hotel & Casino Hollywood
4.5 ★★★★★ (39,341)
Posh music-themed lodging with a casino



Village Tavern
4.4 ★★★★★ (1,942)


Note: the exercise displays what an online visitor might discover with relevant search words. Search engine results are presented as generated. Results are not restrictive to Pembroke Pines' assets, necessarily.

Google should i visit pembroke pines florida

Is Pembroke Pines considered Fort Lauderdale?

What kind of area is Pembroke Pines Florida?

Named **“one of the best cities to live in America,”** Pembroke Pines is home to over 160,000 residents. Its 28 superior parks and lush landscaping throughout neighborhoods and public places enhance the City's natural beauty and South Florida charm.



<https://www.ppines.com> > Location

[Location | Pembroke Pines, FL - Official Website](#)

Google should i visit pembroke pines florida

<https://www.tripadvisor.com> > Attractions-g34548-Acti...

THE 15 BEST Things to Do in Pembroke Pines, FL - TripAdvisor

Park is great, 1.50 admission . Park has basketball court, workout area, tennis court, golf course, walking trail, RV parking, playground for the kids, ...


Attractions: 57 Attraction Photos: 1,107

Attraction Reviews: 1,530

<https://www.thecrazytourist.com> > ... > United States

15 Best Things to Do in Pembroke Pines (FL)


1. Go Camping At C.B. Smith Park · 2. Spend A Day Shopping At Pembroke Gardens · 3. Learn To Skate At Pines Ice Arena · 4. Rent A Canoe At Chapel Trail Nature ...



<https://trip101.com> > ... > Pembroke Pines

25 Best Things To Do In Pembroke Pines, Florida | Trip101


Jul 9, 2022 — Pembroke Pines, Florida is a **great holiday destination**. Offering you parks, trails, cinemas, shopping, nature preserves, and more, ...



<https://www.travellens.co> > best-things-to-do-in-pembro...

15 Best Things to Do in Pembroke Pines, FL - Travel Lens

Nov 20, 2021 — Discover the 15 best things to do in Pembroke Pines, FL. Including **Chapel Trail Nature Preserve**, Pines Ice Arena, Pembroke Lakes Mall and ...



Google should i visit pembroke pines florida

<https://www.yelp.com> › ... › Active Life
Best Things To Do near me in Pembroke Pines, Florida - Yelp
 Reviews on Things to Do in Pembroke Pines, FL - Southwest Ranches Farmer's Market, Flamingo Gardens, Monster Mini Golf, The Yard, FLIFF Drive-in Cinema.

<https://www.expedia.com> › ... › Florida
10 Fun Things to Do in Pembroke Pines January 2023 | Expedia
 Popular places to visit · Shops at Pembroke Gardens · Pembroke Lakes Mall · C.B. Smith Park · Memorial Hospital West · Grand Palms Golf and Country Club · Pines Ice ...

<https://www.trip.com> › ... › Pembroke Pines
TOP 10 Attractions Recommended in Pembroke Pines
 Pembroke Pines things to do found in 3,777 · 1. Miami Beach · 2. Little Havana · 3. South Beach · 4. Vizcaya Museum & Gardens · 5. FTX Arena · 6. Art Deco Welcome ...

<https://us.trip.com> › ... › Pembroke Pines
Pembroke Pines 2023 Top Things to Do - Trip.com
 Pembroke Pines is a city in Florida, United States. It has many popular attractions, including Chapel Trail Park Nature Preserve, C.B. Smith Park, ...

<https://www.travelocity.com> › Things-To-Do-In-Pembro...
What to do In Pembroke Pines, FL - Activities & Attractions
 Popular places to visit · Shops at Pembroke Gardens · Pembroke Lakes Mall · C.B. Smith Park · Memorial Hospital West · Grand Palms Golf and Country Club · Pines Ice ...

Google should i visit pembroke pines florida

<https://www.visitlauderdale.com> › cities-towns › pembr...
Pembroke Pines FL | Find Things to Do, Restaurants & ...
 C.B. Smith Park packs more fun than you can fit into one day: batting cages, driving range, multiple tennis courts, squash, pickle ball, fitness facility, and ...

