



MIRAMAR COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

JULY 2016

City of Miramar

ECONOMIC DEVELOPMENT ACTION PLAN

FY2017 - FY2021





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I. Executive Summary

The Opportunity

The City of Miramar stands at the threshold of a new economic era, facing opportunity and challenge in equal measure. Farsighted investments in cultural and entertainment assets, infrastructure, utilities, innovative land use planning and business friendly regulatory environment now position Miramar as a destination for residents and businesses in Southeast Florida.

Miramar is recognized as an economic engine of Broward County with a growing base of diverse, leading employers in key industry sectors like electronics, advanced manufacturing, aviation and health care.

Investments in a universally praised high quality of life continue to attract creative class and entrepreneurial talent, the people who maintain a dynamic local economy as evidenced by Miramar's strong economic performance through the Great Recession of 2008. Miramar's opportunity is to retain and expand this competitive economic base.

The Challenge

Despite the city's long-term leadership in cutting-edge mixed-use urban revitalization and design principles, the City of Miramar has not fully realized it's vision to create a dynamic downtown and achieve a sense of place as a city.

Both household and job growth requires targeted investments in the fundamentals of economic development: retaining and growing businesses, training workers and closing skills gaps, funding innovation, and fostering the implementation of catalytic development projects.

While Miramar's legacy investments in cultural arts and quality of life will pay economic dividends over the long term, the emphasis must shift to investment in targeted urban infill and enhanced City marketing, branding and Placemaking to realize those benefits.

That shift to focusing on these refined economic goals will require consideration of how the city funds economic development through long-term revenue sources, flexible tools and strategies.

The Strategy

Achieving broad-based economic resilience throughout the City of Miramar has the opportunity to be accelerated by the many strategies that the City has successfully executed, for example, adoption of the Transit Oriented Corridor, expanding the scale of the Developer and Aviation Consortia, and implementing Business First recommendations to enhance a Corporate Outreach Program.

The purpose of the Miramar Economic Development Action Plan ("EDAP") is to measure the City's progress against goals, identify

Economic Development Action Plan Programmatic Goals

1. Diversify the Tax Base to Enhance Economic Competitiveness
2. Expand Urban Innovation & Revitalization Activity
3. Leverage Cultural Arts, Entertainment & Sports Assets
4. Create a Unique Sense of Place in Miramar
5. Tie Together Miramar's Distinct Neighborhood Subareas into a Cohesive City

Mission Statement

To foster the economic resilience, sustainability and comprehensive revitalization of the City of Miramar through effective economic development strategies and programs.

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initiatives that would benefit from increased programmatic support (staff resources, funding, marketing) and to develop a detailed Implementation Strategy that will serve as a road map for action based on current economic conditions, private investment activity, and available resources.

The EDAP is founded upon five principles that speak to the plan's overarching Mission Statement dedicated to fostering economic resilience in the City of Miramar.

With these goals guiding future public investment and policy decisions, Miramar will generate robust job growth by maximizing the opportunities to produce and sell products and services for existing, emerging and relocating businesses.

Miramar will maintain a leadership position in cutting edge mixed-use design and sustainability by constantly striving to produce an innovative urban setting that fosters creativity and invention.

Most importantly, Miramar will achieve broad-based prosperity by stimulating economic activity in neighborhoods throughout the city.

The five components of the strategy overlap in many ways: effective workforce development increases employment opportunities for neighborhood residents; innovation from local projects expands into expertise that can be leveraged to reach other Miramar businesses; successful neighborhood-based businesses attract new residents and daytime workers. Miramar's high value light industrial/manufacturing base will further access national and international markets and drive multi sector job growth in the region.

Goal 1: ECONOMIC COMPETITIVENESS

Miramar's light industrial/advanced manufacturing hub produces extremely high quality jobs. Miramar will best maximize the opportunities for these firms by enhancing the City's sense of place, better partnering with innovation efforts of higher education institutions and the CareerSource Broward, and conducting outreach to employers to connect employment opportunities with a skilled workforce.

Miramar has already completed a Business First Survey, a Development Incentives Benchmarking Analysis, and a Cost of Doing Business Analysis. The results of these objective metrics for measuring Miramar's competitive position in the regional marketplace indicate that Miramar's long-term investment in development of a healthy business climate is successful. By all measures, Miramar is a desirable location to establish and maintain a business or undertake a real estate development project – regardless of scale.

Miramar will focus its resources on enhancing the competitiveness of its City by funding a broad-based public realm improvement campaign using the existing Miramar Cultural Center as a hub for programming and management with spokes throughout the City's many other recreation amenities. The Miramar Community and Economic Development Department will also facilitate a consortium of business advocates for entrepreneurial/small business development to attract more business incubation activity within the city limits in targeted locations such as the Town Center and in underutilized /disinvested light industrial space in Historic Miramar.

Goal 2: URBAN INNOVATION & REVITALIZATION

Miramar is on the cusp of achieving full buildout. Only a handful of large vacant development sites remain within the City limits, and most are undergoing planning and entitlements for future development. Land values are rising and there is strong evidence of urban infill activity—in Historic Miramar, in particular.

The City of Miramar is now undertaking the next generation of innovation and investment in the Town Center, and will complement those investments with equal attention to the quality of the downtown experience for arts, culture and retail. This will be accomplished by achieving full buildout of the Town Center as envisioned by the Miramar Town Center Master Plan of 2002.

Goal 3: LEVERAGE ARTS, ENTERTAINMENT AND SPORTS VENUES

Achieving an organic sense of place in a suburban location requires long-term strategic thinking and creative experimentation with

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mechanisms that serve to build upon existing activity. Miramar can achieve this by leveraging its existing core assets such as its building stock, culturally diverse residents and businesses, and active arts community.

Miramar's strategic investment in high quality community anchors such as the Cultural Arts Center, Ansin Sports Complex, Shirley Branca Park Band Shell, Miramar Community Garden and Miramar Regional Park Amphitheater (currently under construction) provide the backbone needed for future programming and management that will serve to achieve multiple economic development goals.

For example, the \$350 million Miramar Town Center, with a state-of-the-art City Hall, Cultural Arts Center, Miramar Branch Library and Education Center, and market rate mixed-use residential over retail, provides the community with a 54-acre Mediterranean-themed "heart of Miramar" to serve as a destination driver and anchor to satellite programs and services throughout the City.

To better leverage these assets, Miramar initiated an aggressive reorganization of the Miramar Cultural Center's management and operations in 2015 to optimize staffing, enhance revenue, recalibrate programming to the regional demographics, and strengthen strategic partnerships with the Miramar Cultural Trust and other community donor organizations. These efforts are already producing positive results in the form of increased ticket sales and donor activity.

Miramar is actively exploring a range of programming and management alternatives to drive traffic to these community anchors and raise the profile of the City as a unique place to live, work and enjoy leisure activities.

Goal 4: CREATE A UNIQUE SENSE OF PLACE IN MIRAMAR

These principles are achieved through an innovative community Placemaking strategy to include the following elements:

- Future development that includes a mix of uses, well-connected street networks at human scale, sidewalks and pedestrian-oriented streetscapes, biking infrastructure,

directional signage, and high-quality spaces for multigenerational play and recreation.

- Retail centers that accommodate grocery stores, public farmers' markets, on-site gardening and urban farming.
- Increased access to "third" gathering places that facilitate social engagement, pet friendly policies, and increased access to nature trails and bike paths.

Miramar will achieve distinctive community brand recognition for these innovative amenities through a sustained community marketing and branding campaign that will include Placemaking, pop-up events, and other destination driver mechanisms.

This effort would be further supported by the adoption of a new program to facilitate the establishment of a Historic Miramar Cultural Arts/Maker Space Innovation District.

Research shows that the built environment (including buildings, streets, and neighborhoods) has a profound impact on health outcomes. Professionals who include health strategies in planning the built environment can play a significant role in creating healthier communities. The City of Miramar is leading the development community to promote health at the building or project scale (i.e., Miramar Community garden, Zo's Winter Groove and several Parkes & Recreation projects).

The City's partnership with developers, owners, property manager, designers, and investors will strategically identify opportunities to integrate health-promoting practices into future real estate development and redevelopment planning. These principles include physical activity, healthy food and drinking water, and facilitating social engagement and well-being. These principles follow the ULI-Urban Land Institute's Building Healthy Places Initiative in their effort to shape projects and places in ways that improve the health of people and communities.

Goal 5: TIE TOGETHER MIRAMAR'S DISTINCT NEIGHBORHOOD SUBAREAS INTO A COHESIVE CITY

The City recognizes that it will achieve broad-based prosperity by stimulating economic activity in neighborhoods throughout the city. For that reason, the Economic Development Action Plan is purposely organized to identify opportunities to tie together the following three distinct subareas:

- Historic Miramar
- West Miramar
- Miramar Town Center

Customized assistance is being targeted to small businesses with particular potential to create jobs and expand into new markets in terms of existing clusters (high value light industrial/manufacturing users) and new target clusters (retail, dining, entertainment) in each subarea.

Miramar will focus on strengthening neighborhood commercial districts and recapturing lost retail spending power by leading a vision to create destination neighborhoods in each of these areas, where residents and workers have a variety of opportunities for gathering in “third places”, the alternative to home (the “first place”) or work (the “second place”) such as cafes, clubs or parks within the City limits.

Third places are important for civil society, democracy, civic engagement, and establishing feelings of a sense of place. Miramar has the opportunity to leverage neighborhood anchors/assets in each of these subareas.¹

Implementation Plan

The success of this ambitious strategy requires alignment of goals and funding priorities between City departments, external organizations and multiple regional jurisdictions, as well as a creative public-private

funding mechanisms to attract redevelopment and revitalization activity (and retail tenants, in particular) in targeted areas.

Effective funding for the strategy should provide multi-year operating support for key initiatives, debt products to finance the growth of existing businesses, investment capital for start-up and emerging businesses, strategic investment funds to jump-start new programs and facilitate collaboration, and regulations and policies that provide financial incentives to businesses.

The total estimated cost of the Economic Development Plan is estimated to be \$2.94 million over five years. Only 2.7% of all public expenditures in Miramar are allocated to economic development (\$5.2 million of a total General Fund budget of \$185.2 million in FY2017). Miramar currently has approximately \$60.0 million in outstanding Revenue Bond Funding for public safety, parks and recreation, public buildings, and infrastructure redevelopment. Of the total project budget, approximately \$5.3 million is dedicated to revitalization, canal improvements, Complete Streets, and landscaping and beautification. Assuming a 3:1 return on public investment, the City could expect approximately \$15 million to \$20 million in private development activity to occur as a result of these public improvements.

To fully implement the EDAP, it is envisioned that the City of Miramar’s anticipated development fees could be further leveraged by state/federal grants, Tax Increment Financing or other Redevelopment funds. Implementation of the EDAP is subject to funding availability on an annual basis and it is recommended that the plan be modified as needed over time.

EDAP Background and Purpose

The City of Miramar Community and Economic Development Department undertook a community visioning exercise in 2008 and prepared a subsequent Economic Development Strategic Plan in 2013. In 2015, the City determined that the Economic Development Strategic Plan required further refinement to include an Implementation Plan to

¹ *The Great Good Place*, Ray Oldenburg (1989, page 199).

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assist the City and community stakeholders to guide the strategies and goals executed by the EDAP over the next three to five years.

The 2017-2021 EDAP Implementation Strategy process is structured to provide the City of Miramar with current real estate and economic market data, to identify the City's Strengths, Weaknesses, Opportunities and Threats, and to identify the specific actions to achieve the City's targeted economic development goals and objectives

To undertake this initiative, the City of Miramar tasked the Department of Community & Economic Development to establish a Steering Committee via the existing Economic Development Advisory Board (EDAB), with policy direction provided by the Mayor and the City Commission, and research and analytical support provided by a Real Estate and Economic Development consulting firm, Willdan Financial Services ("Willdan") and the results of a Business First Business Climate Survey in December 2015

To achieve the City's Economic Development goals and objectives, the City of Miramar and EDAB conducted stakeholder interviews, real estate market analysis, focus groups, and site visits to assemble key data collection and analysis that would serve to inform these specific policies, programs, services and implementation strategies:

- Increase opportunities for growth for existing businesses, attract new businesses and employment opportunities through incentives and other recruitment tools.
- Provide a comprehensive inventory of community assets, opportunities, existing plans, and evaluation of development goals and strategies.
- Formulate a growth strategy for the City's aviation and health care industries.
- Implement the City's proposed infill and redevelopment strategy while maintaining desired public service delivery standards.
- Outline the timing and anticipated cost of implementing the recommended economic development strategies (capital, operating, staff resource, facilities, equipment, programming, etc.).

- Facilitate strategic engagement of economic development partners in the creation of the Action Plan.
- Further develop a City image through the use of way-finding, entrance features, banners, and neighborhood/business identifiers, by integrating the results of the Economic Development SWOT with the City's ongoing marketing and branding initiatives.
- Produce a flexible Implementation Strategy tool with associated benchmarks and key performance indicators to define the measurable action steps that the City should take to achieve sustainable economic development and growth.

Miramar's Strengths, Weaknesses, Opportunities & Threats (SWOT)

To solicit input from community stakeholders regarding potential Economic Development Strategic Plan alternatives and build community consensus and buy-in in the final Implementation Strategy, the City undertook a SWOT process structured to further explore the City's primary economic development goals and objectives. City staff organized a series of interviews with select groups and individuals to evaluate the City's perceived strengths, weaknesses, opportunities and threats. The stakeholder research was structured to collect input from a broad spectrum of residents, businesses owners, real estate developers/brokers, and the Miramar Economic Development Advisory Board. A description of the Miramar EDAP SWOT methodology and a summary of findings is provided in the following discussion.

SWOT Findings

The SWOT research was undertaken through a series of individual and group stakeholder outreach interviews from September 2015 through February 2016.

The primary focus of the SWOT meetings related to the following questions posed by the City of Miramar:

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1. When visiting Miramar's neighborhoods (West Miramar, the Miramar Town Center Area, and Historic Miramar) do you:
 - Shop at a grocery, drug or convenience store
 - Other retail shopping
 - Eat at a sit down restaurant
 - Get takeout
 - Visit attractions or for other entertainment purposes
2. How would you rate each subarea in the City of Miramar (West Miramar, the Miramar Town Center Area, and the Historic Miramar)?
 - Availability of parking
 - Walkability
 - Availability of grocery shopping
 - Availability of restaurants for takeout
 - Availability of sit down restaurants
 - Availability of attractions or entertainment
 - Quality of grocery shopping
 - Quality of restaurants for takeout
 - Availability of parks
 - Quality of sit down restaurants
 - Quality of attractions or entertainment
 - Quality of parks
 - Safety from crime
 - Safety from accidents
 - Availability of public transportation
 - Ease of driving
 - Cleanliness
3. What sort of stores, restaurants, attractions, entertainment, or other amenities would you like to see added to Miramar neighborhoods (West Miramar, the Town Center Area, and the Historic Miramar) that would make you come here more often?
4. Where is there the greatest potential for new retail/redevelopment in Miramar's neighborhoods (West Miramar, the Miramar Town Center Area, and the Historic Miramar)?
5. What are other communities, projects, or attractions that you have visited that you would like to emulate in your neighborhood (West Miramar, the Miramar Town Center Area, and the Historic Miramar)?
6. Do you consider the City of Miramar as a competitive place of business, including workforce development, business costs, infrastructure, and quality of life?
7. What can your government (the City of Miramar) do to foster new business development (attraction/retention/ expansion) in each subarea (West Miramar, the Miramar Town Center Area, and the Historic Miramar)?

The SWOT stakeholder interviews and research revealed that the City of Miramar offers a competitive business environment and high quality of life to residents.

The following provides a summary of the Strengths, Weaknesses, Opportunities and Threats that are the foundation of the EDAP's recommended policies, programs and services.

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Figure 1: Summary of Strengths, Weaknesses, Opportunities and Threats (SWOT)

STRENGTHS		OPPORTUNITIES	
1.	City of Miramar offers a healthy business environment and is a competitive development partner (incentives programs, regulatory/land use environment)	1.	Tell the compelling Miramar story through enhanced marketing, branding and wayfinding (Example: Redesigned Miramar website with competitive economic infographics)
2.	Strong Economy - Miramar is home to a critical mass of high value corporate industrial/office park tenants and QTIs	2.	Redevelop/reuse underutilized/disinvested/blighted properties in Historic Miramar
3.	City Vision of high quality mixed-use Town Center (Heart of Miramar)	3.	Realize full buildout of the Miramar Town Center (as envisioned by the 2002 MTC Master Plan)
4.	Location, location, location - Miramar is 20-30 minutes to Miami International Airport, Port of Miami, Port Everglades, I-75/I-595, and the Beaches of Miami and Fort Lauderdale,	4.	Directional signage strategy (Turnpike and primary access routes)
5.	Infrastructure investments/utilities -- \$66 Million invested in public safety, parks and recreation, public buildings, and strategic infrastructure/redevelopment	5.	Substantially expand entrepreneurial business development activity through strategic Maker Space/Innovation District Planning
6.	Miramar offers exceptional housing diversity (a variety of price points/product types attractive to workers)	6.	Enhance small business development activity through enhanced MCED outreach efforts and supportive programming
7.	Miramar sustains productive corporate partnerships with industrial/office owners/businesses	7.	Increase residential density/development activity in priority redevelopment areas
8.	Trending residential development activity indicates increased density and diversity that will drive demand for new retail/dining/entertainment development	8.	Attract up to 10 new retail/dining/entertainment tenants by 2021 through a practice citywide retail tenanting and recruitment strategy (Example: 1) City participation in ICSC/other conferences to market properties seeking retail tenants; 2) destination service-oriented retail strategy in Miramar Town Center)
9.	Miramar has made smart public investments in high quality cultural arts, entertainment and sports venues with a regional draw	9.	Increase utilization and donor funding of the Miramar Cultural Center by 1) connecting programming with area market demand/psychographics; 2) supporting curated, experiential cultural arts pop up programming that will anchor the MTC as a destination driver
10.	The cultural diversity of Miramar's residents creates a unique sense of place	10.	Measure the successes of the MCED's effective policies and programs by collecting data on key metrics and provide Quarterly Economic Development Status Reports

Source: Miramar Community & Economic Development Department; Willdan, 2016

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Figure 1: Summary of Strengths, Weaknesses, Opportunities and Threats (SWOT), continued

WEAKNESSES		THREATS	
1	City image (Where is Miramar? What is Miramar?)	1	Status of Miramar Town Center buildout (future of Blocks 2 and 3)
2	Weak sense of place (physical)	2	Comparative real property tax rates (perceived)
3	Emerging but struggling public and private experiential Placemaking offerings (“third places”)	3	Development impact fees (perceived)
4	Lack of experiential retail venues	4	Lack of dedicated redevelopment funding
5	Code violations in Historic Miramar	5	Workforce skills gaps
6	Weak partnerships with Broward County organizations/programs	6	Leisure time offerings as a critical workforce attraction requirement (retail/dining/entertainment/gathering places)
7	Lack of competitive hotel product	7	Housing costs for those living at/below poverty
8	Relatively lower traffic counts along primary transportation corridors in comparison to other competitive locations in the retail submarket (i.e., Pembroke Pines)	8	Competing area development activity (especially retail uses)
9	Need for strengthened partnerships with educational institutions/employers to improve workforce skills gaps	9	Underfunded Complete Streets Plan on SR7/441
10	Lack of retail tenant inventory/data impedes effective retail strategy	10	Weak Miramar Cultural Center/Arts Trust fundraising and programming linkages

Source: Miramar Community & Economic Development Department; Willdan, 2016

II. Implementation Strategy

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

Policies, Programs and Services

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

Recommended Actions

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

Estimated Cost

A cost estimate to implement each recommended action is provided for planning purposes. It is anticipated that the cost estimates will be further refined on a bi-annual basis throughout the life of the EDAP as the Implementation Plan is modified

Funding Sources

MCED staff purposely structured the EDAP to rely upon existing funding streams for implementation of the plan. Several of the proposed policies, programs and services are expected to rely on existing staff or "in kind" departmental support. It is recommended that the City of Miramar establish a new dedicated funding source to implement the strategic redevelopment/revitalization plan proposed for the Historic Miramar's Transit Oriented Corridor such as Tax Increment Financing.

