

To: Mayor and City Commissioners
From: Economic Development Board (EDB)
Chair: Alan Boisvert
Vice Chair: Ryann Greenberg
Re: Business Community Survey Request

March 20, 2017

The Economic Development Board unanimously motioned to approve the following recommendation to the City Commission at its January 19, 2017 monthly meeting: the Board recommends the City move forward to explore the feasibility of contracting a company to conduct a business survey and supply the City with a detailed report of the findings.

Consistent with the Economic Development Strategic Plan (EDSP) passed by the City Commission in 2014. The Board believes the survey would meet the following goals and objectives of the Economic Development Strategic Plan to establish a strong working relationship with other Economic Development and Business stakeholders:

- **Goal 1:** Position City Image, Climate and Brand for Economic Development
 - *Objective 1.1:* Promote the business identity of the City
 - *Objective 1.2:* Maintain a Proactive City Government
- **Goal 2:** Position the City for Economic Development
 - *Objective 2.2:* Create Innovative partnerships to support existing businesses and expansions.
 - *Objective 2.3:* Create a regulatory environment that embraces collaboration and cooperation.
 - *Objective 2.4:* Evaluate current City Economic Development Toolkit.

Furthermore, *Strategy 2.2.2: Develop a comprehensive existing industry program in to include a survey of existing businesses* is in direct correlation with the Board's recommendation.

The purpose of the survey, unanimously approved by the Board at its February 22, 2017 meeting, would facilitate the City in understanding the business community's perception with the City of Pembroke Pines, assist the City in improving the quality of City services and identify any potential actions which could support the business community further.

The below listed goals of the Survey, as adopted by the Board, are in direct association with the above listed goals and objectives of the Economic Development Strategic Plan:

- Measure Business Opinions and Satisfaction with City Functions
- Identify Future Outlook
- Identify Business Needs and Concerns
- Identify Potential Opportunities for Training
- Identify Gaps in Industries
- Build on Developing Communication with Local Businesses
- Utilize Survey Data for Marketing Efforts
- Develop Strategies and Actions that will continue to support Economic Development

ATTACHMENTS: February Meeting Minutes (2/22/17)
January Meeting Minutes (01/19/17)
Economic Development Strategic Plan: Action Plan for Change Section

February 22, 2017

The regular meeting of the ECONOMIC DEVELOPMENT BOARD was called to order by Chairman Boisvert at 6:30 p.m., Wednesday, February 22, 2017, at the Southwest Focal Point Senior Center, 301 NW 103 Avenue, Pembroke Pines, Florida. Present to-wit: Chairman Boisvert, Vice Chairman Greenberg, Members O'Loughlin, Migdalski, Chevannes, Liebeskind, Hernandez, Cappella; C. Fermin, Community Planner, and Secretary Epstein. Absent: Members Ash, Lombardi, Meister, Leconte. Also present: Mayor Ortis, former Commissioner Mack McCluskey. The Secretary declared a quorum present.

MINUTES

On a motion by Vice Chairman Greenberg, seconded by Member Liebeskind, to approve the minutes of the January 19, 2017 meeting, as presented, the motion was PASSED UNANIMOUSLY.

LIAISON REPORT:

Ms. Fermin reported as follows:

- Final gateway sign at turnpike installed
- Construction of new wall on Pines Blvd. in progress
- Site plan code being reviewed
- Modifications to dark skies ordinance and mall outparcel ordinance
- Field tank amendment reviewed for compliance
- City Center tentative opening 4/3; grand opening 4/19
- Residential project updates
- Shopping center turnovers - Westfork Plaza, Western Beef

OLD BUSINESS

Chairman Boisvert requested the Board's input on changes or additions to the goals for the proposed business survey, with the

intent to make a formal request to the City Commission to move this project forward. Discussion ensued. The survey goals are as follows:

- Gauge business opinions and satisfaction with City functioning
- Identify future outlooks
- Identify business needs and concerns
- Identify potential opportunities for training
- Identify gaps in industries
- Build on developing communication with local businesses
- Develop strategies and actions that will continue to support economic development

On a motion by Member Cappella, seconded by Vice Chairman Greenberg, to allow Chairman Boisvert to present before City Commission, the business survey purpose, goals and objectives enumerated above, the motion was PASSED UNANIMOUSLY.