<https://www.bestplaces.net> › city › pembroke_pines
Best Places to Live in Pembroke Pines, Florida
 Pembroke Pines, Florida is a vibrant city located in the Miami metropolitan area. With its sunny climate and stunning beaches, it's easy to see why many peo...

<https://www.citytowninfo.com> › places › pembroke-pines
Pembroke Pines, Florida - City Information, Fast Facts ...
 Pembroke Pines, Florida. Introduction to Pembroke Pines, Florida. Incorporated in 1960, Pembroke Pines is a city located in southeast Broward County on Florida&...

<https://www.compass.com> › neighborhood-guides › miami
Pembroke Pines Fort Lauderdale Neighborhood Guide ...
 Tucked between the beaches of Hollywood and the lush landscape of the Everglades, Pembroke Pines is one of the most populous cities in Broward County.

Google should i visit pembroke pines florida

Related searches

- free things to do in pembroke pines
- things to do near me
- what to do in pembroke pines today
- things to do in miami
- indoor activities pembroke pines
- what is pembroke pines known for
- things to do in miramar
- date ideas pembroke pines

“FREE THINGS TO DO IN PEMBROKE PINES”

Google Free things to do in Pembroke Pines

[All](#)
[Maps](#)
[Images](#)
[Shopping](#)
[News](#)
[More](#)
[Tools](#)

About 2,090,000 results (0.75 seconds)

<https://www.tripadvisor.com> › Attractions-g34548-Acti...
THE BEST Free Things to Do in Pembroke Pines - Tripadvisor
 Highly rated activities with free entry in Pembroke Pines: The top things to do for free. See Tripadvisor's 16806 traveler reviews and photos of Pembroke ...

<https://www.yelp.com> › search › find_loc=Pembroke+P...
Best free things to do near me in Pembroke Pines, Florida - Yelp
 Best free things to do near me in Pembroke Pines, Florida · Flamingo Gardens · Family Farm · Miramar Regional Park · Long Key Natural Area & Nature Center · Miramar ...

What are some highly rated free things to do in Pembroke Pines, FL? ▾

What are some free things to do with a large number of reviews in Pembroke Pines, FL? ▾

<https://www.tripbuzz.com> › free-things-to-do › pembro...
Free & Cheap Things to Do in Pembroke Pines, FL - TripBuzz
 Free & Cheap Things to Do in Pembroke Pines, FL ; Pembroke Pines Dog Park. Dog Park 9751 Johnson Street, Pembroke Pines, FL 33024 ; Silver Lakes North Park. Parks ...

“PEMBROKE PINES SAFETY”

Google search results for "pembroke pines safety".

Google search bar: pembroke pines safety

Results for **Pembroke Pines, FL** · Choose area

About 8,830,000 results (0.51 seconds)

Results for **Pembroke Pines, FL** · Choose area

The chance of becoming a victim of either violent or property crime in Pembroke Pines is 1 in 66. Based on FBI crime data, Pembroke Pines is **not one of the safest communities in America**. Relative to Florida, Pembroke Pines has a crime rate that is higher than 55% of the state's cities and towns of all sizes.

<https://www.neighborhoodscout.com> > ... > Pembroke Pines

Pembroke Pines Crime Rates and Statistics

Google search bar: pembroke pines safety

<https://crimegrade.org> > safest-places-in-pembroke-pine...

Crime per Capita in Pembroke Pines - CrimeGrade.org

Considering only the crime rate, **Pembroke Pines is safer than the Florida state average and safer than the national average**. About the Data. crimegrade.org is ...

<https://www.niche.com> > Places to Live > Pembroke Pines

Pembroke Pines Crime Rates and Statistics - Niche

Very safe. There is really no crime to speak of. 37%. Somewhat safe. There is noticeable crime, and there are times ...

<https://www.travelsafe-abroad.com> > United States

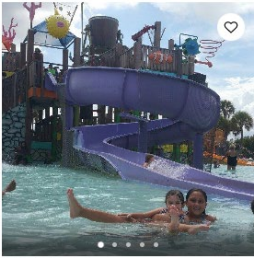
How Safe Is Pembroke Pines for Travel?