Another recommendation that the City of Miramar should explore is to utilize targeted marketing, branding and Placemaking investments to attract a diverse array of private developers to invest in the City. These new public/private partnerships will leverage the City's substantial public investment in infrastructure and community assets.

It is also recommended that the City of Miramar enhance its existing partnerships with regional organizations such as Broward County, the Greater Fort Lauderdale Alliance, and the Broward Workshop.

Finally, the City of Miramar is expanding its State and Federal grant writing efforts in 2016 to support a variety of infrastructure and cultural arts initiatives. As the City's grant writing capacity is strengthened, it is recommended that the City allocate internal resources to focus on grant funding sources that would serve to implement the EDAP (i.e., US Department of Transportation TIGER grant funding for transit and roadway improvements, etc.).

Key Staff and Strategic Partners

Currently, 42 full-time and 5 part-time MCED Department employees provide targeted customer service to residents, businesses, and development community. MCED offers services and programs to facilitate land development, environmental sustainability, building regulations and permits, housing rehabilitation, business development, commercial rehabilitation and neighborhood revitalization.

Major programs provided are:

- Administration
- Planning & Redevelopment: Building Permits and Inspections
- Geographic Information Systems (GIS)
- Sustainable Planning
- Housing & Community Development
- Business Development

The majority of the proposed goals, objectives and actions are structured to be planned and implemented by existing City of Miramar Community & Economic Development Department staff with external support provided by strategic partners including:

- CareerSource Broward
- Broward County Metropolitan Planning Organization (MPO)
- Broward Workshop
- Greater Fort Lauderdale Alliance
- Miramar Economic Development Advisory Board (EDAB)
- Miramar Pembroke Pines Chamber of Commerce (COC)
- Miramar Cultural Center (MCC)
- Others, to be determined

Target Area/Target Year

Each of the recommended actions are targeted to benefit a specific area in the City of Miramar (Citywide, Historic Miramar, the Miramar

Town Center Area, and West Miramar). While the majority of the proposed interventions would benefit the entire City of Miramar, there are certain policies and programs that are structured to achieve strategic objectives (such as securing a dedicated funding source for revitalization initiatives in the Historic Miramar or co-sponsoring a dedicated marketing/branding/Placemaking program to generate more foot traffic in support of retail in the Miramar Town Center area). Each of these proposed initiatives are expected to be executed between Year 1 and Year 5 of the EDAP (with these timeframes subject to further refinement as the EDAP continues to evolve and priorities are evaluated over the life of the Action Plan).

Department of Community & Economic Development Mission Statement

To create a livable community that balances the physical, social and economic environment of its neighborhoods while enhancing the overall quality of life by promoting sustainability and economic opportunity for both residents and businesses.

Miramar Economic Development Action Plan Mission Statement

To foster the economic resilience, sustainability and comprehensive revitalization of the City of Miramar through effective economic development strategies and programs.

IMPLEMENTATION STRATEGY

Goal 1: Diversify Miramar’s Tax Base to Enhance Economic Competitiveness and Resilience					
Objective 1.1: Retain and attract a diverse array of entrepreneurs, early stage companies and small/independent businesses					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Target Year
Develop Business Advocate Information Clearinghouse	<ul style="list-style-type: none"> ▪ Develop a Business Advocate Information Clearinghouse to attract and support entrepreneurs, early stage companies and small/independent businesses 	In-kind	General Fund	MCED, EDAB, COC	Citywide / Years 1-5
Facilitate the development of a Consortium of Business Advocates	<ul style="list-style-type: none"> ▪ Facilitate Consortium of Business Advocates for Entrepreneurial/Small Business Development with Chamber of Commerce assistance/resources 	In-kind	General Fund	MCED, EDAB, COC	Citywide / Years 1-5
Establish a City-Sponsored Business Incubation Program	<ul style="list-style-type: none"> ▪ Consider leveraging the City’s investment in and control of the ground floor retail of Miramar Town Center’s Police Headquarters and/or priority redevelopment areas in the TOC by establishing a new City-sponsored Small and Entrepreneurial Business Development Business Incubation Program for a range of cultural arts, entertainment, food, and/or makerspace users with the support of subsidized (below-market) rents and programming support. 	\$100,000	General Fund	MCED Philanthropic Foundation Support (Knight Foundation, Kresge, Etc.)	MTC & Historic Area / Years 1-5

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

IMPLEMENTATION STRATEGY

Goal 1: Diversify the Tax Base to Enhance Economic Competitiveness and Resilience					
Objective 1.2: Retain and expand Miramar's high value business clusters in light manufacturing and warehousing, such as aviation and health care industries through targeted marketing and outreach activities					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Target Year
Market Miramar's Healthy Business Climate by Producing a Bi-Annual Economic Development Update Report	<ul style="list-style-type: none"> ▪ Contract with external GIS vendor to produce competitive infographics to market Miramar's healthy business environment on the web and in print ▪ Celebrate small and entrepreneurial business successes ▪ Report on comparative real property tax/development impact fees ▪ Use data to measure progress against EDAP goals and objectives. ▪ Widely disseminate progress in print and web 	\$25,000-35,000/Year	General Fund	MCED, EDAB, COC, GIS/Infographics Vendor	Citywide / Years 1-5
Market QTI Tracking (See Progress Reporting)	<ul style="list-style-type: none"> ▪ Market Miramar's Qualified Target Industry Tracking report to monitor and replicate business attraction/retention success stories 	In-kind	General Fund	MCED, Broward County	Citywide / Years 1-5
Co-sponsor the creation of Local Skills Gap Working Group	<ul style="list-style-type: none"> ▪ Co-sponsor the creation of a human resources consortium / local skills gap working group to address Miramar/Pembroke Pines Chamber of Commerce member needs 	In-kind	General Fund	MCED, EDAB, COC	Citywide / Years 1-5

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

IMPLEMENTATION STRATEGY

Goal 2: Expand Urban Innovation & Revitalization Activity					
Objective: Attract private development activity in Historic Miramar and Miramar Town Center as envisioned by the Transit Oriented Corridor (“TOC”) land use regulations and the MTC Master Plan					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Target Year
Secure dedicated funding for TOC Revitalization Strategy	<ul style="list-style-type: none"> ▪ Secure dedicated funding by establishing a new Tax Increment Funding District and/or through the Broward Redevelopment Fund for long-term strategy of property assemblage, code enforcement, small business assistance, marketing of underutilized properties, and public infrastructure assistance 	Target: \$2 M-\$10 M	City of Miramar, Broward County	MCED, Broward County	Historic Miramar / Year 1
Implement Recommended Development Strategies in the MTC & TOC	<ul style="list-style-type: none"> ▪ Implement best practices in urban reuse and revitalization to generate investor interest in redeveloping the Historic Miramar under the Transit Oriented Corridor (“TOC”) land use regulations ▪ Establish new code enforcement assistance program ▪ Conduct long-term, large scale business outreach in partnership with the Miramar/Pembroke Pines Chamber of Commerce and Miramar EDAB ▪ Sponsor quarterly Developer Consortium Workshops to market underutilized properties Citywide (with emphasis in the MTC and TOC) 	\$50,000-\$75,000/Year (Marketing and Events, Code Enforcement Assistance)	MCED, Chamber of Commerce, Local Commercial Brokers, Property Owners	MCED, ULI-the Urban Land Institute Southeast Florida Council	Historic Miramar/ Years 5-7

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

IMPLEMENTATION STRATEGY

Goal 2: Expand Urban Innovation & Revitalization Activity					
Objective: Attract private development activity in Historic Miramar and Miramar Town Center as envisioned by the Transit Oriented Corridor (“TOC”) land use regulations and the MTC Master Plan					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Year
Expand Complete Streets Program	<ul style="list-style-type: none"> ▪ Lobby FDOT for expanded investments in Complete Streets improvements to achieve traffic calming and aesthetic upgrades to transition the State Route 7/441 from a suburban transit corridor to an urban infill opportunity site 	TBD	FDOT	MCED, FDOT	Historic Miramar / Year 1-3
Establish a Cultural Arts/Maker Space Innovation District in Historic Miramar	<ul style="list-style-type: none"> ▪ Conduct a ULI Technical Assistance Panel to generate regional interest from private and philanthropic partners ▪ Co-Sponsor a light industrial/manufacturing Maker Space Program in the TOC by partnering with area brokers and Maker Space program managers ▪ Evaluate the feasibility of providing services such as event sponsorships, marketing, artist-in-residence programs ▪ Leverage the Miramar Cultural Center’s anchor/hub activity by connecting arts activities in the Historic Miramar to MCC talent and programming (i.e., Nest of Living Arts pop-up events) ▪ Link the program to other revitalization strategy efforts in the TOC (property assemblage for catalytic development) ▪ Explore opportunities to link the proposed Pilot project in Historic Miramar to cultural arts/entertainment activity in the TOC 	\$50,000-60,000/Yr	TOC Arts Linkage Fee, Foundation Grants (Knight Foundation, Kresge Foundation)	MCED, ULI-the Urban Land Institute Southeast Florida Council	Historic Miramar / Year 3-5

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

IMPLEMENTATION STRATEGY

Goal 2: Expand Urban Innovation & Revitalization Activity					
Objective: Become a Regional Leader and Innovator for a Resilient, Healthy Built Environment by advocating for the integration of health-promoting practices into real estate development and redevelopment					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Target Year
Promote the ULI Building Healthy Places Toolkit	<p>Promote the ULI Building Healthy Places Toolkit by linking healthy building targets into the City of Miramar’s Sustainability Plan such as offering enhanced incentives for site plans that adhere to the toolkit’s principles:</p> <ul style="list-style-type: none"> ▪ design well-connected street networks at the human scale; ▪ provide sidewalks and enticing pedestrian-oriented streetscapes; ▪ provide infrastructure to support biking; ▪ design visible, enticing stairs to encourage everyday use; ▪ promote healthy food retail; ▪ support on-site gardening and farming; ▪ facilitate social engagement; and ▪ adopt pet-friendly policies 	In-kind	Private Developers	MCED	Citywide / Years 1-5

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

IMPLEMENTATION STRATEGY

Goal 3: Leverage Miramar’s Cultural Arts, Entertainment and Sports Assets					
Objective: Increase the Utilization and Philanthropic Fundraising Activity of Miramar's Cultural Arts, Entertainment & Sports Venues by Implementing an Enhanced Citywide Programming Strategy					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Target Year
Implement Cultural Arts Center Programing and Fundraising Strategy	<ul style="list-style-type: none"> ▪ Implement proposed 2016-2017 Season of world-class cultural arts offerings designed to reflect the Miramar community’s diversity and interests at the Miramar Cultural Center ▪ Offer a dynamic mix of entertainment and education including: Resident Companies (Arts Partners), a Fundraising Gala, a Celebrity Series, a Summer Youth Musical in Concert, a Senior Matinee Series, and several Holiday Special Events ▪ Continue grant writing activity (Florida Dept of Cultural Affairs Cultural and Museum Grants, Broward County Cultural Tourism Program, School Board of Broward County, Florida Student Enrichment in the Arts, Community Foundation of Broward - Dignity in Aging, National Endowment for the Arts - Art Works) 	\$75,000- \$100,000/Yr	Federal, State & Local/Foundation Cultural Arts Grants and Miramar Transit Oriented Corridor Linkage Fees	MCC	Miramar Town Center / Years 1-5
Establish Miramar Cultural Park Arts Linkage Fee Program	<ul style="list-style-type: none"> ▪ Expand the TOC’s Arts Linkage Fee Program citywide to capture and allocate funding generated by development activity in each of the subareas to fund destination driver improvements and activities (café tables and chairs, landscaping, cultural arts and entertainment programming, pop up events, etc.) 	In-kind	Private Developers	MCED, MCC	Citywide/ Years 1-5

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

IMPLEMENTATION STRATEGY

Goal 4: Create a Unique Sense of Place in Miramar					
Objective: Implement a Citywide economic development Placemaking strategy through investment in ongoing management of innovative programming					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Target Year
Implement Public-Private Placemaking Strategy	<ul style="list-style-type: none"> ▪ Implement a public-private Placemaking strategy to include curated, experiential pop-up events in the Miramar Town Center and Historic Miramar using the Miramar Cultural Center as a programming anchor ▪ 	In-kind	General Fund	MCED, EDAB, COC, MCC	Citywide / Years 1-5
Implement the Miramar Town Center Retail Assessment Recommendations	<ul style="list-style-type: none"> ▪ Mixed use development activity promotion; advertise market analysis and concept plans; increase participation in ICSC and other regional events 	\$15,000/Yr	General Fund	MCED	Citywide / Years 1-5

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

IMPLEMENTATION STRATEGY

Goal 5: Tie Together Miramar’s Distinct Neighborhood Subareas into a Cohesive City					
Objective: Enhance city communication and branding to market city successes and development opportunities, achieve a sense of place in Miramar as a unique destination and cohesive city					
Policies, Programs & Services	Recommended Actions	Estimated Cost	Funding Sources	Key Staff/ Strategic Partners	Target Area/ Year
Implement Citywide Signage and Wayfinding Campaign	<ul style="list-style-type: none"> ▪ Amend the City’s Signage ordinance to enable retailers to achieve greater roadway visibility while retaining the high quality character of the city’s current Mediterranean architecture design principles ▪ Implement a City-wide wayfinding campaign that ties to the City’s branding investments to promote a sense of place in each subarea and throughout the City as a whole 	\$1,250,000	General Fund	MCED	Citywide / Years 1-5
Produce Quarterly Economic Development Report	See Goal 1.1 - Diversify the Tax Base to Enhance Economic Competitiveness and Resilience; Retain and expand Miramar's high value business clusters in light manufacturing and warehousing, such as aviation and health care industries through targeted marketing and outreach activities				

Source: Miramar Department of Community & Economic Development, Miramar Economic Development Advisory Board; IEDC; ULI-the Urban Land Institute; Willdan, 2016

Miramar Economic Development Action Plan (2017-2021)

Figure 2: Miramar Economic Development Action Plan Funding Strategy - Estimated General Fund Expenditures (FY2017-FY2021)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Use of Funding
Goal 1: Diversify Miramar's Tax Base to Enhance Economic Competitiveness and Resilience							
<i>Capital</i>	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	MTC Block 3 Fitout (Maker Space/Other Cultural Arts Business Incubation Use)
<i>Operating</i>	\$ 25,000	\$ 27,500	\$ 30,250	\$ 33,275	\$ 36,603	\$ 152,628	Marketing/Event Management, Infographics Data Software Package
<i>Staff/Contract Labor</i>	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 276,282	Program Management
<i>Subtotal</i>	\$ 175,000	\$ 80,000	\$ 85,375	\$ 91,156	\$ 97,378	\$ 528,909	
Goal 2: Expand Urban Innovation & Revitalization Activity							
<i>Capital</i>						\$ -	Note: Property assemblage, public infrastructure assistance to be funded by TIF/Grant Funds
<i>Operating</i>	\$ 50,000	\$ 55,000	\$ 60,500	\$ 66,550	\$ 73,205	\$ 305,255	Code Enforcement, Small Business Assistance, Marketing Underutilized Properties
<i>Staff/Contract Labor</i>	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 276,282	Program Management, ULI Technical Assistance
<i>Subtotal</i>	\$ 100,000	\$ 107,500	\$ 115,625	\$ 124,431	\$ 133,980	\$ 581,537	Panel Fees
Goal 3: Leverage Miramar's Cultural Arts, Entertainment and Sports Assets							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(none)
<i>Operating</i>	\$ 25,000	\$ 27,500	\$ 30,250	\$ 33,275	\$ 36,603	\$ 152,628	Cultural Arts Center Programing and Fundraising Marketing
<i>Staff/Contract Labor</i>	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 276,282	Program Management
<i>Subtotal</i>	\$ 75,000	\$ 80,000	\$ 85,375	\$ 91,156	\$ 97,378	\$ 428,909	

Source: Miramar Department of Community & Economic Development, Willdan, 2016

Note: The EDAP cost estimate is illustrative, for planning purposes only, and subject to further refinement annually based on available funding. The cost estimates provided relate to General Fund expenses only; some elements of the proposed programming may be eligible for grant funding from State/Local/Federal or Foundations/Philanthropic sources and these costs are excluded from the estimate. Likewise, capital costs to be funded by potential Tax Increment Financing (TIF) funding are excluded.

Miramar Economic Development Action Plan (2017-2021)

Figure 2: Miramar Economic Development Action Plan Funding Strategy - Estimated General Fund Expenditures (FY2017-FY2021), continued

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Use of Funding
Goal 4: Create a Unique Sense of Place in Miramar							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Operating</i>	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	Property & Event Marketing
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(none)
<i>Subtotal</i>	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	
Goal 5: Tie Together Miramar's Distinct Neighborhood Subareas into a Cohesive City							
<i>Capital</i>	\$ 300,000	\$ 950,000	\$ -	\$ -	\$ -	\$ 1,250,000	Wayfinding and Signage Program
<i>Operating</i>	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	Property & Event Marketing; ICSC Participation
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(none)
<i>Subtotal</i>	\$ 315,000	\$ 965,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 1,325,000	
Economic Development Action Plan - Total Combined Costs							
<i>Capital</i>	\$ 400,000	\$ 950,000	\$ -	\$ -	\$ -	\$ 1,350,000	
<i>Operating</i>	\$ 130,000	\$ 140,000	\$ 151,000	\$ 163,100	\$ 176,410	\$ 760,510	
<i>Staff/Contract Labor</i>	\$ 150,000	\$ 157,500	\$ 165,375	\$ 173,644	\$ 182,326	\$ 828,845	
<i>Total</i>	\$ 680,000	\$ 1,247,500	\$ 316,375	\$ 336,744	\$ 358,736	\$ 2,939,355	

Source: Miramar Department of Community & Economic Development, Willdan, 2016

The total estimated five-year cost to implement the proposed EDAP is \$2.94 million, with the majority of the estimated costs associated with the capital expenditures required to implement the wayfinding and signage program (\$1.25 million). The remainder of costs are related to operating funds (marketing and event promotion, data licenses, and participation in conferences and trade shows) and nominal staff/contract labor. It may be necessary to either hire one new full-time staff person in the MCED department or to rely on part-time contract labor to fully support the new programming efforts proposed by the EDAP (this recommendation is subject to further evaluation by Staff and subject to prioritization of staff resources).

III. Background and Approach

The Economic Development Action Plan has identified the following strategic priorities for 2017 to 2021:

1. Diversify Miramar's Tax Base to Enhance Economic Competitiveness and Resilience
2. Expand Urban Innovation & Revitalization Activity
3. Achieve a Unique Sense of Place in Miramar
4. Leverage Arts, Entertainment & Sports Assets
5. Tie Together Miramar's Distinct Neighborhood Subareas into a Cohesive City

The following discussion provides the rationale for each of the Economic Development Action Plan's programmatic goals including background, existing conditions, recommended actions, case study examples, and implementation requirements.