NEW BUSINESS

Vice Chairman Greenberg noted the increase in graffiti throughout the City and inquired who to contact for removal. Ms. Fermin advised that the Code Enforcement Division is the proper contact for graffiti problems.

DISTRICT REPORTS

District 1 - Member Migdalski reported on successful meetings regarding neighborhood improvements in Pines Village

Districts 2, 3 4 - No reports

ABSENCES

On a motion by Vice Chairman Greenberg, seconded by Member Cappella, to record excused absences for the February 2017 meeting for Members Ash, Lombardi and Meister, the motion was PASSED UNANIMOUSLY.

REQUEST FOR FUTURE AGENDA ITEMS

Update on City branding

Review of Board's goals relative to its Strategic Plan

ADJOURNMENT

Member Migdalski moved to adjourn.

The meeting adjourned at 7:20 p.m.

Respectfully submitted,

Marie L. Epstein

Board Secretary

APPROVED:

January 19, 2017

The regular meeting of the ECONOMIC DEVELOPMENT BOARD was called to order by Chairman Boisvert at 6:30 p.m., Thursday, January 19, 2017, at the Southwest Focal Point Senior Center, 301 NW 103 Avenue, Pembroke Pines, Florida. Present to-wit: Chairman Boisvert, Vice Chairman Greenberg, Members O'Loughlin, Meister, Ash, Migdalski, Chevannes, Leconte, Lombardi, Liebeskind, Hernandez; C. Fermin, Planning and Economic Development Department, and Secretary Epstein. Absent: Member Cappella. The Secretary declared a quorum present.

OATH OF OFFICE

Secretary Epstein administered the oath of office to new Member Michael Hernandez, the District 4 appointee as a Board regular member. Mr. Hernandez was welcomed to the Board and gave a brief biography.

MINUTES

On a motion by Vice Chairman Greenberg, seconded by Member Ash, to approve the minutes of the December 12, 2016 meeting, as presented, the motion was PASSED UNANIMOUSLY.

LIAISON REPORT

- o Ms. Fermin distributed the monthly buildout/status report for Board review. Q and A.
- o New applications for various residential projects under review
- o Announcement of "Taste of the Pines" event on February 16th
- o March 15 Commission meeting canceled and to be rescheduled
- o Commission addressing revamping of lighting ordinance

- o Landscape Advisory Board to be joined and renamed Environmental Development Board; new Board to increase to 11 members and 2 alternates
- o New staff for social media venues established
- o City Center opening scheduled for April 6.
- o Commission approval for Memorial Hospital parking garage and former USPS site for 120 single-family units
- o New landscape projects and gateway signs underway; Pines Village wall being constructed
- o Discussion of canceling/rescheduling EDB February 2017 meeting

OLD BUSINESS

Discussion of creation of a new survey aimed at businesses included various questions to be included in the survey; also whether to include the survey concept in Board's annual report, or to make a recommendation to Commission. There was consensus that the Board recommend placing the business survey on the next Commission agenda. Additionally, the Board would discuss the goals and target for such survey at its next meeting.

On a motion by Vice Chairman Greenberg, seconded by Member Leconte, to place on the next City Commission agenda the Economic Development Board's recommendation to conduct a business survey, the motion was PASSED UNANIMOUSLY.

No report on sports tourism to date.

NEW BUSINESS

The Board considered cancellation of its February 16th meeting since "Taste of the Pines" event will take place on the same date, and to reschedule the meeting.

On a motion by Member Meister, seconded by Vice Chairman Ryan, to cancel the Board's February 16, 2017 meeting, and to reschedule to a date to be determined, the motion was PASSED UNANIMOUSLY.

DISTRICT REPORTS

District 1: Member Migdalski reported on efforts being made by the Pines Village Group in various areas: bulk pickup, branding logo, 72nd Street lighting.