Feb 16, 2022 — Pembroke Pines gets a D+ grade because this city is **in the 24th percentile for safety from robbery and/or pickpocketing**. This is a rate of .92 ...

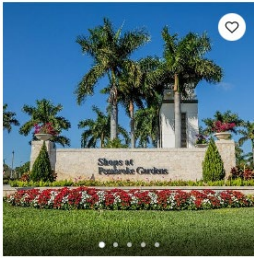
[Pembroke Pines : Safety by City](#) · [Safety Tips for Traveling to...](#)

TripAdvisor.com

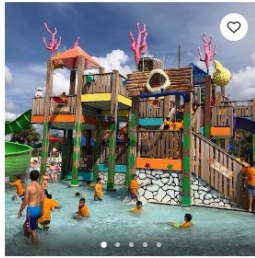
Top Attractions in Pembroke Pines



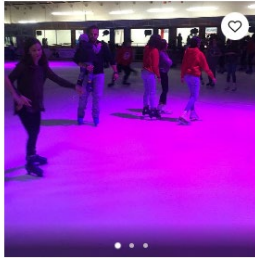
1. C.B. Smith Park
 4.5 (304)
 Parks
 By 95iad
 ... huge slides and a lazy river, but they also have tennis, golf, squash, pickle ball, a great fitness facility and ...



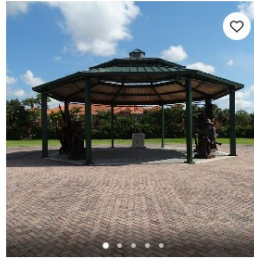
2. Shops at Pembroke Gardens
 4.5 (244)
 Shopping Malls
 By YourHelpfulWendy
 With many different stores, restaurants and cafe this shopping center is a great place to spend a day with the family...



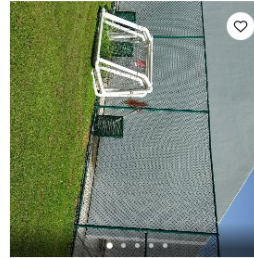
3. Paradise Cove Water Park
 4.0 (50)
 Water Parks
 By Bentleystudent
 The lazy river also had a long wait, and was overcrowded. Wait time for the slides was shorter, and are highly...




7. Pines Ice Arena
 4.0 (32)
 Sports Complexes
 Open now
 By 387indy
 The weather is just delightful (80 degrees) but if you want to skate on ice instead of warm water. Wa La the Pines Ice...



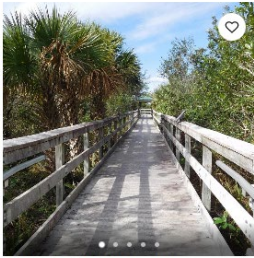
8. City of Pembroke Pines 911 Memorial steel sculptures
 4.0 (4)
 Monuments & Statues
 By 387indy
 911 Memorial in Pembroke Pines has facilities, well built & maintained, parking, its free. It is worth the visit.



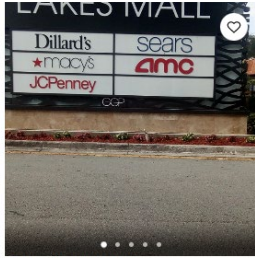
9. West Pines Soccer Park & Nature Preserve
 4.0 (1)
 Parks & Playgrounds
 By lalocadi19
 This park has various soccer field for team to play in. The park has playground for toddler, and small nature area to...



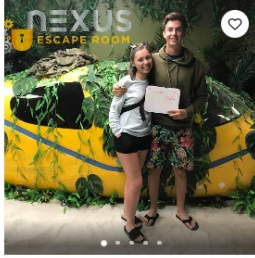
4. Pembroke Pines Bald Eagle Nest
 4.5 (8)
 Points of Interest & Landmarks



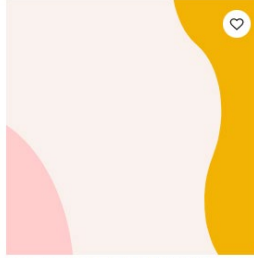
5. Chapel Trail Park Nature Preserve
 4.5 (22)
 Nature & Wildlife Areas