Goal 1: Diversify Miramar's Tax Base to Enhance Economic Competitiveness and Resilience

1.1 Light Industrial/Manufacturing Entrepreneurial Business Attraction & Retention Strategies

Background

The EDAP stakeholder outreach process specifically explored how Miramar can build on industrial office/light manufacturing cluster strengths and related business recruitment opportunities. The City of Miramar is home to more than 1,900 businesses and 40,000 employees with light industrial/manufacturing space with an average vacancy rate of zero to less than five percent in Class A and Class B space indicating pent up demand for new space. The City's competitive position in the region (Broward County and North Miami Dade) is noted by the

strength of its more than 9 million square feet of light industrial/manufacturing core in the following major industry sectors:

- Aviation
- Finance, Insurance & Real Estate
- Manufacturing & Distribution
- Medical
- Travel & Tourism
- Media
- Education

The City of Miramar is actively balancing the needs of these existing established businesses with the distinct needs of small, independent and entrepreneurial businesses through an array of competitive programs and services. The EDAP's strategic recommendations are structured to preserve and enhance these services.

Existing Conditions

The City offers targeted incentives to Qualified Target Industries (QTIs) who start a business or expand employment. Based on current/proposed expansion plans reported by participating companies, the City of Miramar is expecting to provide incentives to support approximately 339 new Qualified Target Industry jobs between 2016 and 2020.

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Figure 3: City of Miramar Qualified Target Industry Job Creation Report (2016-2020)

Company	Industry Sector	Total Jobs
Simtec	Manufacturing	15
Kellstrom	Aviation	10
WAI Global	Auto Parts Dist.	25
1st Choice Aerospace	Aviation	30
Aero Accessories	Aviation	20
JL Audio	Manufacturing	20
UDT	Info Technology	142
EcoLab	Healthcare	50
Propulsion Technologies	Aviation	27
Total		339

Source: City of Miramar; Willdan, 2016

According to the National League of Cities Center for City Solutions and Applied Research Big Ideas for Small Business Report, the City of Miramar’s existing light manufacturing/industrial cluster can be leveraged to assist small businesses through strategies profiled in the following table. Notably, the City of Miramar has established or proposed each of the recommendations.

Figure 4: City of Miramar Entrepreneurial Business Development Assistance Assessment

National League of Cities Big Ideas for Small Businesses Toolkit	City of Miramar Program?
Connect small businesses to information and resources	Yes
Proactively engage the local business community	Yes
Provide platforms for networking	Yes
Develop one-stop shops and express lanes at City Hall	Yes
Streamline City regulations and the inspection process	Yes
Help small businesses build a web presence	Yes
Celebrate successful businesses	Yes
Establish a small business resource center	Proposed
Advocate for small businesses via Community-led Councils or committees	Proposed
Create incubator spaces	Proposed
Support micro lending and crowdfunding	Proposed

Source: National League of Cities; Willdan, 2016

This Big Ideas for Small Business tool kit is intended to equip city leaders with strategies to strengthen local business communities, and as a result, improve their local economies. To provide the City of Miramar with examples of successful models from other markets, the following section details case studies and lessons learned from a variety of small and entrepreneurial business incubation programs throughout the country.

Case Study Examples: Lessons from Maker Districts

Especially in the last ten years, there has been a renaissance of attention to small-scale light-manufacturing districts and the intersection between art and design and production within them.

Because many of these districts are more recently initiated or are in progress, the history on them is not as long. However, the contemporary maker districts that are gaining traction have in common:

- Attractive rental rates (low-cost real estate or subsidized by non-for-profit centers).
- Mixed-use elements (dining, entertainment, outdoor space, or lounge area for the community to interact).
- Located near anchors that relate to the innovators' discipline/house collaborators (professors, mentors, funders, networks of small scale producers).
- Appeals to the millennial generation's sense of community, authenticity.

Many entrepreneurial makerspace models exist around the county. These may have relevance for Miramar's efforts to amplify its light-industrial sector and to support the full lifecycle of area businesses.

Note that these examples illustrate national best practices for a range of conditions. Programs would need to be tailored carefully to Miramar's size and context depending on the focus of its maker community (craft-based, food-based, tech based, etc.).

Shared Tools and Workspace Concepts

Techshop

<http://www.techshop.ws/>

TechShop is a membership-based, do-it-yourself workshop and prototyping studio that provides makers of all ages and skill levels affordable, open access to a wide range of tools, equipment, resources, and workspace. Since 2006, TechShop has opened eight locations across the U.S, from San Francisco to Detroit to Austin.

What is Maker Space?

A makerspace is a physical location where people gather to share resources and knowledge, work on projects, network, and build. Makerspaces provide tools and space in a community environment—a library, community center, private organization, or campus.

Expert advisors may be available some of the time, but often novices get help from other users. The makerspace—sometimes referred to as a hackerspace—is often associated with fields such as engineering, computer science, and graphic design.

The concept emerges from the technology-driven “maker culture,” associated with Make magazine and the Maker Faires it promotes.

This idea of a collaborative studio space for creative endeavors has caught hold in education, where the informal combination of lab, shop, and conference room form a compelling argument for learning through hands-on exploration.

Throughout the U.S., makerspace is being embraced by the arts as well as the sciences, and a new energy is building around multidisciplinary collaborative efforts

It has provided members the tools and support they need to launch dozens of companies and create thousands of new jobs in the process. When a new TechShop opens, the impact on the community has proved to be significant. TechShop brings together and cultivates a highly creative, collaborative group of makers, tinkerers, students, academics, and entrepreneurs, who share ideas, learn new skills, and create new products, businesses and jobs. TechShop partners with universities, community colleges, corporations, nonprofits and companies big and

small. Together, the partnership democratizes access to the tools of invention in local communities.

TechShop is part fabrication and prototyping studio, part hackerspace and part learning center, TechShop provides access to over \$1 million worth of professional equipment and software. It offers comprehensive instruction and expert staff to ensure a safe, meaningful and rewarding experience. Most importantly, at TechShop provides the space for a collaborative and creative environment. Each facility includes laser cutters, plastics and electronics labs, a machine shop, a wood shop, a metal working shop, a textiles department, welding stations and a waterjet cutter. Members have open access to design software, featuring the entire Autodesk Design Suite. Large project areas with work tables are available for completing projects and collaborating with others. Free coffee and fresh popcorn are always available. TechShop also offers a number of experience-driven corporate events developed specifically to bring teams together and engage them in the act of making. Anyone may attend TechShop classes. For a monthly or annual fee, members can reserve and use TechShop's tools upon successful completion of equipment- specific Safety and Basic Use (SBU) classes. Staff members are available full time to help develop ideas and improve technical skills.

Chattanooga Library Maker Space

Chattanooga Library's 4th Floor is a public laboratory and educational facility with a focus on information, design, technology and the applied arts. More than 12,000 SF space supports production, connection and sharing of knowledge by offering access to tools and instruction. Features include GigLab (enterprise-level gigabyte-connected hardware), 3D printers, laser cutters, vinyl plotter, 4K monitor, Oculus Rifts for development and games, screen printing, zine library and zine making lab, Floor Loom, Sewing machines, needle felting and coloring books, power tools, hand tools, soldering bench, arduino kits, adobe creative cloud, mini soft box and lighters for product photography, co-working spaces with white boards projectors, couches and tables, and special event space with sounds system, stage and presentation equipment. Chattanooga Public library card in good standing is

required. According to Library Journal website article "the success of the development of the 4th floor is linked directly to strong partnerships with other entities operating in Chattanooga's ecosystem of design, technology, art and education institutions. A top-down service would have failed." Corporate and philanthropic support (including underwriting from Mozilla) has been provided to the 4th floor.

After hosting a successful Etsy craft entrepreneur class in 2015, the Albany (NY) Public Library has opened a similar space: its Albany Made room is targeted to art entrepreneurs looking to build businesses. Equipment includes 3-D printer, video and music production equipment, a digitizer, screen printing machine, laser cutter, sewing machine and fiber arts tools. Library card holders can be certified to use the equipment on their own.

Craft Business Support

Etsy Craft Entrepreneurship Program

Etsy partners with a number of not-for-profit and public organizations each year to offer classes to lower income individuals with craft skills in their communities. (Examples of partners include libraries, small business development centers (SBDCs) and municipal agencies). The class series is intended to help creative makers in underserved populations launch their own shops on Etsy. Curriculum includes classes in marketing, branding, pricing, and product photography. Etsy does not provide funding for this work, however the curriculum has been funded by programs targeted at arts education, entrepreneurial and microenterprise training as well as workforce development and by foundation grants and private donations. One round of classes for 15 students runs \$1000-2000 plus potential expenses of space rental and staff time to manage the program. New York City has partnered with Etsy to offer this program, funded by Citi Community Development.

Food-Related Entrepreneurial Maker Space Models

There are many successful national examples of incubators for small batch food producers as access to local health department approved kitchens is typically critical to food producers expanding their

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businesses. These facilities have especially helped women-owned businesses and immigrant entrepreneurs scale their businesses.

Hot Bread Kitchen, NYC

Hot Bread Kitchen builds lasting economic security for low-income, immigrant and minority individuals by creating pathways to professional opportunities in the culinary industry.

Through an employer-driven workforce development and business incubation program, Bakers in Training and HBK Incubates, HBK helps women and men professionalize skills in the culinary arts, transcend common barriers to fair wage employment and achieve financial independence and success in New York City's \$5 billion food manufacturing industry.

HBK's non-profit social enterprise marries the market to its mission: 67% of HBK's operating budget is funded through the sale of multi-ethnic breads and rental of commercial kitchen space. Additional philanthropic support allows for the high quality training and education.

<https://hotbreadkitchen.org>

La Cocina, San Francisco, CA and Arlington, VA

<http://lacocinava.org>

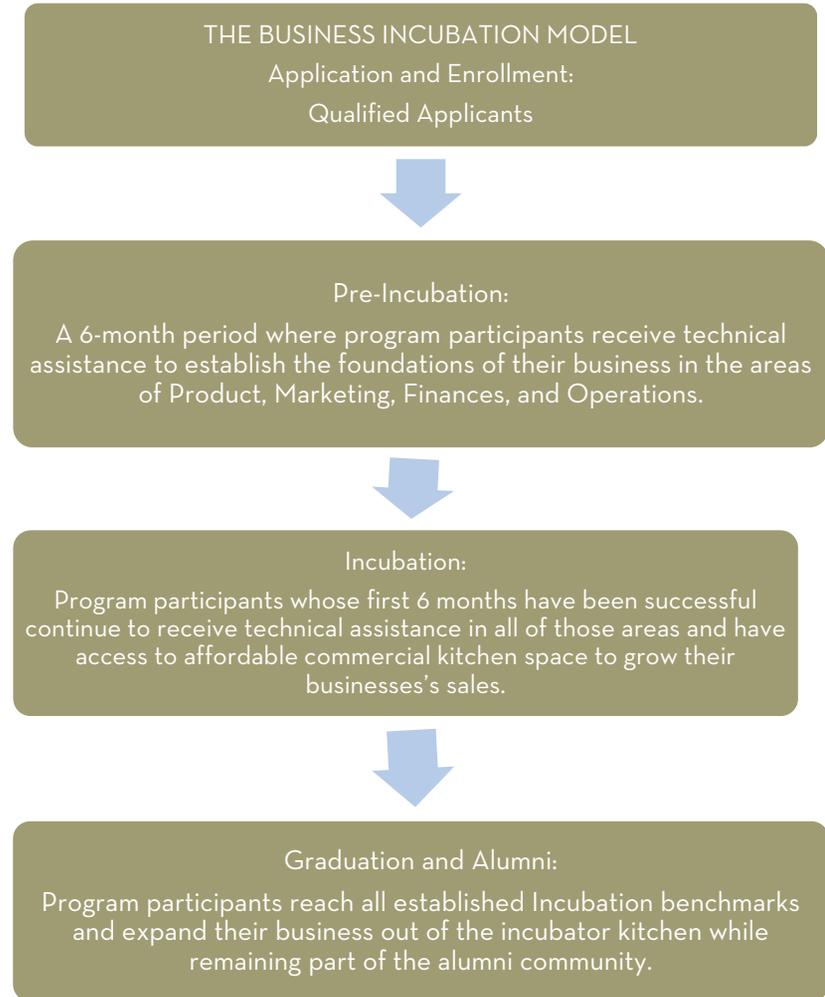
<http://www.lacocinasf.org/>

The mission of La Cocina is to cultivate low income food entrepreneurs as they formalize and grow their businesses by providing affordable commercial kitchen space, industry-specific technical assistance and access to market opportunities. La Cocina focuses primarily on women from communities of color and immigrant communities. Their vision is that entrepreneurs gain financial security by doing what they love to do, creating an innovative, vibrant and inclusive economic landscape.

The Incubation Model

The National Business Incubation Association defines a business incubator as a comprehensive-assistance program targeted to help start-up and early-stage firms, with the goal of improving their chances to grow into healthy, sustainable companies. The cycle of the incubator

model as applied here typically flows according to the steps in the following graphic.



Textile/Sewing Maker Space

Sips and Sews

<http://sipsnsews.com/>

Sips N Sews provides an environment for all sewists of any creative or experience level to be motivated and productive by bringing the necessities for sewing into one place at one low monthly price. This environment enables friendship bond among sewists and encourages participation in sewing while eliminating the overwhelming effort, space and costs required in maintaining a sewing hobby. The One Stop Shop provides the necessities needed for any sewing projects, including machines, thread, scissors, cutting tables and much more.

Sips and Sews provides access to a wide range of sewing machines, a wide array of supplies, and access to technique classes and project tutorials. In addition, the studio's public-facing retail shop takes consignments of members' work. Sips and Sews also encourages a relaxing and social environment, featuring rocking chairs and tea. The library is packed with current magazine subscriptions, how to books, project idea, pattern books, quilting patterns, fabric and color charts.

Economic Development Support for Makers

SFMade is a California 501(c)(3) non-profit corporation, established in 2010 and headquartered in San Francisco. It is the only organization of its kind focused on building San Francisco's economic base by developing the local manufacturing sector. SFMade's mission is to build and support a vibrant manufacturing sector in San Francisco, that sustains companies producing locally-made products, encourages entrepreneurship and innovation, and creates employment opportunities for a diverse local workforce. SFMade's vision is a more diverse and sustainable local economy, where companies who design and manufacture products locally thrive, in turn, creating quality jobs for people from all walks of life and contributing to the overall economic and social vibrancy of the City. SFMade engages directly with entrepreneurs and growing small companies, all of whom are headquartered in and manufacture within San Francisco, offering industry-specific education, networking opportunities, and connecting these companies to powerful local resources. By building strong companies, SFMade helps sustain and create job opportunities for the City's low-income communities and individuals with less typical education, experience, or skills. SFMade also works with manufacturers directly on workforce issues, including connecting companies to local hiring resources and job training programs and connecting their workers to relevant local resources and assistance.

In addition to working with manufacturers and their employees, SFMade engages with the larger San Francisco community, offering educational workshops, factory tours, and other programs designed to heighten the public awareness of manufacturing, the craftspeople they employ, and their collective role in the local economy. SFMade also collaborates with both the public and private sectors to define and enhance the local infrastructure - from access to capital to industrial land use policy - required to support a vibrant manufacturing sector. In their work, SFMade seeks to develop and share a model for manufacturing incubation that other major US cities can use to catalyze their own local manufacturing sectors.

Recommended Actions

To build on Miramar's strengths as a business, education and regional performing arts location and to capitalize on the available retail space in the Miramar Town Center and lower cost space in the Transit Oriented Corridor, it is recommended that the City of Miramar consider the following strategies:

- Encourage the creation of an authentically Miramar community arts and maker hub (relying on the Cultural Arts Center as the anchor with spokes throughout the community) to support small-scale maker business, with place-making elements appealing to millennials and creative maker businesses.
- Develop a Business Advocate Information Clearinghouse to attract and support entrepreneurs, early stage companies and small/independent businesses.
- Facilitate a Consortium of Business Advocates for Entrepreneurial/Small Business Development with Chamber of Commerce assistance/resources.
- Co-sponsor the creation of a human resources consortium / local skills gap working group to address Miramar/Pembroke Pines Chamber of Commerce member needs.
- **Conduct Local Business Inventory:** Carefully inventory the area's maker activity to understand interests and needs and the nature of small business support required. Inventory is typically most efficiently conducted using a dedicated staff person or outside consultant. The methodology is typically driven interviewing visible maker companies in the area and painstakingly networking into the home/garage-based craftspeople and inventors to fully understand the nature scale and needs of area makers
- **Establish a City-Sponsored Business Incubation Program:** Leverage the City's investment in and control of the ground floor retail of Miramar Town Center's Police Headquarters and/or priority redevelopment areas in the TOC by establishing a new City-sponsored Small and Entrepreneurial Business Development Business Incubation Program for a range of cultural arts,

entertainment, food, and/or makerspace users with the support of subsidized (below-market) rents.

- **Define Space for Pop-Up events** - Plaza area with electrical access for event needs, tie offs for booths as needed, movable furniture to create ambiance for maker markets, food truck rallies and ongoing passive recreation/gathering place for the community. Build on the strengths of Miramar's cultural diversity to encourage the design language of the pop-up area to reflect and communicate an authentically Miramar place.
- **Local destination anchor(s):** Attract a food/entertainment/maker use such as a brewery, coffee roaster, small batch creamery, bakery or other food producer that could become a destination within Miramar and the Historic Area and help to define the community.
- **Profile, Track and Support User Needs:** Based on inventory of existing makers' needs, determine what types of support is most appropriate for the area (i.e. tool-sharing, commercial kitchen access, types of small business support, etc.)

See Appendix 2: Arts/Maker district case studies for history of evolution of such districts

Implementation Requirements

- Invest staff or consultant time to inventory maker community in and around Miramar (e.g., \$30,000 to \$50,000) and develop strategy for next steps to support existing community.
- Secure funding for Miramar Historic District pop-up space (i.e., corporate, philanthropic or city sources).
- Dedicate staff time to food anchor recruitment to the Historic Area.

1.2 Business Attraction & Retention Strategies

Background

The EDAP SWOT process specifically evaluated Miramar's policy and regulatory tools to test the state of Miramar's healthy business

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environment. This assessment focused on serving existing light manufacturing/industrial business core and how to attract increased redevelopment and reuse/infill activity in the Historic Area.

Existing Conditions

To evaluate the City of Miramar's current business attraction and retention capacity, the following policies, programs and initiatives were evaluated;

- Business First Survey Results
- Healthy Business Climate & Incentives Toolkit Assessments
- Transit Oriented Corridor Policy

The Business First Survey concluded a highly positive perception of the City of Miramar's current business and development-related services. Nearly 89% of respondents indicated their overall image of the City of Miramar as business center as "Highly Favorable" or "Favorable". Recommendations focused primarily on marketing and branding efforts (for example, implement a "Branding Campaign" in Historic Miramar) and enhanced business assistance for small businesses. Comparative review of the City of Miramar's current business incentives on the following page also revealed that the City is following best practices according to the International Economic Development Council (IEDC).

Recommended Actions

- Establish a Cultural Arts/Maker Space Innovation District in Historic Miramar:
 - Conduct a ULI Technical Assistance Panel to generate regional interest from private and philanthropic partners.
 - Evaluate the feasibility of providing services such as event sponsorships, marketing, artist-in-residence programs.
 - Leverage the Miramar Cultural Center's anchor/hub activity by connecting arts activities in the Historic Miramar to MCC talent and programming (i.e., Nest of Living Arts pop-up events).