Districts 2, 3, 4 - no reports.

ABSENCES

On a motion by Vice Chairman Greenberg, seconded by Member Ash, to record excused absences for the December 2016 meeting for Members Leconte, Migdalski, Lombardi and Chevannes, the motion was PASSED UNANIMOUSLY.

On a motion by Vice Chairman Greenberg, seconded by Member Ash, to record an excused absence for Member Migdalski for the November 2016 meeting, the motion was PASSED UNANIMOUSLY.

On a motion by Vice Chairman Greenberg, seconded by Member Ash, to record an excused absence for Member Cappella for the January 2017 meeting, the motion was PASSED UNANIMOUSLY.

REQUEST FOR FUTURE AGENDA ITEMS

Vice Chairman Greenberg inquired whether the City had a "Platinum City" designation for permitting from the Broward Alliance. Member Ash provided confirmation of such designation. There was consensus that this "Platinum City" designation should be utilized in branding and marketing for the City.

ADJOURNMENT

The meeting adjourned at 7:25 p.m.

Respectfully submitted,

Marie L. Epstein

Board Secretary

APPROVED:

Action Plan for Change

Economic development is no longer seen as merely a real estate marketing effort to entice businesses (usually headquarter offices or manufacturing plants) to relocate into the area. Today, economic development is truly about enhancing quality of life. It's about increasing per capita wages, training its workforce, enhancing infrastructure that in turn will protect and enhance the area's natural resources. Economic development encompasses not only image and positioning but also business expansion and retention; while addressing product development, economic redevelopment, infrastructure and community development.

As a result of significant public input, six major themes serve as the "Goals" for the *EDSP*.

- Goal 1: POSITION CITY IMAGE, CLIMATE AND BRAND FOR ECONOMIC DEVELOPMENT**
- Goal 2: POSITION THE CITY FOR ECONOMIC DEVELOPMENT**
- Goal 3: DEVELOP PRODUCT - LAND AND BUILDINGS**
- Goal 4: PROMOTE ECONOMIC REDEVELOPMENT THROUGHOUT THE CITY**
- Goal 5: DEVELOP INFRASTRUCTURE FOR BALANCED GROWTH**
- Goal 6: IMPROVE QUALITY OF LIFE-COMMUNITY DEVELOPMENT**

Each of the goals listed have numerous objectives and strategies, which provide the means of attaining their individual and collective results.

This *EDSP* is very comprehensive. **The *EDSP* contains 6 Goals, 20 objectives and 76 strategies.** It should be noted that there is considerable overlap between goals, objectives and strategies and that responsibility for the objectives/strategies involves a host of public and private stakeholders. Without cooperation among all parties, the *EDSP* as outlined below will fail.

Overview of Goals

Goal 1: POSITION CITY IMAGE, CLIMATE AND BRAND FOR ECONOMIC DEVELOPMENT

Improve the city's image through new economic development initiatives, while building on existing strengths of a proactive City government with a unified vision for balanced growth.

Goal 1 represents a shift in how the City perceives itself going forward. This goal has two (2) objectives and eleven (11) strategies. The thrust of this goal is to reposition the City's thinking from being a bedroom community comprised of residential and shopping to a community committed to economic development and expanding the City's tax base.

Objective 1.1: Promote the business identity of the City. Pembroke Pines will promote the City as a place for business by creating a new brand that emphasizes its strategic regional business location; promote its quality of life; promote the new City Center and Civic Center projects.

Strategy 1.1.1: Promote the City as a place for business

Strategy 1.1.2: Create a new Brand (City is more than residential, retail and education)

Strategy 1.1.3: Emphasis strategic regional location

Strategy 1.1.4: Promote Quality of Life (Education, Housing, Municipal Services, City Charter Schools)

Strategy 1.1.5: Promote City Center as the new Downtown

Strategy 1.1.6: Promote Civic Center as a regional business venue and cultural asset

Objective 1.2: Maintain a Proactive City Government. Pembroke Pines will actively promote responsible growth; approve and fund the 5-year Economic Development Plan and subsequent updates.