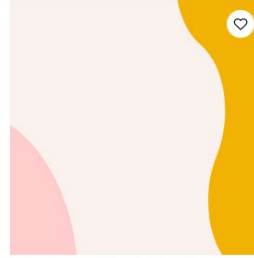
6. Pembroke Lakes Mall
 4.0 (39)
 Shopping Malls



10. Nexus Escape Room
 4.5 (34)
 Escape Games
 Open now




11. The Frank - Frank C. Ortis Art Gallery And Exhibit Hall
 4.0 (3)
 Art Galleries





12. The Immanuel Temple Church
 Churches & Cathedrals


Facebook


“PEMBROKE PINES”


**Viviendo en Pembroke Pines**
Public · 42K following · 10+ posts a day
Viviendo en Pembroke Pines. Invitamos a la comunidad de Pembroke Pines a que se unan al grupo para compartir y publicitar las actividades recreaciones...

**Pembroke Pines Moms Making Community**
Private · 159 members · 4 posts a week
We are not meant to do life alone. Motherhood is single handedly the hardest journey I have ever been on. Moms Making Community is an in person support group that...

**City of Pembroke Pines Community**
Public · 11K following · 10 posts a week
Living in Pembroke Pines, it is hard to know what events are going on and where. This is your source for community news. Anything and everything...

**Everything Miramar and Pembroke Pines**
Public · 2.1K following · 4 posts a day
This page is intended to help our local community, making this virtual space a place to share any good experience doing business with someone, or review...

**Pembroke Pines Buzz**
Private · 1.1K members · 4 posts a day
Hi all, I started this group to help the people of pembroke pines and surrounding areas stay together , feedback on restaurants, shops aa well as selling and buying items.

**We Love Pembroke Pines**
Public · 22K following · 10+ posts a day
Community Page for all things about Pembroke Pines! This page for engaging in conversations, sharing information, events, community resources, and...

YouTube

"PEMBROKE PINES"



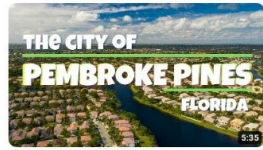
Living In Pembroke Pines, Florida Pros and Cons

6.9K views • 1 year ago

Yasmine Holbrook

Are you thinking about living in Pembroke Pines and want somebody to tell you what it's really like? In this episode of Hearty ...

CC



Pembroke Pines, Florida

15K views • 2 years ago

Natalia Echeverri - Realtor FL

Pembroke Pines is a city in southern Broward County, Florida, United States. The city is located 22 miles north of Miami Brought to ...

4K



What \$2,350 Rent gets YOU in Miami in 2022 | Pembroke Pines Townhome | 2 bed 2 bath | Modern

2.9K views • 10 months ago

Steven Vargas - Miami Real Estate

Check out one of our newest listings in Pembroke pines. Stunning 2 bedroom townhome you dont want to miss. Listed for rent at ...



Pembroke Pines in 4K | Broward County | Florida | Neighborhood Tour

1K views • 5 months ago

Amit Bhuta

Pembroke Pines was officially incorporated on January 16, 1960. The city's name, Pembroke Pines, is traced back to Sir Edward ...

4K



Pembroke Pines Florida Neighborhood TOUR

796 views • 9 months ago

Yasmine Holbrook

Want to Know the best part of Pembroke Pines Florida Neighborhoods? We have some awesome areas here and today, I am ...

CC



Pembroke Pines, Florida Is A Safe Miami Suburb With Horrible Traffic And Very Bland

4.3K views • 5 months ago

SOUTHERN LIFE

Wow this sucks...

Intro | Pembroke Pines | UTurn | Red Light | Murals | Traffic | Gas Station | Boston Market 8 chapters



Pembroke Pines/ Miramar, Florida 🏡 (Next Gen) New Construction Houses Walk Through Tour

4.2K views • 3 months ago

Sonya Lopez Realtor

Pembroke Pines/ Miramar, Florida - New Community - House price shown in video. These homes will take 10 months to build.



MANEJANDO EN PEMBROKE PINES BROWARD EN FLORIDA EN ESTADOS UNIDOS

545 views • 4 months ago

armandito tecno diversion

En este video doy un recorrido MANEJANDO EN LA CIUDAD DE PEMBROKE PINES EN LA FLORIDA EN ESTADOS UNIDOS, ...