- Link the program to other revitalization strategy efforts in the TOC (property assemblage for catalytic development).
- Explore opportunities to link the proposed Residential Redevelopment Strategy to cultural arts and entertainment activity in the TOC.
- Co-Sponsor a light industrial/manufacturing Maker Space Program in the TOC by partnering with area brokers and Maker Space program managers.
- Market Miramar's Healthy Business Climate:
 - Publish Quarterly Economic Development Progress Report to market Miramar's healthy business climate celebrate small and entrepreneurial business successes, and market the compelling benefits living and working in Miramar (See Figure 6 for example).
 - Widely disseminate the EDAP's progress and successes in print and via the web.
 - Market Quality Target Industry results in Economic Development Scorecard/Tracker (See Figure 9 for example). City branded web portal strategy with top 10 Quality of Life indicators (jobs/housing balance, housing choice, cultural arts/rec/sports assets, commute time, etc.). For example, see <http://www.yfactorblog.com/attract-attention-to-attract-talent>.
- Serve as facilitator for the Chamber to become an Advocate for business for training and expediting permits and approvals. Train the Advocate to assist businesses.
- Establish effective partnerships between business leaders and CareerSource Broward via custom-designed industry summits and employee training programs/events.

Implementation Requirements

To implement the recommended actions will require additional staff resources to plan and manage the cultural arts/make space innovation

district in Historic Miramar and connect it other programming underway through the Miramar Cultural Center.

Staff resources will also be required to collect data and establish routine reporting processes. Establish effective partnerships between business leaders and CareerSource Broward via custom-designed industry summits and employee training programs/events.

Colleges and Universities	
(Within Miramar)	(Within 20 Minutes)
Ana Méndez University	Art Institute of Fort Lauderdale
Broward College	Barry University
Concorde Career Institute	Florida Atlantic University
DeVry University	Johnson & Wales University
Le Cordon Bleu Culinary College	Miami-Dade College
Florida International University	St. Thomas University
Nova Southeastern University	University of Miami
Strayer University	University of Phoenix
Ross University	

Source: City of Miramar, Willdan, 2016

Figure 5: Top 10 Alternative Developer Incentives - International Economic Development Council Best Practices

International Economic Development Council (IEDC) Best Practices	City of Miramar Incentives Assessment: Current Programs/Services Offered
Data (demographics, community resources, community assets)	Custom data available upon request; Economic Development website redesign launch Q3-2016
Detailed information on certified sites, available sites, available buildings	Costar data, Greater Fort Lauderdale Alliance/Zoom Prospector data
Introductions to community leaders (e.g., elected officials, business leaders, professional organizations, trial club memberships)	Aviation Consortium, Development Industry Consortium, Alliance Councils Participation
Permitting guidance	Targeted assistance for QTIs & TOC Projects
Logistics assistance for touring the community and arranging meetings	Upon request
Assistance with regulatory issues (e.g., environmental, work rules, licensing, workplace safety, banking, insurance, etc.)	City Building & Permits Department
Labor market analysis	Broward Workforce One
Inventory of specialized university, college or technical programs	Broward Workforce One
Peer-to-peer employer experience interviews that allow prospects to speak with other community businesses of similar size or type	Informal via Property Owner/Brokers

Source: "More than Money: Alternative Investments that Benefit Companies and Communities", International Economic Development Council, Willdan, 2016 considered to International Economic Development Council; Willdan, 2016

MARKET MIRAMAR'S HEALTHY BUSINESS CLIMATE

Figure 6: EXAMPLE - Quarterly Economic Development Progress Report: City of Miramar Market Activity Snapshot (Q4 2015)

SECTOR	VACANCY RATE		AVG. LEASE RATE		NET ABSORPTION	
	Current	Trend	Current	Trend	YTD	Trend
Office (3.3 million sq. ft.)	11.1%	↓	\$26.21/sq. ft.	↑	+ 24,240 sq. ft.	↑
Retail (3.1 million sq. ft.)	5%	↓	\$22.46/sq. ft.	↑	+ 15,090 sq. ft.	↑
Industrial-Flex (8.9 million sq. ft.)	7.4%	↓	\$8.73/sq. ft.	↑	+ 92,230 sq. ft.	↑

Source: CoStar, City of Miramar Department of Community & Economic Development, 2016

Quarterly Economic Development Progress Report Infographics Example



Quarterly Economic Development Progress Report Infographics Example

Businesses and Jobs

Miramar has a total of 3,697 businesses. In 2016, the leading industries in Miramar were Wholesalers, Retail, Banking, Finance and Insurance and Insurance, and Education. [Learn More](#)

Which are the top Industries by jobs?

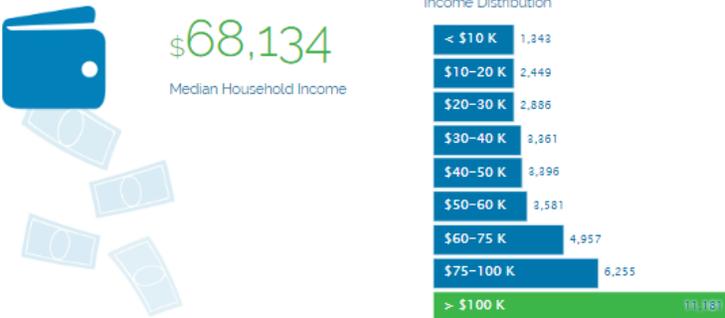


How many employees do businesses in Miramar have?



Income and Spending

Households in Miramar earn a median yearly income of \$68,134. 56.82% of the households earn more than the national average each year. Household expenditures average \$61,618.00 per year. The majority of earnings get spent on Shelter, Transportation, Food and Beverages, Health Care, and Utilities. [Learn More](#)



How do people spend most of their money?
PER HOUSEHOLD



Goal 2: Expand Urban Innovation & Revitalization

Activity

Historic Redevelopment/Infill Strategies

Background

The City of Miramar is actively engaged in investing in infrastructure, policy tools, programs and services supportive of redevelopment/infill activity.

In adopting a targeted program of land use and regulatory policies such as the Transit Oriented Corridor in Historic Miramar, the City is purposely positing itself to enhance its competitive position in the regional market by attracting high quality mixed- and multi-use development. This is especially true of retail/dining/entertainment uses currently lacking in the City limits.

Existing Conditions

Following is an assessment of Miramar’s existing conditions with respect to key regulatory and land use characteristics:

Developable Land

Miramar offers several prime development sites that would accommodate a range of real estate uses and price points. The following areas

Location	Developable Land (Acres)
West Miramar	119.89 Acres
Miramar Town Center Area	376.36 Acres
Historic Miramar	30.36 Acres

Transportation and Walkability Attributes

Walkability is no longer something that is merely sidewalk or a luxury; it is a key to economic competitiveness. According to State of Place, Millennials and seniors are leading the charge. A Transportation for

America survey shows that 80 percent of 18- to 34-year-olds want to live in walkable neighborhoods, and an AARP survey found that an average of 60 percent of those over 50 want to live within one mile of daily goods and services.

Walkability even has a role in the innovation and startup economy, with a majority of venture capital going to center cities or walkable suburbs. Even the CEO of Twitter and other tech players are talking about the appeal of an urban campus. Many cities are now going the walkability route after losing bids for large firms to cities in their regions that offered employees a higher quality of life—specifically because of walkability.

Walkability is “driving” more than just demand. It is translating into economic value in the form of real property and sales taxes. In 13 of 15 major U.S. markets, an increase of one point in Walk Score—a proxy for walkability that rates proximity to commercial destinations on a scale of one to 100—translated into home price premiums ranging from \$700 to \$3,000.

An increase of 10 points in Walk Score was associated with an increase of 5 to 8 percent in commercial values. Transit enters the equation as well, with a more than 40 percent premium on property values within walking distance of a transit station.

The Miramar Town Center 2002 Master Plan was designed with walkability as a primary objective. The Broward Metropolitan Organization is investing heavily in regional urban transit connectivity that would benefit the City of Miramar (i.e., light rail, bus rapid transit, and bicycle/walking trails).

Land Use/Regulatory Controls

The City of Miramar offers an array of flexible zoning and land use provisions structured to attract private development activity. The Transit Oriented Corridor (TOC) in Historic Miramar is an example of the City’s progressive regulator and land use controls. The TOC was adopted in 2012 after years of collaboration with residents, businesses, consultants, city officials and city staff. The TOC was designed to facilitate pedestrian-friendly, mixed-use development with access to

bus transit stations along State Road 7, Pembroke Road, Miramar Parkway and Countyline Road.

The TOC is located east of Southwest 66 Avenue and bound on the north by Pembroke Road, on the east by State Road 7, and on the south by County Line Road.

The new TOC Land Use Designation changed approximately 440 acres of Commercial, Residential and Recreation and Open Space land uses to Transit Oriented Corridor according to the following density and intensity thresholds:

Figure 7: TOC Land Use Designations

TOC Land Use Designations	Density and Intensity Thresholds
Commercial	2,500,000 SF
Office	2,500,000 SF
Residential	2,406 Dwelling Units
Hotel	250 Hotel Rooms
Parks	61.3 Acres

Source: City of Miramar; Willdan, 2016

Financing Tools

The City of Miramar does not yet have a dedicated financing tool to support redevelopment initiatives in the Historic Area. One such tool to consider is Tax Increment Financing (TIF). TIF is a public financing method that is used to fund part or all of redevelopment, infrastructure, and other community-improvement projects. TIF allows a community to capture the value of incremental increases in tax revenue and divert them to economic development. TIF typically involves a defined area of a municipality, often an area in need of help with redevelopment. TIF can be used in many ways, but most often it is used to fund public facilities, especially infrastructure, or to provide gap financing for socially or economically beneficial projects. For gap financing it is important to

apply a “but for” test, “but for” the TIF funding, the project would not proceed.

The EDAP process evaluated the potential feasibility of TIF to fund the proposed redevelopment objectives envisioned for the TOC and determined the following principles should apply, principals that are also in accordance with the TIF “Best Practices” from the Council of Development Finance Agencies (CDFA):

- TIF should be directed to blighted areas that would not attract private redevelopment investment but for the public funding assistance (in the form of gap funding for infrastructure or other public improvements).
- The TIF increment must be sufficient to support the economic development goals envisioned. The increment is generated within a specific geographic boundary that should not be too small to generate sufficient funding and not so large that it is difficult to direct funding to priority projects.
- In the case of Miramar, using TIF as a financial tool is limited to the City’s portion of incremental real property tax revenues. This is due to Broward County’s 2014 decision to phase out Community Redevelopment Areas (CRAs) and transition from TIF to the use of the Broward Redevelopment Program to fund redevelopment initiatives.
- It is important to take a long-term strategic view of the value of TIF as a financing tool and adopt TIF early in the redevelopment process to capture as much increment as possible. In some cases, redevelopment activity may take another seven to ten years (or more) to achieve a critical mass of incremental revenue sufficient to effect change.

The TOC has secured a blight designation and meets the typical criteria for the use of TIF as a public funding tool. Based on current development patterns and a review of City of Miramar Real Property Tax trends and projections within the TOC, it is anticipated that the area could generate a cumulative TIF subsidy of approximately \$1.3 million within the next ten years and

approximately \$3.4 million in 20 years. In rough terms these figures would translate to between \$13 million and \$34 million in bond proceeds.

Although these amounts may not be sufficient to “move the needle” of redevelopment activity on their own, the formation of a TIF could have other benefits. It would represent a concrete and substantial commitment to the redevelopment of the TOC, signaling the City’s prioritization of redevelopment in this specific geographic area. It would enable City staff to better engage the private development community in evaluating the feasibility of a catalytic anchor project that would serve to jump-start ancillary redevelopment activity over the long term. The more activity there is in the TOC, the more information the City will have to help development and foment new ideas and initiatives.

Another tool to consider is the Broward County Redevelopment Capital Program (RCP). The RCP is open to all municipalities in Broward County for redevelopment activities/projects. Applications for funding consideration of redevelopment projects may be submitted at any time and are evaluated for eligibility as they are received. The amount of current and future funding available is unknown. County tax increment payments (ad valorem-based) will be diverted from the expiring municipal CRAs to the RCP going forward.

Infrastructure Capacity

The City is promoting information about projects funded by the “Your Bond Dollars at Work” Program. “Your Bond Dollars at Work” encompasses various capital improvement projects that are part of the \$60 million revenue bond, which was approved by the City Commission in August 2013. The City of Miramar is making appropriate infrastructure investments to support future development throughout the City as illustrated by the graphic “Your Bond Dollars at Work” on the following page in Figure 8.

Recommended Actions

- Secure dedicated funding by establishing a new Tax Increment Funding District and/or through the Broward Redevelopment Fund for long-term strategy of property assemblage, code enforcement, small business assistance, marketing of underutilized properties, and public infrastructure assistance.
- Explore specific redevelopment alternatives in the TOC project area by engaging the Developer Consortium in quarterly workshops to: market underutilized properties in the TOC; evaluate market barriers to redevelopment and reuse activity; and identify required mitigation measures.
- Promote a “Pilot” redevelopment project in the TOC to catalyze additional redevelopment activity. As a mid- to long-term strategy, conduct targeted outreach to developers with experience in constructing mixed-use residential over retail with community gathering spaces.
- Conduct a long-term, large scale small business outreach in the TOC partnership with the Miramar/Pembroke Pines Chamber of Commerce and Miramar EDAB.
- Establish a new code enforcement assistance program as part of the business outreach function to resolve critical issues of blight and disinvestment.
- Promote the ULI Building Healthy Places Toolkit by linking healthy building targets into the City of Miramar’s Sustainability Plan such as offering enhanced incentives for site plans that adhere to the toolkit’s principles such as urban community gardening.
- Lobby FDOT for expanded investments in Complete Streets improvements to achieve traffic calming and aesthetic upgrades to transition the State Route 7/414 from a suburban transit corridor to an urban infill opportunity site.

Implementation Requirements

Public Funding Sources

- Tax Increment Financing Program
- Broward County Redevelopment Program Funding
- Low Income Housing Tax Credits
- MCED, Chamber of Commerce, Local Commercial Brokers, Property Owners

Private Funding Sources

- Expand activities initiated in 2015 and 2016 to attract private development activity to the City of Miramar such as the Developer Consortium, and participation in regional and national ICSC conferences.
- Conduct a ULI Technical Assistance Panel to generate regional interest from private and philanthropic partners.

Figure 8: City of Miramar CIP Revenue Bond 2013 Projects

Your Bond Dollars at Work - City of Miramar CIP Revenue Bond Projects by Subarea (FY2015)



WEST MIRAMAR (5 Projects) \$7,017,438.00

- 1 HARBOUR LAKE PARK
- 2 PEMBROKE ROAD BUFFER WALL AT HARBOUR LAKE
- 3 MIRAMAR REGIONAL PARK - PHASE III
- 4 AMPHITHEATER AT MIRAMAR REGIONAL PARK
- 5 CORPORATE CONFERENCE FACILITY / ADMIN. BUILDING AT MRP

CENTRAL MIRAMAR (5 Projects) \$23,842,864.00

- 6 MIRAMAR POLICE HEADQUARTERS
- 7 FIRE STATION # 107
- 8 VIZCAYA PARK - PHASE III
- 9 ANSIN SPORTS COMPLEX - PHASE III
- 10 MONARCH LAKES PARK

HISTORIC MIRAMAR (9 Projects) \$9,505,874.00

- 11 HISTORIC PUBLIC SAFETY COMPLEX
- 12 ADULT DAY CARE CENTER
- 13 FAIRWAY PARK - LIGHTING
- 14 LAKESHORE PARK
- 15 RIVER RUN PARK
- 16 FORZANO PARK - PHASE II
- 17 HISTORIC DOWNTOWN REVITALIZATION
- 18 HISTORIC MIRAMAR CANAL IMPROVEMENTS
- 19 HISTORIC MIRAMAR COMPLETE STREETS DEVELOPMENT

LEGEND / KEY

- PUBLIC BUILDINGS
- PUBLIC SAFETY
- PARKS AND RECREATION
- INFRASTRUCTURE / REDEVELOPMENT

CITYWIDE - (2 Projects NOT SHOWN ON MAP) \$1,000,000.00

- LANDSCAPING AND BEAUTIFICATION
- FACILITIES CAPITAL IMPROVEMENTS

Goal 3: Leverage Arts, Entertainment & Sports Assets

Cultural Arts, Entertainment and Sports Venue Promotion Strategies

Background

To explore the competitive regional context of Miramar's cultural arts, entertainment and sports facility assets, the Economic Development Action Plan process included detailed GIS-based demographic and economic research (See Appendix 2 - Economic Profile Report, Miramar Psychographic Tapestry Assessment, 45-Minute Drive Time). Based on existing conditions and targeted case study research, the City of Miramar evaluated the types of arts districts or economic development zones that could serve the city's goals in promoting revitalization of Historic Miramar.

Arts districts in the United States vary widely in size (geographic area), scale (local vs regional vs national), programming focus (visual vs performing arts), place-making focus (grand vs intimate) and operational structure (grassroots volunteer driven vs funded by assessments, tax increment or other steady funding source).

To ground the discussion for Miramar, it is helpful to consider the range of districts outlined by The American Planning Association. In its Planning and Urban Design Standards textbook (Wiley & Sons, 2007), APA identifies five types of cultural/arts districts that cities have developed over time sought to attract and support the creative class and cultural institutions.

1. **Major Cultural Institutions:** Institutions such as large concert halls, playhouses, libraries and museums anchor these districts, typically located close the central business district. These districts typically focus on a specific cultural genre, such as theater district.
2. **Arts and Entertainment Districts:** These districts focus on popular attractions and often have a more bohemian feel than more established districts. Small theaters, private galleries, restaurants and other entertainment venues are common.

3. **Downtown Arts Districts:** These encompass the entire downtown area of a smaller city. The designation is often closely tied to a tourism focus and common in small cities with walkable downtowns.
4. **Cultural Production Districts:** Production spaces such as specialized studios, arts centers, classrooms and media facilities characterize these areas. They are more about the working artist. These also tend to put priority on the cultural life of the neighborhood rather than on tourism attraction, although if done well the neighborhood can attract interest to visitors. These areas often are located in areas with affordable housing stock and commercial space.
5. **MakerSpace Innovation Districts:** In addition to considering strictly arts oriented uses, it is recommended that the City of Miramar conduct a detailed inventory of the size and scale of the buildings, blocks, and the nature of existing businesses in Historic Miramar to evaluate the subarea's potential as a hybrid arts/maker district. The current renaissance of small-scale production combined with tech and arts have begun to create hybrid districts across the county where creative, entrepreneurial people seek a mix of small-scale manufacturing users and an arts community.

The following case study research focuses on APA's definitions for cultural production districts to assist Miramar in developing a hybrid arts/light-manufacturing area that would be authentic to Miramar.

Existing Conditions

The eastern edge of Historical Miramar is currently characterized by an inconsistent development pattern, including a mix of disinvestment in some areas and burgeoning small-scale manufacturing and small business activity in others.

The area's strengths include:

- Accessible location with excellent proximity to the Florida Turnpike, I-95, and Miramar Parkway/858 East-West connector and 441 North-south connector

Miramar Economic Development Action Plan (2017-2021)

- Small cluster of maker uses occurring organically – small scale manufacturing with some expressive façade architecture/local authentic character.
- Modest building scale that can create village/infill scale initially, offering potential for quirky, authentic, and organic development.
- Overall area retail patterns indicate demand for specialty food in the area.
- Underutilized land nearby in the SR 7 corridor could be long-term opportunity for growth of this district.