Strategy 1.2.1: Continue to actively promote responsible growth

Strategy 1.2.2: Approve and fund a 5 year Economic Development Plan and staffing (to include professional development funds)

Strategy 1.2.3: Adopt Vision of Balanced Growth

Strategy 1.2.4: Continue to support and fund infrastructure needs for economic growth

Strategy 1.2.5: Inform development community of regulatory changes, i.e. LDRs, Building Code etc.

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Goal 2: POSITION THE CITY FOR ECONOMIC DEVELOPMENT

Develop an economic development program to include promotion of available sites and buildings; creation of innovative partnerships to support existing businesses; creation of a regulatory environment that embraces collaboration; and, address current economic development toolkit and staffing.

Prepare economic development guidelines as it relates to available sites and buildings, incentives, permitting, establishing target industries, and providing adequate staffing to effectively represent the City. This goal has five (5) objectives and nineteen (19) strategies to define the City's commitment to a new approach for developing its tax base.

Objective 2.1: Promote available sites and buildings. The City has a limited number of vacant sites and available buildings. Without having available sites and building it will continue to be a challenge to recruit new industries.

Strategy 2.1.1: Identify key sites and buildings for economic development opportunities (build a detailed site and building compendium)

Strategy 2.1.2: Develop plan to market land/building assets

Strategy 2.1.3: Collaborate with commercial real estate brokers and the Greater Fort Lauderdale Alliance for updates of the data on the web directory of sites and buildings

Objective 2.2: Create Innovative partnerships to support existing businesses and expansions. The City cannot work in isolation but needs to continue to establish a strong working relationship with other Economic Development and Business stakeholders.

Strategy 2.2.1: Work with businesses to create, attract and retain target industries

Strategy 2.2.2: Develop a comprehensive existing industry program to include survey of existing businesses. An example is the Pasco Economic Development Council Existing Industry Program.

Strategy 2.2.3: Explore options for collaborating with the private sector

Strategy 2.2.4: Increase the awareness of local, State and Regional resources to assist with retention, attraction and growth of value-added businesses

Strategy 2.2.5: Schedule regular meetings with commercial real estate brokers and conduct FAM tours

Strategy 2.2.6: Support Broward College Aviation Program for work force development

Existing Industry Program-Best Case Example

Pasco Economic Development Council (PEDC) in Pasco County, Florida is known for having a strong existing business program. The PEDC annually conducts visitations with existing industries; conducts an annual existing industry survey; provides disaster planning; and provides counseling to businesses through Service Corps of Retired Executives (SCORE), Small Business Development Center (SBDC), Small Business Administration (SBA), Technological Research and Development Authority (TRDA), and Florida Manufacturing Extension Partnership (FMEP). The PEDC also holds an annual banquet and industry awards event to recognize businesses that keep the Pasco County economy growing and strong. The event includes an awards ceremony, industry trade show, and brief report on the county's economic development progress.

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Objective 2.3: Create a regulatory environment that embraces collaboration and cooperation. The City needs to be flexible and customer service oriented in its regulatory environment.

Strategy 2.3.1: Identify and revise regulations that inhibit business growth

Strategy 2.3.2: Explore business friendly policies that encourage business attraction and retention

Strategy 2.3.3: Continue to work with other City departments to further streamline the development process

Objective 2.4: Evaluate current City Economic Development Toolkit. The City needs to development and promote its Economic Development resources.

Strategy 2.4.1: Develop and adopt guidelines for awarding incentives

Strategy 2.4.2: Develop new incentives for existing and new businesses

Strategy 2.4.3: Explore using eminent domain for economic development

Strategy 2.4.4: Explore creation of a business incubator with an institution of higher education

Strategy 2.4.5: Conduct economic and fiscal impact analysis on land use and zoning changes

Objective 2.5 Evaluate Economic Development staffing and funding. It is important that City staff not only professional economic development skills but that these skills be continually updated.

Strategy 2.5.1: Evaluate staffing plans based on the approved EDSP

Strategy 2.5.2: Promote professional development to include conferences, training and professional memberships (State and National)

Goal 3: DEVELOP PRODUCT - LAND AND BUILDINGS

Collaborate with public and private sectors to increase the availability of developed sites for value added businesses.