Best Areas to Live in Broward County For Families | Moving to Florida

2K views • 1 year ago

Chris Igoe


Best Areas to Live in Broward County For Families | Moving to Florida Welcome to "Living in South Florida - Chris Igoe" ...

Pembroke Pines 10 chapters

2. City-owned Social Media Platforms


Facebook

PEMBROKE PINES GOVERNMENTAL PROFILES




City of Pembroke Pines, Florida City Hall · Government Organization
Government Organization · 18.2 mi · **Closed now** · 13K followers · 10100 Pines Bl, Pembroke Pines, FL · 13K followers
Named "one of the best cities to live in America," Pembroke Pines is home to over 160,000 reside

Follow




City of Pembroke Pines Parks & Recreation Department
Government Organization · 16.8 mi · **Closed now** · 216 likes · 7400 Pines Blvd, Pembroke Pines, FL

Like




City of Pembroke Pines Public Services Department
Government Organization · 20.9 mi · 2 likes · 13985 Pembroke Rd, Pembroke Pines, FL

Like




City of Pembroke Pines Place
Public & Government Service · 17.8 mi · **Closed now** · 4 likes · 8103 S Palm Dr, Pembroke Pines, FL

Like




City of Pembroke Pines Utilities Department
Real Estate · 18 mi · 9 likes · 8300 S Palm Dr, Pembroke Pines, FL

Like



City of Pembroke Pines Parks & Recreation Department
Public & Government Service · 17.3 mi · 2 likes · 1200 SW 72nd Ave, Pembroke Pines, FL


Like



City of Pembroke Pines Public Services
Government Organization · 20.8 mi · 2 likes · Pembroke Pines, FL


Like

PEMBROKE PINES FIRST RESPONDERS' PROFILES



Pembroke Pines Police Department
Police Station · 17.9 mi · **Always open** · 46K followers · 9500 Pines Blvd, Pembroke Pines, FL · 46K followers
Welcome to the official Facebook page of the Pembroke Pines Police Department. Contact 911 emergenci

Follow



Pembroke Pines Fire Rescue Department
Fire Station · 5 out of 5 · 17.9 mi · **Always open** · 2.7K followers · 9500 Pines Blvd, Pembroke Pines, FL
Welcome to the official Facebook page of the Pembroke Pines Fire Rescue Department. In case of an em

Follow

PEMBROKE PINES SCHOOLS' PROFILES



City Of Pembroke Pines Central Preschool
Local Business · 18 mi · 2 likes · Pembroke Pines, FL

Like



City Of Pembroke Pines Charter
Elementary School · 19.3 mi · 68 likes · 10801 Pembroke Rd, Pembroke Pines, FL
Lowest grade taught: Kindergarten - Highest grade taught: 5th Grade


Like



City of Pembroke Pines Charter Schools
\$ · Public School · 23.4 mi · **Closed now** · 32 likes · 1650 SW 184th Ave, Pembroke Pines, FL


Like

PEMBROKE PINES CULTURAL VENUES



Charles F. Dodge City Center Pembroke Pines
 Concert Venue · 4.2 out of 5 · 17.9 mi · **Closed now** · 4.3K followers · 601 SW City Center Way, Pembroke Pines, FL
 The Charles F. Dodge City Center Pembroke Pines is a multi-use facility serving the community

Follow



The Frank Pembroke Pines
 Art Gallery · 4.6 out of 5 · 18.6 mi · **Closed now** · 1.2K followers · 601 City Center Way, Pembroke Pines, FL
 The Frank art gallery showcases multi-disciplinary inclusive, exhibitions to foster connections, ini

Follow

Instagram

CITY OF PEMBROKE PINES



cityofppines


Follow Message +

3,953 posts 18.3K followers 56 following

City Of Pembroke Pines
 OFFICIAL City of Pembroke Pines Instagram page!
 "The" city to Live, Work and Play!
 #PembrokePinesProud
linktr.ee/cityofppines

Followed by cityoaklandpark and pfofbroward

PEMBROKE PINES POLICE DEPARTMENT



ppinespd

Follow Message +

3,104 posts 20.1K followers 462 following

Pembroke Pines Police Dept
 Welcome to the official Instagram account of the Pembroke Pines Police Department. Contact 954-764-HELP or 911 for police assistance.
www.ppines.com/police