Weaknesses to address include:

- Lack of immediately adjacent cultural and business anchors (small business centers of universities, arts) to focus development
- Fragmented land assemblage/ownership potentially necessary for long-term redevelopment
- Lack of area champion or critical mass of makers currently

Lessons from Successful Districts and Case Study Examples

To set the stage for considering options for Historic Miramar and building a community vision, it is helpful to review elements of successful districts.

The Texas Commission on the Arts, which has a robust program with many cultural districts of widely varying sizes and scales, has identified the following common factors among their most successful districts which may serve as indicators for Miramar:

- A unique and authentic identity that highlights what is special about the district and the community that is in place.
- Community support of the district is in place to ensure continued success.
- Strategic partnerships have been brokered that result in a variety of resources.

- Inclusive cultural and strategic planning has been completed that articulates a vision for the cultural district and the broader community.
- A district has sustainable artist live/work spaces that provide artists with a productive environment.
- A local developer has committed to the cultural district and understands the power of arts and culture in community and economic development.
- Anchor institutions and special events are in place and they are the cornerstones of the community and the district.
- Artists are partners, not products, and are valued as members of the community.
- Artist recruitment is an organized effort that shows how a community is willing to welcome new artists and facilitate their establishment.
- Events and venues are accessible to ensure that participation available to all of the community and visitors.
- Clear signage is in place so visitors and the community can recognize the boundaries. The signage can be enhanced with distinctive logos, maps and other visual materials.
- A user-friendly website with comprehensive information about the district is available for the community and for visitors.
- Marketing and promotion efforts are in place to attract visitors, potential residents and new businesses.
- Strong amenities such as restaurants, lodging and recreation bolster the efforts of the cultural district.

Recommended Actions

An authentic, organic, Historic Miramar Arts/Maker District could arise from an incremental revitalization of the area already seeing some infill development with some public and public/private programming and development support. This district would bring together the strength of the Caribbean community, Miramar's strong light-

Miramar Economic Development Action Plan (2017-2021)

manufacturing/technology base, the Cultural Arts Center anchor nearby and locational advantages of the area to create a district unique in the region.

The Navigation Boulevard Esplanade in Houston's East End is an excellent example of a small-scale neighborhood scale development intervention (a plaza) that transformed the community into a metropolitan area destination. A portion of a \$5 million ARRA stimulus grant funded the exciting, community-driven process that led to changes on Navigation, the "main street" of an historically Hispanic neighborhood. Residents and visitors now enjoy safe crosswalks, pedestrian level solar lighting, an active area of commerce, restaurants, events, and attractions. The esplanade itself also features amenities that are both functional and artistic. Pedestrian-level LED lamps are powered by solar generators with enough battery power to run year round, even on cloudy days. Benches in the esplanade are faux bois, made to look like centuries-old wood drawn from Spanish culture. The bench backs are tiled, and the seats have well-known sayings that are applicable to Texas culture and history. Bike racks feature Spanish and English words in script text. Overhead, an iron archway crosses the boulevard, and is fashioned like papel picata, with imagery of some of the original industry in the East End: shipping, railroads, and oil. The improvements have become an instant success, drawing many who had never been to the area before this artful intervention made the weekend-markets more functional and beautiful.

The Redevelopment Vision

An incremental multi-pronged approach is recommended to begin a wider revitalization of the Historic Miramar District centered on a light-manufacturing/maker-arts uses.

Short-Term Vision (1-3 Years):

- Support ongoing programming and management to drive population into the Historic Area (i.e., pop up events at the Shirley Branca Park, increased urban gardening activities, etc.)
- Articulate a shared community vision for the area from all segments of the community.

- Attract a developer/operator who will create a gathering place that will serve as a local Miramar draw for millennials and arts/technology creators (micro-brewery, coffee roaster, bread maker/bakery, or similar small scale clean manufacturing-social space or ethnic food that gathers people).
- Increase the utilization of Shirley Branca Park. Expand the capacity of Shirley Branca Park to host a variety of arts events and programming by developing a plaza or community esplanade anchored by Miramar Arts Center management and operations. An enhanced community events area in Shirley Branca Park is a viable destination for pop-up events, maker markets, and gatherings.
- Provide marketing support for citywide events held in Historic Miramar (through the Miramar Arts Center, cultural clubs or other entities).
- Foster light/maker-manufacturing in the District. As a first step, inventory maker businesses already in the area and more widely in Miramar; and provide small business support for target businesses.
- Assess whether local community college or corporate partnerships could support development of a maker space hub concept such as TechShop in the district that can serve as a magnet for creative professionals.
- Employ strategic code enforcement as needed to make area cleaner and safer to support district development as mixed-use arts/maker district.
- Develop a plan for streetscape enhancements, especially along the Gateway entrances to the district.

Mid-Term Vision (3-5 Years):

- In Mid-term, if the short terms goals are met, a new organization (whether volunteer or funded) would be helpful serve as a clearing house for events, local bulletin board.

- Complete Streetscape Enhancements throughout the major transit corridors in the TOC.
- Market opportunities for a Public/Private Partnership Pilot Project such as a Workforce/Artist Housing Development to include Multi-Use Workforce Housing and Destination Retail (dining/coffee/brewer), 75-100 market rate units, 10,000 sq. ft dining/entertainment establishment.

Long-Term Vision (7+ Years)

As has been the case in many of the case studies presented in Appendix A, including Flagler Arts Technology District, St. Petersburg Arts District, Gateway District Maryland and others, market-rate housing typically follows the creation of place and the establishment of a vibrant district:

- Multifamily Housing- Retail Development: Mixed-Use Residential and Destination Retail/Dining/Entertainment: 100-200 market rate units, 10,000-20,000 sq. ft dining/entertainment establishment.

Implementation Requirements

Public Funding Sources

- Establish a Tax Increment Financing District in the TOC and/or seek Broward County Redevelopment Program Funds for property assemblage / acquisition.
- Seek FDOT and other transportation grants for revitalization of key transit corridors.
- Seek City funding (i.e., General Fund) for small-scale public realm improvements and event programming.
- Create a Light-Industrial Maker Space Small Business Assistance Program.
- Explore City sponsored/funded event -marketing, and area branding.
- Partner with are non-profit organizations to explore funding from philanthropic and foundation sources.

Goal 4: Create a Unique Sense of Place in Miramar

Placemaking Recommendations: Town Center and Historic Area

Background

Miramar has the opportunity to encourage two distinct places within the City: The Town Center - a medium/large scale civic and regional arts hub and a smaller, more intimate neighborhood-scaled Historic Area small-business and cultural hub. It is recommended that the City of Miramar integrate multiple uses in each area and seek programming to support the organic development of unique gathering places in each area. This model of “hub and spoke” Placemaking programming efforts will serve to create and identify a sense of place throughout the City’s public spaces.

Existing Conditions: Town Center

Although Miramar Town Center is planned for civic, residential, office, and retail uses in proximity, the 2008 Recession interrupted the buildout process and diminished the development’s capacity to operate as intended.

Successful town centers are defined by animation of double-sided retail streets and open space to activate space to allow for community use. Examples of open space uses designed to encourage public gatherings include passive recreation provided by movable tables and chairs to encourage public gathering, planned small and large community events (such as yoga classes on the lawn, book readings, street musician performances, farmer’s markets, maker space demonstration project centers, pop-up food and other events).

Existing Conditions: Historic Area

The Historic Area has the opportunity to leverage the cultural and ethnic spirit of Miramar’s Caribbean community by creating a unique

gathering place for community members and local small business/makers located in the district.

The following case studies offer an example of how a small space in New York City was renovated into an exceptional gathering place with limited budget and how a historically Hispanic neighborhood in Houston, Texas has come into its own with a venue to host its own fairs and craft shows. Following the construction of a beautiful and well-thought out plaza drawing on Mexican-Texas heritage and design, the plaza now draws many citywide visitors to the area for craft markets. The neighborhood for decades was anchored by the original Ninfa's Restaurant, a popular family-owned Mexican restaurant which became a successful citywide chain, but the plaza has coalesced the community around a true gathering place.

Case Study Examples

Navigation Boulevard Esplanade Houston, TX – Public-Sector Driven/Special Tax District/

The Greater East End Management District was created in 1999 by the 76th Texas legislature as a tool for economic development and revitalization of the area. The District receives assessments from commercial property owners and uses funds for infrastructure improvements, beautification, security and public safety, workforce development, and other programs as designated by its board of directors. Assessments, received from commercial property owners, multi-unit housing properties with 13 or more units, and town homes without homestead exemption, are based on the assessed value of real property and hover around \$1,700,000 annually.

All programs and services are approved by a District Board of Directors comprised of East End commercial property owners, business owners, and residents, and are developed to:

- Create a safe environment within the District in both perception and reality
- Enhance the image of the District
- Improve infrastructure and amenities in the District

- Attract more business and investments to the District
- Improve business opportunities, in order to increase economic activity for the business property owners, tenants, and their customers

The District's marquee project is Esplanade at Navigation Boulevard. This public space creates a band of outdoor rooms for the community. Upon opening it has become the heart of the community, "El Corazon de la Comunidad." The wide esplanade and walkable, shaded sidewalks is home to a weekly farm market, with offerings from local organic farmers and vendors, each Sunday from 10 am to 2 pm.

The \$5 million ARRA stimulus grant that brought improvements to the nearby intersection of Sampson and York also funded the exciting, community-driven changes on Navigation. Residents and visitors enjoy safe crosswalks, pedestrian level solar lighting, an active area of commerce, restaurants, events, and attractions. The esplanade itself also features amenities that are both functional and artistic. Pedestrian-level LED lamps are powered by solar generators with enough battery power to run year round, even on cloudy days. Benches in the esplanade are faux bois, made to look like centuries-old wood. The bench backs are tiled, and the seats have well-known sayings that are applicable to Texas culture and history. Bike racks feature Spanish and English words in script text. Overhead, an iron archway crosses the boulevard, and is fashioned like papel picata, with imagery of some of the original industry in the East End: shipping, railroads, and oil.

Contact:

Greater East End District
3211 Harrisburg Blvd.
Houston, TX 77003
T. 713.928.9916

<http://www.greatereastend.com/east-ends-navigation-esplanade-in-the-news>

Freeman Plaza, New York City - Hudson Square Business Improvement District/Port Authority of NY/NJ

These two small pocket parks were created above the entrance to the Holland Tunnel to create a friendlier pedestrian environment and promote safer pedestrian access across a busy intersection. They carve out a gathering place for workers in this predominately business district. The BID staff notes that costs for these types of public open spaces vary greatly due to (in-kind) contributions of project partners, and city. Local foundations and area businesses often provide support. For these parks, the fencing, platforms of recycled materials set in gravel, landscaping and moveable furniture were the largest costs. It is best to commission a schematic design to accurately estimate cost.

Funding for many placemaking activities in such venues comes from a combination of local government, local businesses, local foundations. In addition, there are some national grants. For example:

National Association of Realtors Placemaking Initiative

With funding from NAR, the Michigan Association of Realtors (MAR) awarded \$20,000 in Placemaking grants to nine applicants from the Greater Lansing Area. Grants of \$500 to \$2,500 were given to projects for the first phase of MAR's Lighter Quicker Cheaper (LQC) Placemaking initiative. Projects include:

- **The historic Dimondale Walking Tour:** Residents and visitors can now take a walking tour of Dimondale and learn about historic places and events. New signs along the trail provide the historical perspective, and new benches provide opportunities to stop and rest.
- **The Trowbridge Village Neighbor Station:** Close to Michigan State's south campus, the Trowbridge neighborhood established a free library, along with a comfortable place for residents of all ages to relax, learn and share.
- **The Barnes Street Community Garden:** Multiple local groups and volunteers joined in the effort to build a community garden

and gathering area that enables neighbors to grow fresh produce and enjoy art in the company of friends.

Recommended Actions

Miramar Town Center

Recommended placemaking actions are connected to Goals 1: Diversify the Tax Base to Enhance Economic Competitiveness and Resilience and Goals 2 Expand Urban Innovation & Revitalization Activity (implement recommended MTC development strategy) in terms of activation of public open space and programming goals related to the Miramar Cultural Center.

It is recommended that the City of Miramar seek opportunities for public/private partnerships to expand Placemaking activity. For example, it is typically the role of the Master Developer to maximize a Town Center's place-making potential through focused retail recruitment/retention and Placemaking programming. This is an aspect of current conditions in the Miramar Town Center Area that requires action.

The Town Center does not have a comprehensive space programming and management function. Given that each development Block is at different stages of construction, tenanting, ownership, management, it is difficult to effectively execute a sustained retail recruitment strategy and Placemaking programming.

Appendix 5 offers suggestions regarding the types of events and efforts that have been successful in the town centers and unique neighborhoods nationally to ensure that short-, mid-, and long-term management tactics are in place to guide the City of Miramar's Placemaking efforts going forward.

Historic Area

Managing and programming neighborhood scale places takes a sustained effort. Initially to identify and design gathering places, and then to sustain the programming required to enliven the place with events. Case studies of successful districts show that leadership by volunteers has been critical to initial success.

Implementation Requirements

Miramar Town Center

The following Community Marketing, Branding & Placemaking recommendations are provided to ensure the successful development of the Miramar Town Center's retail uses:

- On-Site Programming and Management to ensure open space is actively programmed and clean and safe. The goal of the programming is to animate the open space through the day and evening. Leveraging the public space for events that draw many market segments to the town center will help the retailers, arts center and will build the sense of the Town Center as belonging to the community. Programming should be curated to bear out that the Town Center is an exciting place to come upon music, arts, performances, diversion.
- Fully implement the City's proposal wayfinding signage program using cohesive branding ("It's Right Here in Miramar...").
- Coordinate leasing between retail owners in the Miramar Town Center to ensure adjacencies of retail users are effective and generate the synergies of dynamic town centers.

Historic Area

The following Community Marketing Branding and Placemaking recommendations to support the successful development of a Historic Area's neighborhood hub:

- As outlined in the strategies for Goal 1: Diversify the Tax Base to Enhance Economic Competitiveness and Resilience (establish a business incubation program), it is recommended that the City of Miramar identify and program an open space hub for the Historic Area that builds upon the cultural richness of the Caribbean community and ties to the redevelopment area for maker spaces. The optimal location for this activity is currently identified as the Shirley Branca Park band shell area.

- As outlined in Goal 1: Attract an anchor food user.
- As outlined in Goal 1: Once the maker inventory is completed, celebrate the unique offerings of the area's makers through articles in local publications, fairs and tours.
- Identify volunteer leadership to spearhead programming of the neighborhood hub.
- Apply for NAR's "Placemaking Initiative" provides grants ranging from \$500 to \$2,500 to help state and local Realtor associations plan, organize, implement and maintain Placemaking activities in local communities.

Goal 5: Tie Together Miramar's Distinct Neighborhood Subareas into a Cohesive City

Marketing and Branding Initiatives

Background

Within the City of Miramar, the EDAP is specifically focused on how to both unify the City's cohesive identity as a whole while also identifying opportunities for new development activity and urban revitalization in Historic Miramar (the Transit Oriented Corridor), West Miramar, and the Miramar Town Center Area.

Existing Conditions

The City of Miramar is characterized by long and narrow jurisdictional boundaries oriented along primary suburban transportation corridors. Although the City has invested in anchor institutions with a regional market draw (Miramar Town Center, Miramar Cultural Center, Miramar Regional Park, Ansin Sports Complex, Shirley Branca Park/Multiservice Complex/Youth Enrichment Center, and Miramar Amphitheater), the City is lacking a sense of place and would benefit from executing a targeted community marketing/branding and Placemaking campaign.

Lessons Learned from Case Study Research

According to the National Association of Realtors, Placemaking helps people develop a strong stake in their community and a commitment to continuously make things better. Strong communities draw an ethnically, culturally, and socially diverse population. In many communities, it's not just the built space that benefits the neighborhood, it's also the Placemaking effort that draws people together and get to know each other.

NAR lists five key attributes for a Placemaking project:

- **Access:** The place is accessible and well connected to other places in the neighborhood.
- **Comfort:** The place will offer comfort, safety and attractive surroundings.
- **Activities:** People would be able to participate in activities in the place.
- **Sociability:** People will want to gather, meet neighbors and come back.
- **Visibility/Brand Recognition:** The general public is aware of the location and value of the place. It is a known destination due to widespread recognition of the place as a positive experience.

Recommended Actions

It is recommended that the City of Miramar fully implement the proposed wayfinding and signage program. The proposal includes the installation of new monument (Welcome) signs with night-time lights to define the City's entry points and overall streetscape, and create a clear brand and identity for the City.

The City's existing signs do not have lighting systems which leaves them dark at night. It is recommended that the new signs should consider solar power light system plus provide directional information. The new signs should be designed to identify logical traffic patterns that enable people to move easily from one spot to another without confusion.

The project will start with the construction of Public Informational Signs with digital LED displays at the site of the Miramar Cultural Center, the Regional Park and Shirley Branca Park. These signs will announce the upcoming events at the performance arts centers to drivers passing by. The next phase of the project will be city limits or gateway Monument Signs to replace the City's existing 17 "Welcome to Miramar" signs as part of the City's "Wayfinding" signage program.

The signs to be replaced are located throughout the City at key locations along Miramar Parkway, Pembroke Road, US 441/SR 7, University Drive, Douglas Road, Palm Avenue, Red Road and other strategic routes.

In addition, guidance or wayfinding signs will be added in a future phase to direct travelers to main city facilities.

The second fundamental recommendation is to expand the City's gathering place infrastructure such as moveable café tables and chaise lounges on low-cost decking in park areas in West Miramar, the Miramar Town Center and the Historic Area.

By using the same distinctive bright Caribbean themed colors (see example of furniture in bright blues and greens on the following page) in each area, the City will achieve a cohesive sense of place from East to West as a destination for curated programming.

Implementation Requirements

- Capital funding from City of Miramar General Fund to enhance public realm improvements in existing park locations (movable furniture) and fully fund and implement Wayfinding campaign.

Examples of Low Cost Public Realm Improvements and Branded Wayfinding for Destinations



The following graphics provide examples of low cost public realm improvements and branded wayfinding for destinations.

Top Row: Freeman Plaza, located at the Hudson Tunnel in Manhattan was constructed for a total cost of \$180,000 including grading, movable café tables and chaise lounges, and the decorative perimeter fence. The funding was secured through a combination of contributions from the New York Port Authority and the Lower Manhattan Business Improvement District.

Bottom Row: The pop up ethnic food vendor stalls are located at the entrance to Brant Park in New York City, also supported by Business Improvement District funding.



IV. Ongoing EDAP Monitoring and Reporting

The EDAP's programmatic goals and objectives are tied to specific recommended actions that are structured to effect positive change in the Miramar community. For Economic Development Action Plans to be successful, economic development managers need metrics.

Tracking economic development metrics will:

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

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

1. **Deals:** Creation of jobs and wealth from outside of the City of Miramar (inbound growth).
Key Metrics: Deals closed, deals in the pipeline.
2. **Promotions:** Generation of awareness and inquiry into what the City of Miramar has to offer for businesses and residents.
Key Metrics: Awareness, inquiries per month.

3. **Retention/Entrepreneurship:** Creation of jobs and wealth from within the City of Miramar (internal growth).

Key Metrics: Meetings, issues resolved, new policies.

4. **Infrastructure:** Improvement of the business community through policy, transportation, infrastructure and workforce development.

Key Metrics: Projects built, legislation passed, value of new funding secured for program implementation.

This framework is intended to provide the City of Miramar with a structure to measure the success of the proposed EDAP's programmatic goals and objectives.