One of the City's greatest weaknesses is the lack of existing/appropriate inventory to house future recruitment of targeted industries. This includes lack of Class "A" Office space, lack of distribution/warehouse/manufacturing/research & development space and lack of shovel ready sites. This goal and its four (4) objectives and nine (9) strategies address the need for the creation of additional inventory: pre-permitted building sites, office parks and buildings necessary to attract major employers to the city.

Objective 3.1: Increase available Shovel-Ready sited for Office Uses, Manufacturing, Research & Development, Distribution. The City has limited vacant land for development and needs to look to redevelopment as well.

Strategy 3.1.1: Work with landowners to develop sites for office, manufacturing, research and development, distribution

Shovel-Ready means having a developable site in a good location that is available, served by utilities, properly zoned, and prepared for use through appropriate planning and permitting."

Another definition is "project" or "shovel" ready are often used to describe land that can be ready for construction to begin in around six months where only some basic infrastructure will need to be provided before construction starts. "

Objective 3.2: Identify key parcels that can be easily converted to shovel ready sites.

Strategy 3.2.1: Compile inventory of land and ownership of properties zoned and ready for detailed master site planning

Strategy 3.2.2: Meet with landowners/developers of larger land holdings to determine actions needed to develop shovel ready sites

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Objective 3.3: Encourage development of Class “A” office and business parks at or near I-75.

Continue to work with Duke Realty and other private developers in the permitting and construction of Class A office space.

Strategy 3.3.1: Create policies that will expedite infrastructure for Class “A” office and business park investment

Strategy 3.3.2: Lead in the creation of public/private partnerships to prepare the City to attract business investment

Strategy 3.3.3: Develop ways the City can partner with developers to creatively structure financing for infrastructure needs and reduce impacts of regulatory demands

Objective 3.4: Encourage development of the US 27 Corridor for Industrial Uses. The City is limited in industrial development lands and what opportunities exist are in the western portion of the City in proximity to the US 27 corridor.

Strategy 3.4.1: Explore US 27 corridor for industrial

Strategy 3.4.2: Collaborate with Bergeron Park of Commerce to fully develop

Strategy 3.4.3: Create a flexible Industrial Planned District

Existing Industry Program-Best Case Example

There are a few municipalities within Palm Beach County that have instituted Planned Industrial Development districts to promote a mix of industrial land uses in targeted areas. For example, the Town of Jupiter in a cooperative effort with Palm Beach Gardens, Mangonia Park, Riviera Beach, Lake Park and the County recently amended their Comprehensive Plan to create a Bioscience Research Protection Overlay.

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Goal 4: PROMOTE ECONOMIC REDEVELOPMENT THROUGHOUT THE CITY

Examine the older developed areas of the City which are under-utilized and in need of redevelopment. These areas include North Perry Airport, Senator Howard C Forman Health Services Campus, Broward Correctional Institution Property, South Florida Processing and Distribution Center and older residential and strip commercial sections of the city.

Redevelopment efforts have been identified for all three areas of the city. These efforts may include developing a Redevelopment Overlay District. The City has a great number of assets that are under-utilized and need to be re-examined for maximum potential uses. The activities in this goal will take collaboration with State and regional partners. This goal and its three (3) objectives and twenty-four (24) strategies address the need for redevelopment throughout the city.

Objective 4.1: Promote Redevelopment in the Eastern Section of the City. This includes the major commercial corridor.