Followed by pfofbroward

Twitter

CITY OF PEMBROKE PINES



#

⚙️

← **City of Pembroke Pines**
 9,197 Tweets



Follow

City of Pembroke Pines
 @cityofppines


Welcome to the official Twitter account for the City of Pembroke Pines! 🌞🌴

📍 Pembroke Pines, FL 🔗 linktr.ee/cityofppines 📅 Joined March 2014

79 Following 3,996 Followers

YouTube

PEMBROKE PINES MEDIA



Home

Shorts

Subscriptions


Library

History

Your videos

Watch later

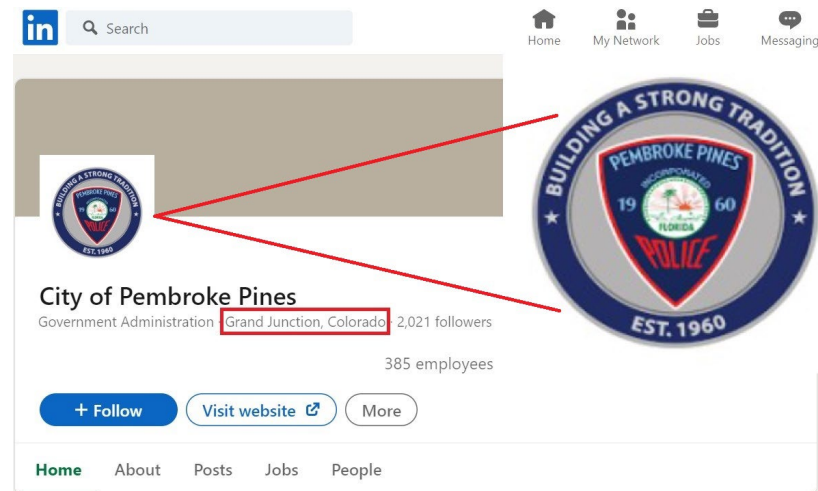
Search



Pembroke Pines Media
 @PembrokePinesMedia
 2.8K subscribers

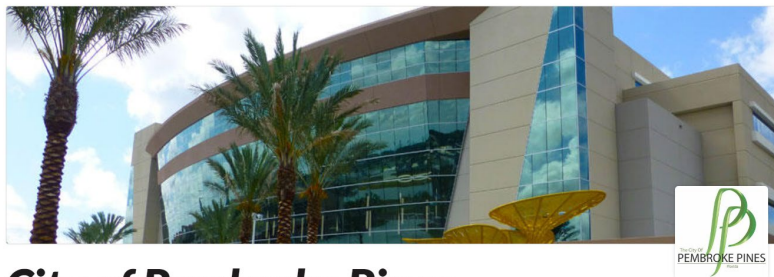
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CITY OF PEMBROKE PINES



Next Door

CITY OF PEMBROKE PINES



City of Pembroke Pines

Welcome to the official NextDoor account for the City of Pembroke Pines! The place to live, work and play! Please be advised that this account is not monitored 24/7. Please subscribe to stay up to date with all news and updates regarding our beautiful city. We are here for you. #PembrokePinesPrepared

3. City of Pembroke Pines' Formal Platforms

Pines Media TV

Pines Media TV



City Connect Print & E-Newsletter

City Connect



4. Profile Images of City of Pembroke Pines' Accounts

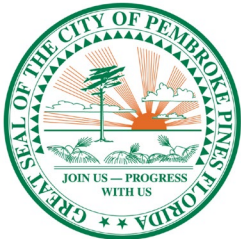
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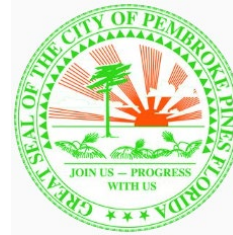
YouTube



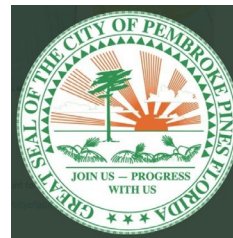
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RMA Real Estate Services
Willdan Financial Group