The following Figure 9 provides an illustrative example of variety of "prosperity" metrics that can be tracked in a simple Microsoft Excel spreadsheet and incorporated in the proposed bi-annual Economic Development Update.

Strong working partnerships with academia, local and regional economic development organizations, trade associations, and the Chamber of Commerce are critical for successful implementation of the EDAP and regional recognition of the priority Miramar is placing on economic development within the City.

This content should be incorporated into the redesigned City of Miramar website and also disseminated to the Developer Consortium, the Chamber of Commerce, and other peer organizations to further raise the profile of Miramar as a highly competitive place to live, work and recreate. Tracking these metrics is also an important ingredient in creating a sense of place in Miramar. Relocating employees and executives especially want to know that they're moving to a great place for the families with a strong economy.

The Economic Development Scorecard/Tracker will enable City staff and elected officials to better represent the Miramar community and the vision of what the community wants to become. The City of Miramar has the opportunity to use these data to tell the Miramar story and build that value proposition.

Miramar Economic Development Action Plan (2017-2021)

Figure 9: Economic Development Scorecard/Tracker Example

1. Diversify Miramar's Tax Base to Enhance Economic Competitiveness and Resilience	FY2016 Baseline /1	FY2017 Target
Number of Small Businesses Assisted	15	+10%
Number of Code Violations Resolved	10	+10%
Retail Vacancy Rates	5%	-2%
Retail Rents	\$7 / sq. ft.	+10%
Office Vacancy Rates	7%	-2%
Office Rents	\$23 / sq. ft	1%
2. Urban Innovation & Revitalization / Building Unique Healthy Places		
Building Permits and New Applications for Development	25	+10%
# & \$ Value of New Development Applications Submitted	\$250 M	+10%
\$ Value of Building Permits	\$250K	+10%
# & \$ Value of Projects Approved by Commission	15 / \$350M	+10%
Business Outreach Activities	12	+10%
# of Corporate Outreach Visits	25	+10%
# & \$ Value of Corporate Incentives (company name, committed hires, & capital investment approved)	\$1.2 M	+10%
Number of Events attended/Hosted (Bi-annual Developer Consortium, MRO Miami, etc.)	4	+10%
Number of Businesses Attracted to New Businesses Incubation Space	0	+10%
3. Leverage Arts, Entertainment & Sports Assets		
Number of Annual Amphitheater Visitors	0	+10%
Number of Annual Miramar Cultural Center Ticket Sales	3,500	+10%
4. Achieve a Sense of Place in Miramar as a Unique Destination		
TOC Arts Linkage Fees	\$0	+10%
Cultural Arts Grant Funding Awards	\$250K	+10%
5. Tie Together Miramar's Distinct Subareas		
Number of Wayfinding Signs Installed	0	+10%
Acres of Public Space Converted from Passive to Active	0	+10%

1/ Hypothetical values for illustrative purposes only and subject to change.

Source: Willdan, 2016

Part II: Appendicies

Miramar Economic Development Strategic Plan

Part II: Appendices

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Appendix 1: Real Estate Market Overview

The City of Miramar is in the final stages of achieving full buildout of the City - a critical phase in its development cycle. Over the past several decades, Miramar has transitioned from rural to suburban to urban, with farm fields being transformed into single-family subdivisions, shopping centers, and office/industrial parks. Most of the developable land in the City has now been built upon. The remaining developable land is owned by Sunbeam and is currently undergoing internal planning for future development.

The City has been very successful in attracting light manufacturing/industrial development and tenants. Miramar has not, however, achieved its fair share of retail/dining/entertainment uses as illustrated in the Miramar Town Center Retail Strategy.

In order to remain competitive in the regional market as a destination for residents and businesses, the development of remaining parcels should be considered in the context of enhancing the market position of existing properties.

Given these general market conditions, the City of Miramar should target mixed-use residential with high quality public realm improvements (gathering places for people) in each of the subareas evaluated for redevelopment.

Rationale for Recommended Economic Development Strategies

The following real estate market overview provides a snapshot of Miramar’s current competitive position within the regional marketplace through the real estate developer’s perspective, including:

- Strong demographic & economic indicators
- Household and income growth projections
- Employment growth trends
- Labor pool (competitive educational attainment & prime workforce age)
- Favorable tax burden/cost of doing business
- Cutting edge incentives/favorable regulatory environment

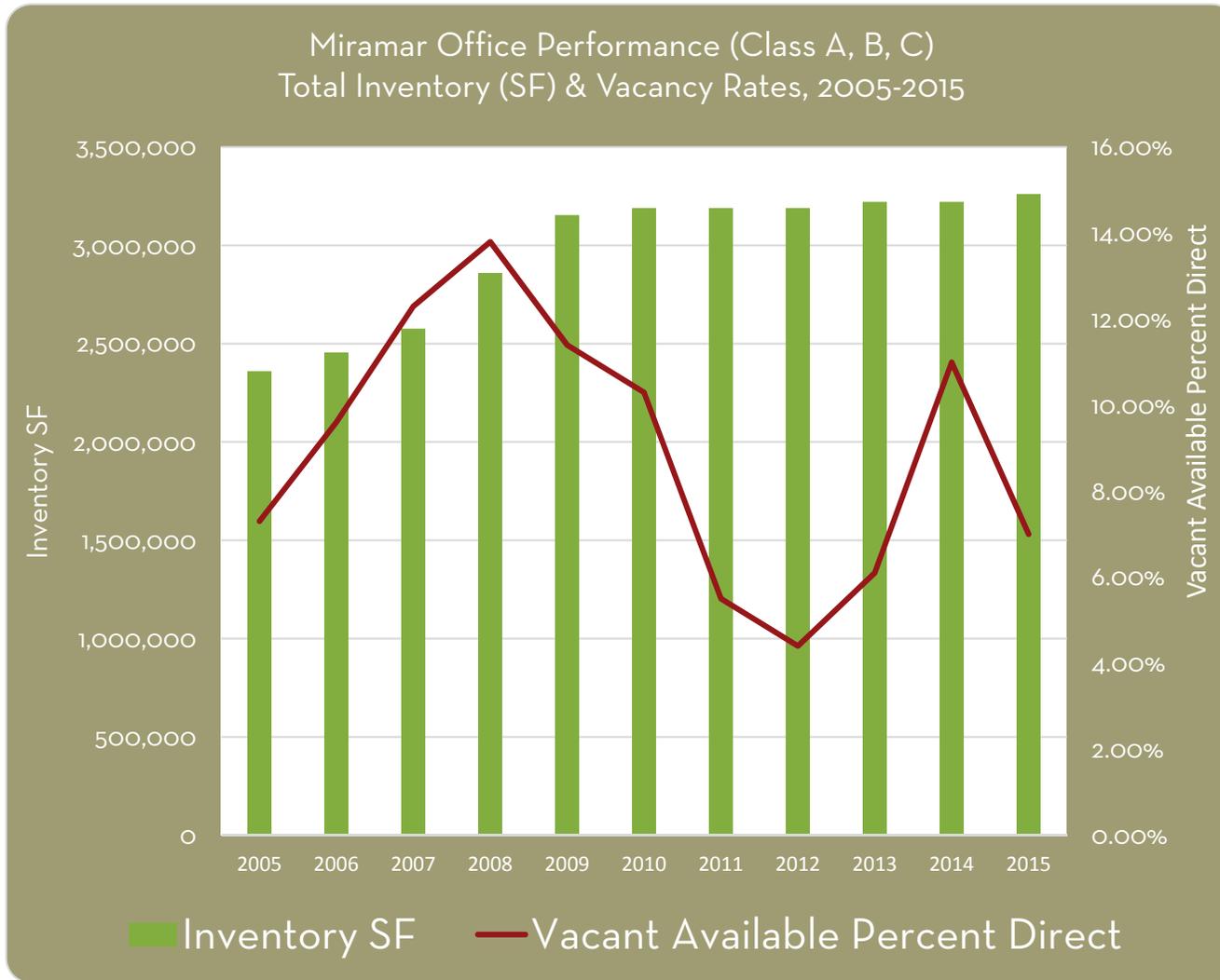
- Increasing traffic counts on primary transit corridors
- Highly competitive location / transportation linkages
- Strong real estate economics across all product types
- Attractive Land values (regional context)

These data suggest that Miramar is projected to continue strong growth in households, household incomes and associated retail spending power through 2020.

City of Miramar Households & Incomes		Net Change		
		2015	2020	2015-2020
Households	39,098	41,571	2,473	6.3%
Median Household Income	\$66,296	\$72,855	\$6,559	9.9%
Average Household Income	\$80,816	\$89,806	\$8,990	11.1%
Per Capita Income	\$24,706	\$27,428	\$2,722	11.0%

Source: ESRI, Willdan, 2016

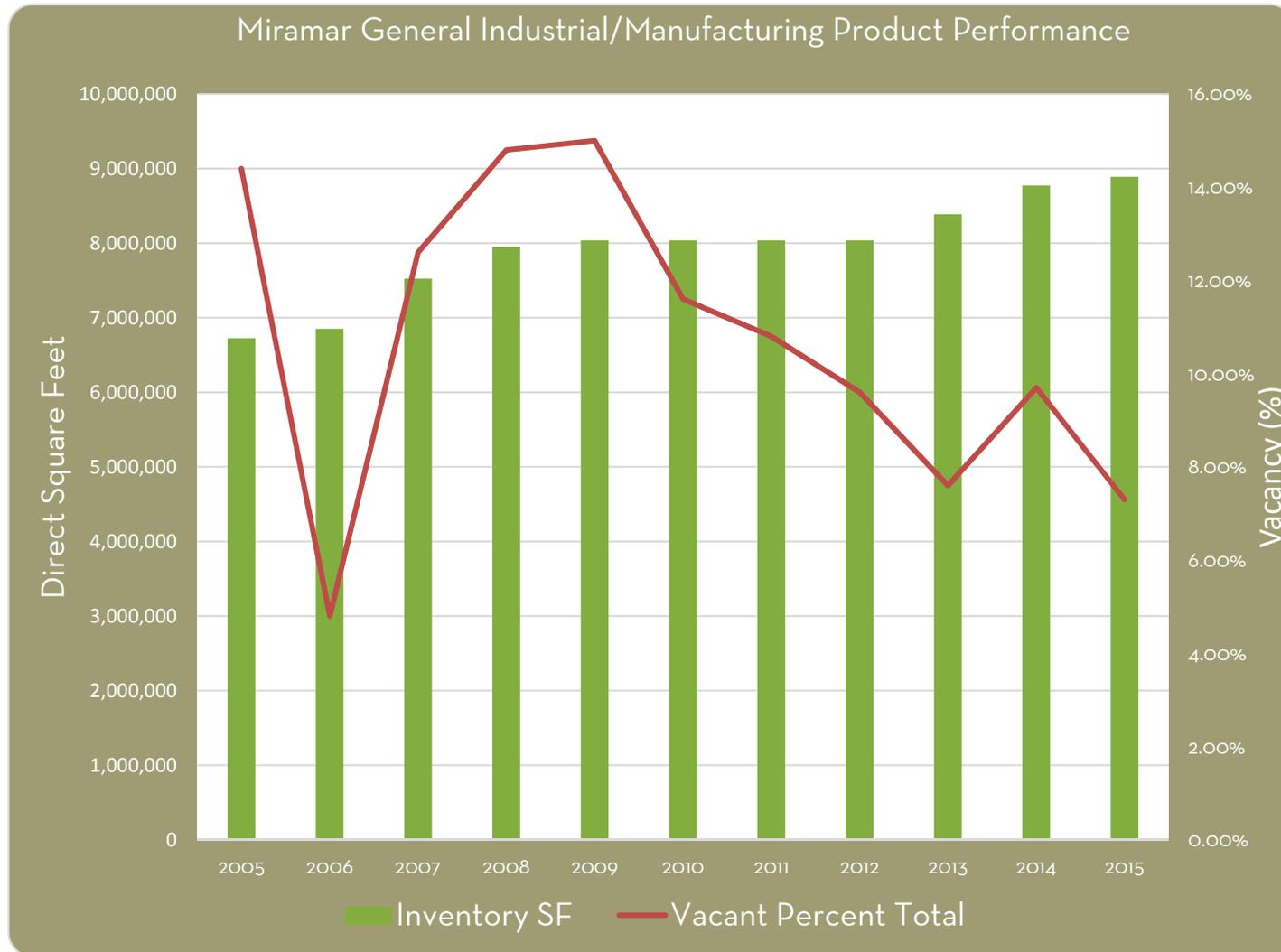
Office Market Performance



Miramar's stable economy is anchored by strong real estate fundamentals.

Office inventory grew from 2.4 M sq. ft. in 2005 to 3.3 M sq. fit in 2015 while vacancy rates declined from a high of 14% in the 2008 Recession to 7% in 2015.

Miramar General Industrial/Manufacturing Product Performance



Miramar’s Industrial/Manufacturing concentration is an economic engine of the region.

Industrial inventory grew from 6.7 M sq. ft. in 2005 to 8.9 M sq. ft. in 2015 while vacancy rates declined from a high of 15.3% in the 2008 Recession to 7.3% in 2015.

Class A vacancy rates are reportedly less than 3%.

Figure 1: Miramar General Industrial/Manufacturing Product Performance: Lease & Vacancy Rates



Miramar's Industrial/Manufacturing inventory rents grew from a low of \$7.05/sq. ft. in 2012 to \$8.27/sq. ft. in 2015 while vacancy rates declined from a high of 15.3% in the 2008 Recession to 7.3% in 2015.

Class A rents for sublet spaces achieve \$10 to \$15/sq. ft.

City of Miramar Industrial/Warehousing Tenants, 2016

Miramar's Industrial/Manufacturing tenant base outperforms the Broward/Miami-Dade Regional market.

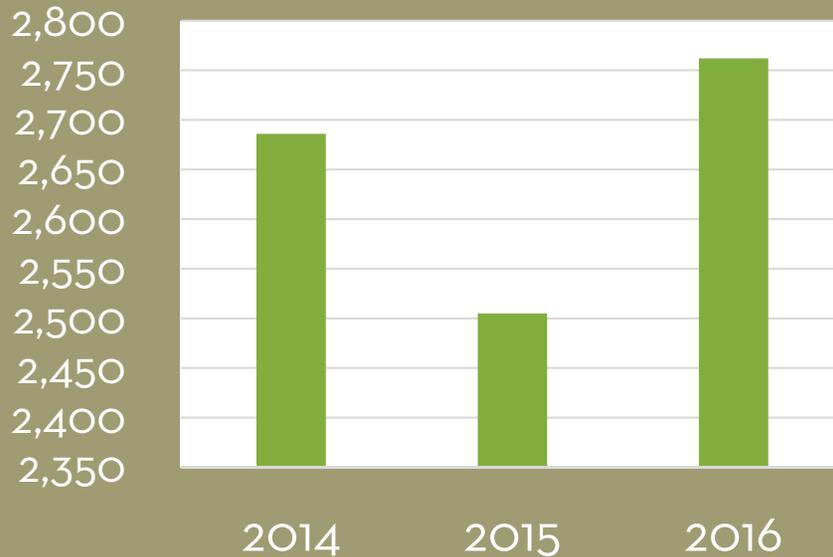


Source: Sunbeam, 2016

Residential Market Overview

Strong Miramar-Pembroke Pines residential submarket performance during 2013-2015 included nearly 2,800 new units delivered.

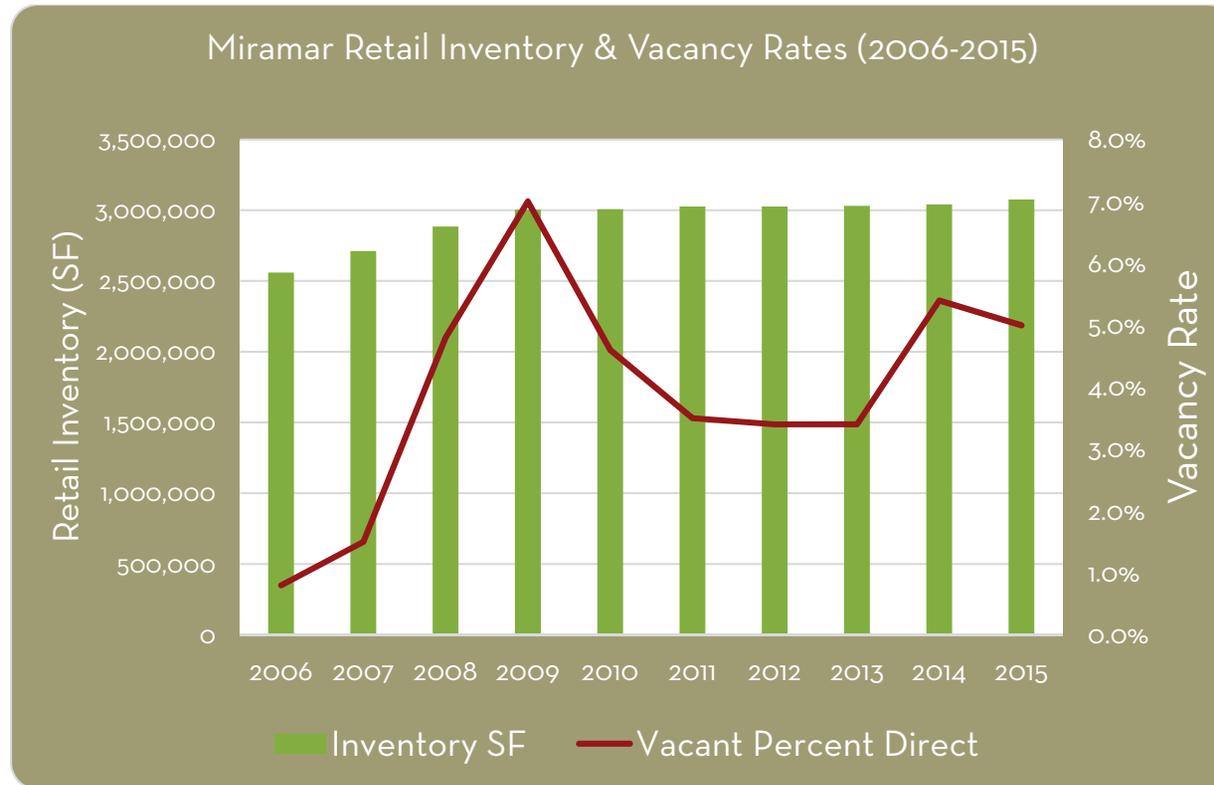
Multifamily Rental Units Delivered,
2014-2016



Residential Market Indicators

- 95% occupancy
- Occupancy projections for 2016-18 at 96%
- Rental lease rate growth = 4-6%/year since 2013
- Lease rate projections for 2016-2018 = 3.4%-5.0%
- Recent submarket performance supports new construction activity:
- 651 units absorbed in the submarket in the last 12 months
- \$1,837/unit/month average asking; \$1,768 average effective lease rate
- \$1.69/SF asking and \$1.63/SF effective
- Average absorption rate of 17 units/month
- 5-year household/income growth rates indicate continued demand seeking new supply
- Market Pipeline: Fort Lauderdale-Pompano Beach-Deerfield Beach

Retail Market Overview



Retail Market Indicators

- Occupancy and rent growth keeping pace with new inventory (2.6 m sq. ft. in 2007 increased to 3.5 m sq. ft in 2015)
- 95% occupancy in 2014
- 2018 occupancy projected to reach at 96% signals pent up demand for new space
- Rent growth of 4-6% per year since 2013

Retail Site Selection Criteria	City of Miramar Performance
Population Density and Population Trends	332,025 households within 20-minute drive time of Miramar Town Center, growing at 1.3% annually
Gross Retail Spending Power	\$5.6 billion in disposable income in 2015, growing by nearly \$1 billion to \$6.7 billion in 2020
Total Retail Trade Potential by Category - Gap Analysis	Evidence of retail leakage equal to \$317.5 million annually, or potential support for nearly one million SF of new retail in the categories of specialty food stores, full-service restaurants, and leisure goods (sporting goods, hobby, book/music stores)
Retail Competition (20 Minute Drive Time)	CoStar data reports 105.6 million SF of retail supply in Broward County alone. Key competitive retail centers include The Shops at Pembroke Pines, Miami Gardens, The Shops at Bal Harbor, and the outlet “category killer” of Sawgrass Mills (2.3 million SF within 25 minutes)
Adjacent Retail Planned/Under Construction	City Place Doral and The Shops at Downtown Doral will deliver more than 430,000 SF of lifestyle retail by 2018
Existing Retail Performance	<p>CoStar data for the City of Miramar indicates healthy performance:</p> <ul style="list-style-type: none"> ▪ Supply: 3.1 million SF ▪ Direct Vacancy Rate: 5% ▪ Average Lease Rate (NNN): \$23/SF – supportive of new construction ▪ Positive Net Absorption (2006-2015; 45K SF absorbed in 2015) ▪ Retail Space Under Construction: None

Source: ESRI Business Analyst; International Council of Shopping Centers; Willdan, 2016

Retail Site Selection Criteria	City of Miramar Performance
Placemaking Programming (Live/Work/Play & Public Realm)	The Miramar Town Center and Miramar Arts Center offer a unique, high quality experience for the visitor, the ongoing construction activity has limited the ability to fully activate the site through sustained programming such as pop-up events, kiosk vendor program, food truck rallies, etc. The addition of this programming would be critical to achieving the Center's full potential
Nature of Zoning Regulations, Covenants and Entitlements	The current covenants and entitlements associated with Block 2 do not maximize the marketability of the site
Availability of Access/Visibility and Traffic Counts	Traffic counts are sufficient to meet the minimum threshold requirements of targeted retailers (25,000 VPD+), the current estimates at Red Road are 56,000 VPD in comparison to competitor sites to the north (150K+) and south (90K+)
Design Elements	Double-sided retail as a critical design element for retailers to achieve functional walkability

Source: ESRI Business Analyst; International Council of Shopping Centers; Willdan, 2016

In terms of the relationship between available market demand and market supply, the data suggests that notwithstanding substantial retail market supply there is evidence that retail leakage (demand) is occurring in the local submarket area (defined as a 20-minute drive time from Miramar Town Center) in certain spending categories that would be supportive of a destination service retail concept at the Town Center.