Strategy 4.1.1: Work with Broward County Aviation on development opportunities at North Perry Airport that could include an Airport Overlay District

Strategy 4.1.2: Work with Broward County Aviation to improve aesthetics of its lands bordering major roadway corridors

Strategy 4.1.3: Explore development opportunities with Space Florida for North Perry Airport

Strategy 4.1.4: Promote Senator Howard C Forman Human Services Campus as a Health Park

Strategy 4.1.5: Prepare a detailed Master Plan to update the 2007 Howard Forman Health Services Concept Plan

Strategy 4.1.6: Partner with a Developer to fully plan and develop a Health oriented Business Park on the Senor Howard C Forman Services Campus

Strategy 4.1.7: Develop a Redevelopment Overlay District

Strategy 4.1.8: Develop a Redevelopment Plan for the older strip retail and commercial corridors

Strategy 4.1.9: Create Redevelopment Overlay to allow for expansion of site depths along University and Pines Blvd corridors including street closures

Strategy 4.1.10: Promote Mixed use redevelopment strategies to enhance economic development in commercial corridors

Strategy 4.1.11: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance

Strategy 4.1.12: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

Overlay Districts provide a means to incorporate various development regulations across a specified area. These districts are special zones that lie on top of existing zoning categories to supplement or supersede existing regulations. They usually provide a higher level of regulation than that required by the existing zoning classification, but they can also permit exceptions or require a less-restrictive guideline. In cases where conflicting standards are given by an overlay district and the underlying zoning category, those of the overlay district take priority. The boundaries of an overlay district may or may not coincide with the boundaries of the underlying zone, and an overlay district may contain parts of more than one existing zone.

Overlay districts are particularly useful to communities and municipalities because they allow existing zoning requirements to be superseded, when needed. Overlay districts can be implemented by passing a law that amends existing land use regulations, without having to go through the process of rewriting the underlying zoning requirements/regulations. Communities can also modify overlay districts without difficulty, should they decide to modify the requirements or coverage area.

(Strategy 4.1.9)

Atlantic Boulevard in Delray Beach, and the subsequent Development of Atlantic Grove, is a successful mixed use development with business fronting the road and residential access from the rear.



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Objective 4.2: Promote Redevelopment in the Central Section of the City

Strategy 4.2.1: Continue to support development of City Center

Strategy 4.2.2: Promote City Center as the New Downtown. Do not begin to actively promote City Center until construction of facilities and building are approaching completion.

Strategy 4.2.3: Prepare a Medical District Plan for the area surrounding Memorial Hospital. This may include the development of a Medical District Overlay in the future.

Strategy 4.2.4: Collaborate with AT&T to move its storage facility away from the Shops at Pembroke Gardens. The current location of the existing AT&T storage facility is not the highest and best use and it limits the ability to create a large entertainment oriented district.

Strategy 4.2.5: Develop underutilized parcel next to City Center for regional uses

Strategy 4.2.6: Develop a Redevelopment Plan for the older strip retail and commercial corridors

Strategy 4.2.7: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance

Strategy 4.2.8: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

The purpose of the Medical Overlay District is to support the investment efforts of the various institutional uses located within the district by providing restrictions on those uses deemed incompatible with the future land uses anticipated in the area. The area is also intended to have a more urban, pedestrian - friendly, walkable character in the future, and therefore replacement standards that support this vision are included in the overlay district. Finally, mapped limitations on height will help reduce the impact of large scale uses on the surrounding neighborhoods.

Example: Marietta, Georgia. The Kennestone Hospital Overlay District is established to support an appropriate transition of medical-related uses to existing established residential neighborhoods, enhance the quality and compatibility of development, to establish consistent architectural and design guidelines, to encourage the most appropriate use of land, and to promote safe and efficient movement of traffic in and around the area surrounding Kennestone Hospital.

Objective 4.3: Promote Redevelopment in the Western Section of the City

Strategy 4.3.1: Prepare reuse and annexation plans for the Broward Correctional Institution Property

Strategy 4.3.2: Purchase South Florida Processing and Distribution Center

Strategy 4.3.3: Develop Reuse Plan for South Florida Processing and Distribution Center

Strategy 4.3.4: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance.

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Goal 5: DEVELOP INFRASTRUCTURE FOR BALANCED GROWTH

Build on strengths and competitive advantages and provide the necessary infrastructure and services to support and enhance quality of life and economic growth to include roadway improvements at key interchanges, broadband and water and sewer enhancements, while also working with the County to address public transportation improvements.