According to ESRI Business Analyst and CoStar data, there are 28 major shopping centers with 1,294 individual stores offering more than 10 million square feet of gross leasable retail area within a 20-minute drive time of the Miramar Town Center (refer to Appendix A for detailed data).

Concurrently, the submarket contains more than 320,000 households and average household incomes of \$72,500 per year, or \$23 billion in total household income.

Assuming consumer expenditure behaviors reported by the US Consumer Expenditure Survey, approximately 25% of gross household income may be available for retail and other consumer expenditures.

This translates to approximately \$5.8 billion in available spending power within the retail submarket (excluding inflow factors from outside the trade area boundaries illustrated by

Looking to future growth potential, there are expected to be 10,561 new households by 2020. The following table illustrates that these households are expected to generate nearly \$1 billion in net new retail spending power over the next five years. However, competition for high quality retailers in the “lifestyle center” category is expected to increase as new projects come online in adjacent trade areas.

RETAIL SPENDING POWER	2015	2020	Net Change
Households	321,464	332,025	10,561
Avg HH Income	\$72,501	\$81,655	\$9,154
Total Household Income	\$23,306,461,464	\$27,111,501,375	\$3,805,039,911
Consumer Expenditures ¹	24.7%	24.7%	24.7%
Retail Spending Power	\$5,756,695,982	\$6,696,540,840	\$939,844,858

¹ As a % of Total HH Income based on the US Consumer Expenditure Survey, 2014.

Source: ESRI Business Analyst; Willdan, 2016.

Within this concentration of major shopping centers in the primary submarket area, there is evidence of both market over-supply and retail leakage according to certain retail spending categories.

For example, based on the retail gap data reported by ESRI Business Analyst in the following figure, it is not likely that the Town Center would attract large format apparel and furnishings stores.

In terms of retail-use mix, while an end cap site or a location near a major entry would be desirable for a drugstore, it appears that this category is over-supplied in the current local market (defined as a 20-minute drive-time from the Miramar Town Center). According to ESRI, there are 586 Health and Personal Care stores within a 20-minute drive time of Miramar Center reporting sales of \$688.0 million in sales in comparison to a sales target of \$1.2 billion, or oversupply equal to \$517.5 million in annual sales.

However, there is evidence of new retail demand (retail leakage) for Specialty Food Stores, Full Service Eating & Drinking Places (restaurants), and Leisure Goods (Sporting Goods, Hobby, and Book & Music Stores). Together, these categories are reporting approximately \$317 million in annual sales leakage (represented as the difference between spending power and available supply). Assuming an average investment-grade retail sales productivity rate of \$350 per SF, this available retail spending represents potential for nearly 908,000 SF of new retail somewhere in the submarket area.

The category with the greatest leakage is Eating and Drinking establishments (full-service restaurants in particular). This category is further supported when analyzing projections of available spending power over the next five years (2015-2020).

In review of individual retail categories reporting leakage and current tenant mix, the Town Center's retail recruitment strategy should focus on "low hanging fruit" in the most visible locations of vacant space and particularly in Block 2.

Given area retail offerings and the current tenant mix at the Town Center, it is recommended that the tenant recruitment strategy focus on attracting a critical mass of service retail anchored by destination uses such as a small format ethnic grocery store, Urgent Care outlet,

and boutique pharmacy that could be cross-subsidized by other uses to offset the oversupply for Health and Personal Care uses in the submarket (in effect, the use would be included as an amenity to make the use-mix work but may not achieve market rents).

In terms of the space requirements of any of these service destination retailers, they should be in an easily accessible location and not surrounded by a number of dark stores at night (as would be the case with a non-retail use on the ground floor of Block 3 if Property and Evidence is located there).

While a destination service retail tenanting strategy in the Town Center appears to be feasible, the recommendation is considered on the condition that it is coupled with programming. It is important to note that at this location, the Town Center is designed to function as an urban center in a suburban transit corridor. In effect, a concentration of functional service retail alone will not make a place work without sustained programming. A strategically placed retail/dining cluster within the center may be well-situated on Block 2, visible from Red Road, and would serve to provide a missing programming and space activation anchor in the complex.

In summary, it is important for the Miramar Town Center to achieve buildout and fully execute a sustained retail recruitment program to capture its "fair share" of current and future projected local retail spending power.



\$(1,200.0) \$(1,000.0) \$(800.0) \$(600.0) \$(400.0) \$(200.0) \$- \$200.0 \$400.0

	Full Service Eating & Drinking Places	Sporting Goods, Hobby, Book & Music Stores	Specialty Food Stores	Limited Service Eating & Drinking Places	Furniture & Home Furnishings Stores	General Merchandise & Apparel	Health & Personal Care Stores	Food & Beverage/ Grocery Stores
■ 20-Minute Drive Time	\$152.6	\$123.8	\$41.2	\$(44.6)	\$(599.7)	\$(457.0)	\$(517.5)	\$(1,039.0)
■ City of Miramar	\$125.3	\$61.9	\$41.2	\$(44.6)	\$(299.8)	\$(457.0)	\$(517.5)	\$(1,039.0)

Appendix 2: Economic Profile Report – City of Miramar & Broward County

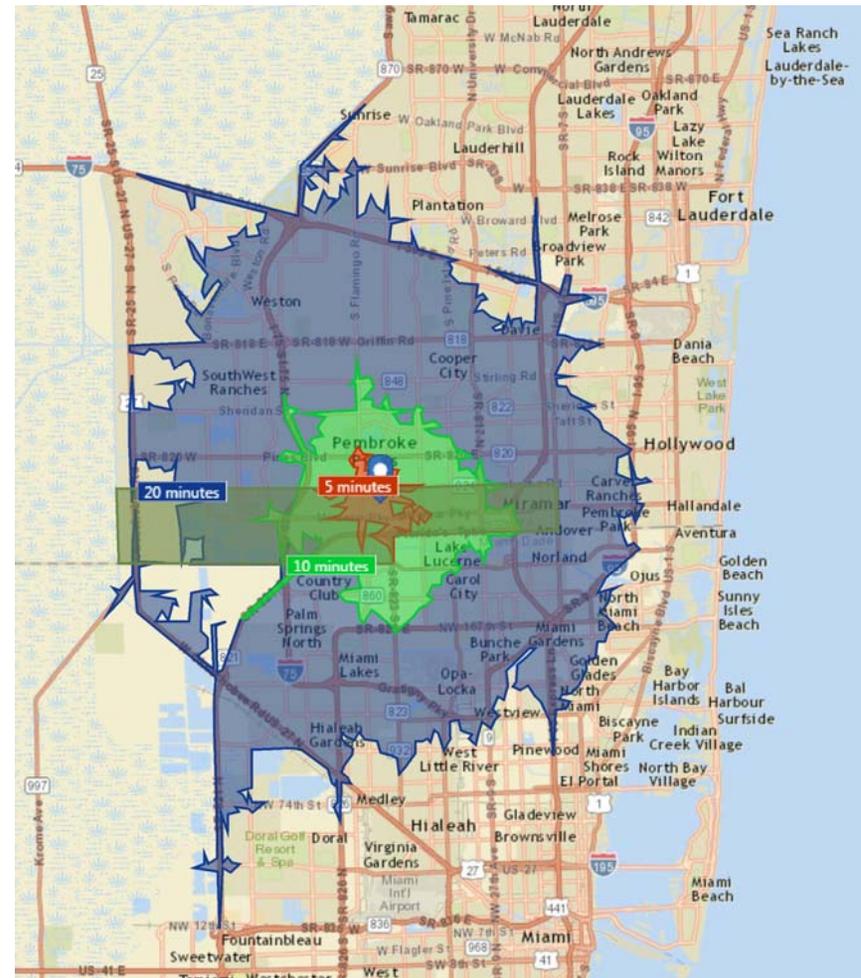
The City of Miramar is located in the center of the center of the southern border of Broward County, Florida. The City has experienced significant residential building activity and associated population growth over the last 10 years and is reaching total buildout with limited land remaining of the City's total 31 square miles for new development. Its tax base relies on a healthy mix of commercial, residential and retail property taxes. To ensure the economic sustainability of the City of Miramar, the City seeks to leverage its investment in public assets such as the Miramar Town Center and Miramar Arts Center, maximize infill redevelopment opportunities, and achieve a sense of place as a cohesive community through Placemaking, marketing and branding initiatives. To fully evaluate the potential for development opportunities that could result from the Economic Development Strategic Plan initiative, it is important to take a regional market perspective.

Ultimately, redevelopment in the City of Miramar must be structured to maximize the opportunity to promote economic opportunities and create permanent jobs; provide for cultural and economic sustainability; improve the regional environment; and efficiently utilize urban space to diversify municipal revenues. Accordingly, the following geographic areas are included in the demographic and economic overview:

- City of Miramar, Florida
- Broward County, Florida
- Regional Submarket (20-minute drive time from the Miramar Town Center)

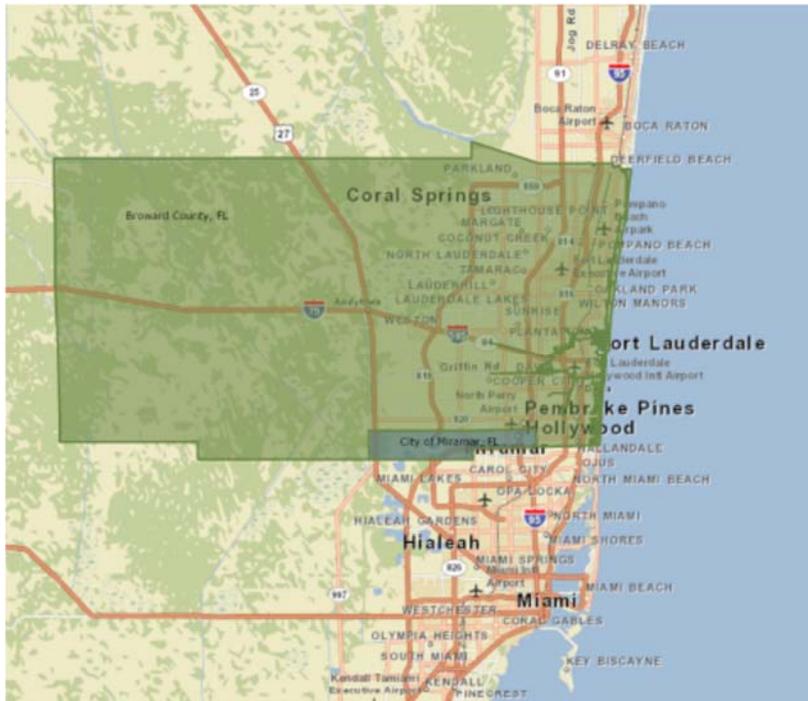
The demographic data reported for the City of Miramar and Broward County are intended to provide a five-year trends analysis to illustrate the characteristics of the market's population density and growth trends, spending power, educational attainment, commuting patterns, and consumer preferences.

Figure 2: Regional Submarket Boundaries – 5-, 10- & 20-Minute Drive Time from Miramar Town Center



Data for the submarket boundaries associated with the five-mile radius and 20-minute drive time from the Miramar Town Center were established to indicate the universe of “regional” market demand and to specifically evaluate the market demand for a range of conceptual redevelopment uses identified by the EDAP as opportunity sites for infill investment and development. These findings are based on primary research collected from regional real estate brokers and developers, further supplemented by ESRI Business Analyst, a demographic and economic forecasting company.

Figure 3: City of Miramar and Broward County, FL



Summary of Demographic and Economic Trends

To inform the EDAP and specifically examine the demand potential for a range of redevelopment opportunities in the City of Miramar, key demographic and economic trends in City and the region were evaluated. These data—including population, households, income, household migration, lifestyle segmentation, at-place employment, and others—form the basis for understanding future economic development policies and funding priorities.

Demographic and Economic Context: City of Miramar and Broward County

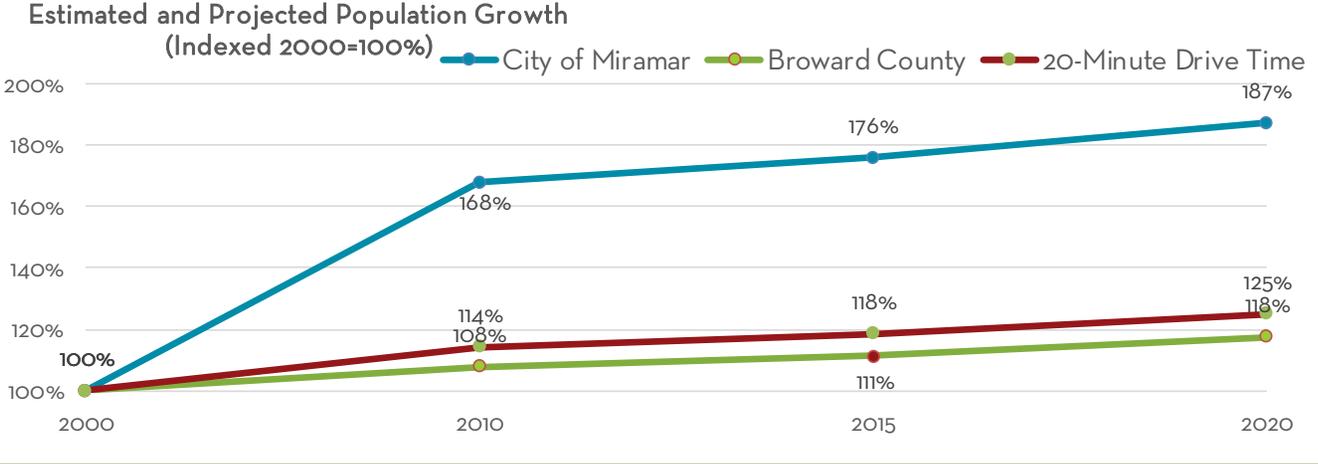
Insight into the demographic and economic data of the City of Miramar in the context of Broward County illustrates the overall economic and social conditions of the area. These data are compared with U.S., as appropriate. These data points are often what a retailer or national developer will examine prior to making investment decisions in the area, and therefore can present a picture of the competitive position of the region and the potential priority redevelopment sites within the City and region as whole.

Miramar is experiencing one of the fastest population growth rates in Broward County

Figure 4: Population Trends & Projections, 2000-2020 - City of Miramar

Population Growth Trends & Projections

Population	2000	2010	2015	2020
City of Miramar	72,710	122,041	127,956	136,176
Broward County	1,623,018	1,748,066	1,807,083	1,908,027
20-Minute Drive Time	845,985	966,412	1,002,104	1,056,991



Population Characteristics

In the City of Miramar, the current year population is 127,956.

In 2010, the Census count in the area was 122,041. The population growth rate since 2010 was 0.91% annually. The five-year projection for the population in the area is 136,176 representing a change of 1.25% annually from 2015 to 2020. Currently, the population is 47.3% male and 52.7% female.

Miramar represents 7.1% of Broward County's population of 1,807,083 residents. Broward County is expected to grow at a slower rate when compared to Miramar (118% over 2000 population in comparison to 187% in Miramar).

Race & Age Characteristics

Persons of Hispanic origin represent 38.6% of the population in Miramar compared to 17.6% of the U.S. population and 28.5% in Broward County. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 80.1 in Miramar, compared to 63.0 for the U.S. as a whole.

Within Miramar, the population is younger than in Broward County and the U.S. In 2015, the median age in this area is 34.2, compared to the U.S. median age of 37.9 and 40.7 in Broward County. On the other hand, the population in Broward County has nearly equal distributions between its youth (0 to 24), prime workforce age (25 to 54 years old), and 55 years and older.