Transportation and accessibility issues rank as top factors that businesses analyze when relocating. This goal mainly addresses the City's need to provide the necessary infrastructure (water/sewer, transportation, broadband) to sites that have the greatest possibility of being developed or redeveloped within the next five years. To achieve this goal, the EDSP identifies three (3) objectives and five (5) strategies.

Objective 5.1: Improve Infrastructure to encourage business growth and expansion. Transportation was expressed to be a major concern and the potential need for an integrated County wide transit system.

Strategy 5.1.1: Conduct an inventory of roadway deficiencies at key development sites

Strategy 5.1.2: Develop a Funding Plan to improve roadway deficiencies

Objective 5.2: Develop broadband to encourage business growth and expansion to key development sites

Strategy 5.2.1: Inventory current broadband capacity

Strategy 5.2.2: Meet with providers to explore methods of expanding and increasing coverage

Objective 5.3: Support and promote a comprehensive transportation plan for the City

Strategy 5.3.1: Collaborate with regional stakeholders to establish a comprehensive regional transit plan

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Goal 6: IMPROVE QUALITY OF LIFE-COMMUNITY DEVELOPMENT

Assist the City in determining its identity from that of a bedroom community to a business location. Market the City Center to give it a sense of “place” and diversify the retail, office and housing opportunities. Also, promote the strong assets of the City to include schools, municipal services, parks and recreation.

During the public interview process of the development of this EDSP, the interviewees voiced concerns about not having any cultural venues on the western portion of Broward County for large gatherings. This EDSP acknowledges the community’s desire for a sense of “place”, and which included cultural and entertainment amenities. This goal’s three (3) objectives and eight (8) strategies define the EDSP’s commitment to utilize resources of the city in its approach to expanding and diversifying the City’s economic base.

Objective 6.1: Develop a list of unmet amenities for the City to pursue

Strategy 6.1.1: Examine gaps in services i.e. theatres, bowling alleys, skating rinks, and other evening activity generating uses

Strategy 6.1.2: Promote Civic Center as a regional business venue and cultural asset

Strategy 6.1.3: Explore opportunities for additional art and cultural venues and events

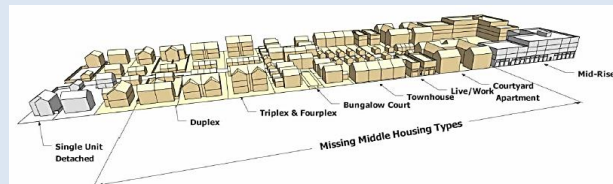
Objective 6.2: Maintain a range of housing product

Strategy 6.2.1: Continue to promote a full range of housing products within the City

Strategy 6.2.2: Encourage housing density within the Central and Eastern sections of the City

Strategy 6.2.3: Encourage redevelopment of older housing inventory

As referred in numerous articles and in SPG’s 2012 Pinellas County Housing Market Report, there are a number of housing products that can transition neighborhoods from single family to denser products like duplex, bungalow courts and townhouses.



Objective 6.2

A recent study by Strategic Planning Group, Inc., notes the impact of land development build-out and its impact on the economy. Basically stated, the report notes that no growth is negative to a community’s economic base. As noted in the 2012 Pinellas County Housing Market Study, “Pinellas County’s loss of population and limited vacant residential properties will continue to have a negative impact on employment and population growth To add population and not impact future job creating land uses, the County and its municipalities will need to redevelop older housing areas (and neighborhoods) that are functionally obsolete based on current and projected housing demand standards, most at workforce/affordable prices. This implies creating two or more units where one unit exists today in order to negate demolition or significant rehabilitation costs. Furthermore, the County’s redevelopment efforts need to address neighborhoods and communities that are predominately owner occupied, to ensure any conversion to rentals does not result in lower quality of life of existing residents. There appears to be an increasing demand for housing to be built in a work/live/shop environment closely linked with Transit Oriented Designed (TOD) developments”.

Objective 6.3: Explore new municipal services to accommodate youth and the senior population

Strategy 6.3.1: Promote municipal services for the City’s aging population

Strategy 6.3.2: Promote after school amenities/services for the City’s younger population