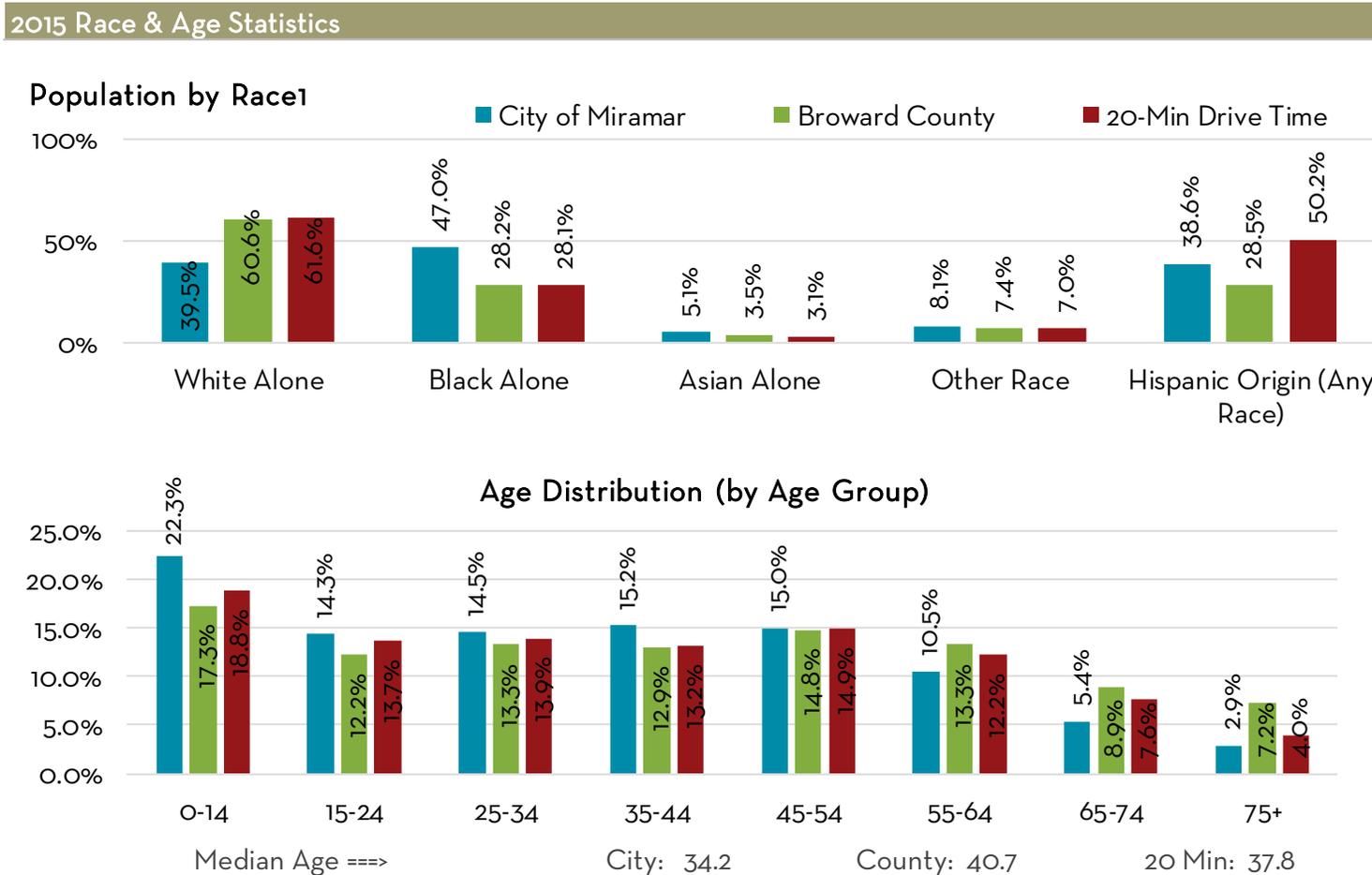
These shares of population by age group are expected to change in each age segment by 2020, with the most substantial increases in children age 0 to 14 and empty nesters/elderly residents age 55 and older, reflecting a combination of new family formation and the aging of the Baby Boomers.

The most positive economic indicator of Miramar's demographics is illustrated by the projected proportion of prime workforce age population 25 to 54 years old (45% versus the U.S. average of 32%).

This is important as it demonstrates an active segment of the general population with **higher than average retail spending behaviors** related to household formation needs.

It is also a **primary indicator** utilized in site selection decisions for new business expansions.

Figure 5: Demographic Overview of Race & Age Characteristics - City of Miramar



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, 2016.

One important stage of life, and a category that's growing as baby boomers age, is the 65 and older group. Realizing and catering to the needs of an aging population can be beneficial to any retailer.

Consumer spending on drug stores and assisted care services flourish in areas with a large elderly population. Accordingly, drug stores often do well in communities with a larger number of people over the age of 65.

In general, older populations tend to spend less on the majority of goods and services. Studies indicate that nightlife and entertainment spending (restaurants, bars, and theaters) by people over 65 is roughly half that spent by those under 65. Older adults also spend considerably less on apparel than other age groups.

On the other end of the spectrum, toy stores, day care centers, and stores with baby care items do well in areas with many children and infants. Clothing stores and fast food establishments also thrive in areas with a high adolescent population.

Some entertainment and recreational venues, such as movie theatres and bowling alleys, serve a broad section of the population. Others, such as water parks or arcades, target families with children.

Miramar's population reflects great diversity in age segmentation. This is attractive to retailers because personal expenditures change as individuals grow older. Retail spending power changes throughout family and individual life cycles. A diverse population supports a variety of retailers.

Miramar's projected growth of **2,473 new households** through 2020 indicates strong demand for retail and other consumer goods, dining/entertainment venues, cultural arts, sports and other recreation/leisure opportunities in the submarket.

More than 80% of this growth includes family households with substantial retail spending power.

Households and Growth

Miramar and the region's household patterns have been following a similar pattern to the changes in population. However, it is important to note the Miramar's household growth is constrained by a lack of available land for development.

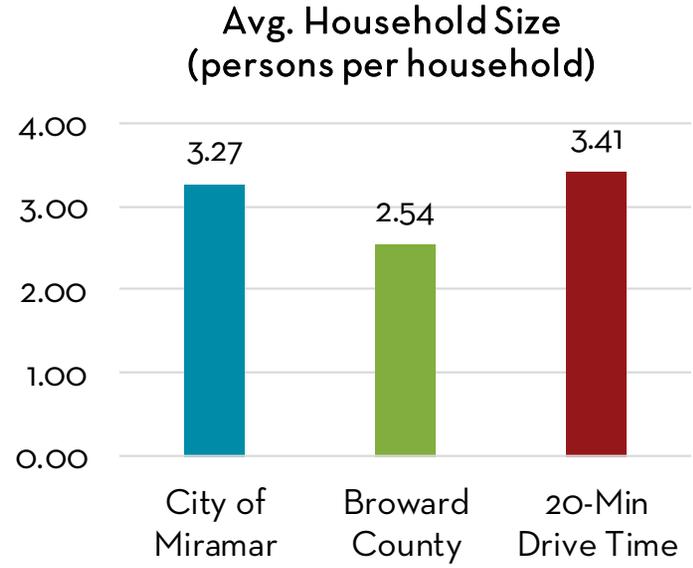
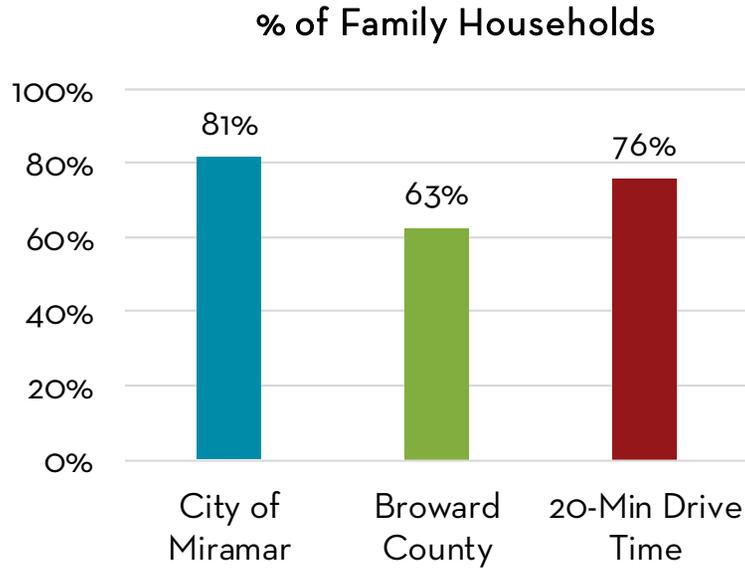
Miramar has grown by nearly 2,000 households between 2000 and 2015 (37,420 households in 2010 to 39,098 in 2015), a change of 0.84% annually.

The five-year projection of households is 41,571, a change of 1.23% annually from the current year total in comparison to Broward County at 1.0% growth annually.

Average household size is currently 3.27, compared to 3.26 in the year 2010. Miramar is home to 31,850 family households, or 81% of all households in comparison to 65% family households in Broward County.

Figure 6: Household Growth Trends & Characteristics- City of Miramar

Household Growth Trends & Characteristics					
Household Growth	2010	2015	2020	Change 2015-2020	
				No.	CAGR
City of Miramar	37,420	39,098	41,571	2,473	1.2%
Broward County	686,047	705,023	742,095	37,072	1.0%
20-Min Drive Time	321,464	332,025	349,942	17,917	1.1%



Source: ESRI Business Analyst; Willdan, 2016.

Figure 7: Housing Tenure & Household Income Trends – City of Miramar

Housing Characteristics				Change: 2015-2020	
<i>Housing Tenure</i>	2010	2015	2020	No.	CAGR %
Owner-occupied	18,443	27,528	29,078	1,550	1.1%
% of Total	71.2%	65.9%	66.7%		
Renter-occupied	4,611	11,571	12,512	941	1.6%
% of Total	17.8%	27.7%	28.7%		
Vacant ¹	2,849	2,673	2,005	(668)	-5.6%
% of Total	11.0%	6.4%	4.6%		
Total Units:	25,903	41,772	43,595	17,692	0.9%
Housing Values					
Median Value Per Unit	N/A	\$224,692	\$244,612	\$19,920	1.7%
Average Value Per Unit	N/A	\$244,612	\$260,000	\$35,308	1.2%

Miramar’s vacant housing stock is projected to decrease by **668 units** to **4.6%** of all residential units by 2020 (-5.6%) signaling strong demand for new residential development.

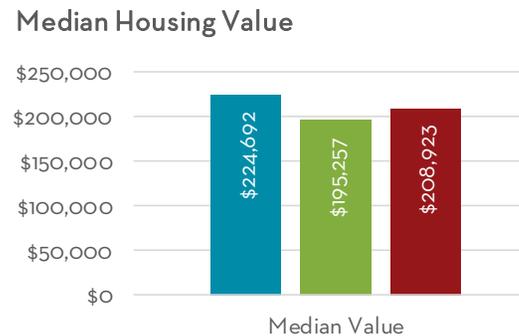
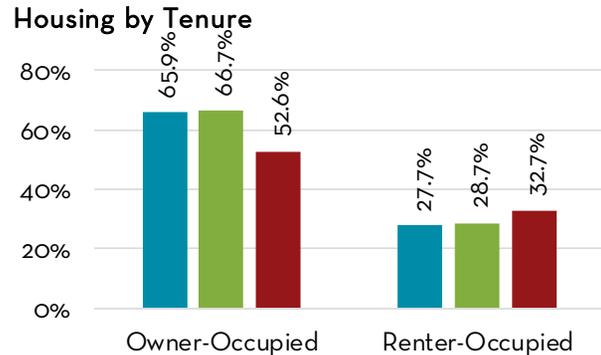
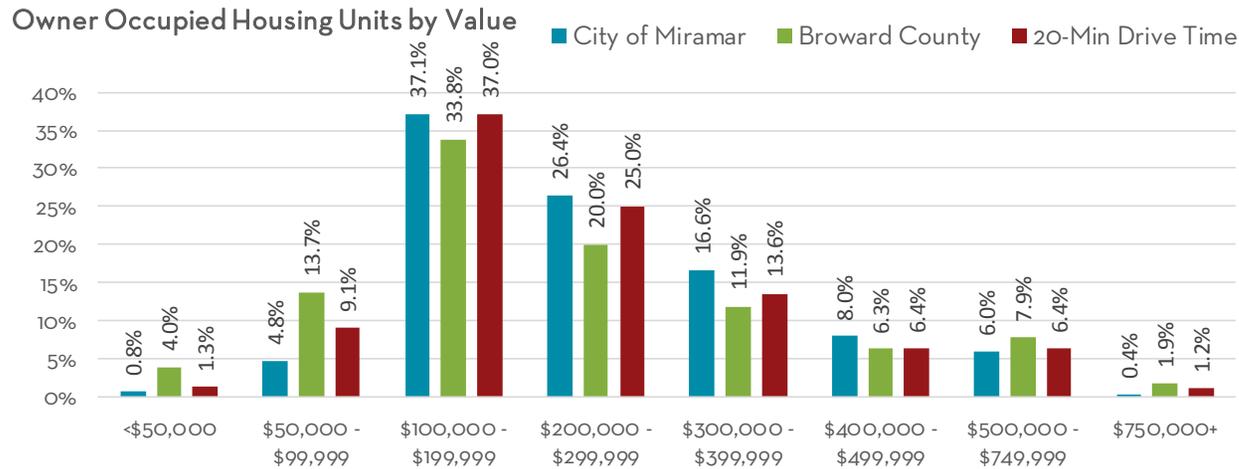
Housing Tenure & Value

In 2010, there were 40,294 housing units in Miramar - 69.6% owner occupied, 23.3% renter occupied, and 7.1% vacant.

Currently, 65.9% of the 41,772 housing units in Miramar are owner occupied; 27.7%, renter occupied; and 6.4% are vacant (compared to 52.4% owner occupied housing units in Broward County). The annual rate of change in housing units since 2010 is 1.61%.

Comparatively in the U.S., 55.7% of the housing units are owner occupied; 32.8% are renter occupied; and 11.6% are vacant.

Figure 8: Housing Tenure Characteristics - City of Miramar



Housing Value

The median home value in Miramar is \$224,692, compared to a median home value of \$200,006 for the U.S. and \$195,257,612 in Broward County.

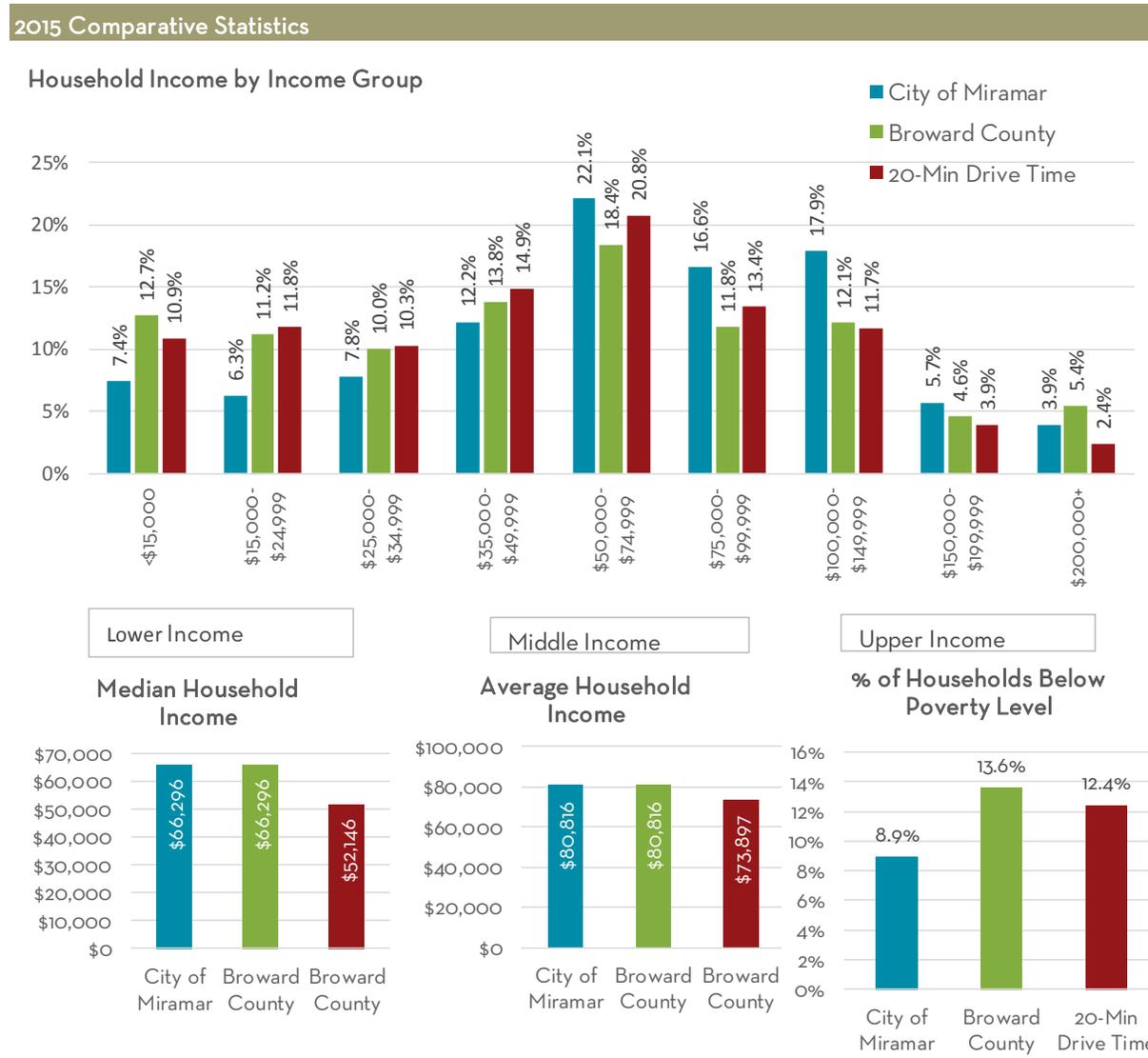
In five years, median value is projected to change by 1.71% annually to \$244,612.

¹ 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, 2016.

Figure 9: Household Income Characteristics – City of Miramar



Household Income

The current median household income in Miramar is \$66,296, compared to \$53,217 for all U.S. households and \$52,146 in Broward County. The median household income is projected to be \$72,855 in five years, compared to \$60,683 for all U.S. households and \$58,840 in Broward County.

Current average household income is \$80,816 in Miramar, compared to \$74,699 for all U.S. households and \$73,897 in Broward County.

Average household income is projected to be \$89,806 in five years, compared to \$84,910 for all U.S. households and \$83,378 in Broward County, reflecting strong growth in retail spending power.

Source: ESRI Business Analyst; Willdan, 2016.

Miramar’s new households and household income growth are projected to generate **\$2.5 Billion** in disposable income by 2020, an increase of more than **\$380 Million** over the next five years. This spending is supportive of new retail, dining and entertainment uses consistent with the City of Miramar’s priority redevelopment targets.

Disposable Income

Miramar is expected to grow from 39,098 households in 2015 to 41,571 household by 2020, or net growth of 2,473 households.

Concurrently, average household incomes are expected to grow from \$80,816 in 2015 to \$89,806 in 2020, an increase of \$8,990.

Assuming median disposable income of 67% of total, the estimated annual disposable household income is expected to grow from \$2.12 billion to \$2.50 billion, or nearly \$380 million in new spending power to be generated by city residents.

Disposable Household Income Projections

City of Miramar	2015	2020	Change 2015-2020
Households	39,098	41,571	2,473
Average Household Income	\$80,816	\$89,806	\$8,990
Gross Annual Household Income	\$3,159,743,968	\$3,733,325,226	\$22,232,270
<i>Median Disposable Income (% of Total)</i>	67%	67%	
Estimated Annual Disposable Household Income (\$ Billions)	\$2.12	\$2.50	\$0.38

Source: ESRI Business Analyst; International Council of Shopping Centers; Willdan, 2016

Labor Force Statistics - Historic Miramar

Historic Miramar	Businesses	Employees
FIRE	301 25.1%	2,090 27.0%
MUSH	129 10.8%	1,843 23.8%
Retail Trade	198 16.5%	1,754 22.7%
Restaurants	64 5.3%	659 8.5%
Other	231 19.3%	492 6.4%
Agri, Mining, Util, Construction & Waste	157 13.1%	485 6.3%
Wholesale Trade	46 3.8%	157 2.0%
Manufacturing	22 1.8%	103 1.3%
Automotive Repair	36 3.0%	95 1.2%
Arts, Entertainment & Recreation	13 1.1%	45 0.6%
Lodging	2 0.2%	11 0.1%
TOTAL	1,199 100.0%	7,734 100.0%

Historic Miramar’s 1,199 businesses and 7,734 employees are characterized by a concentration in the FIRE (finance, insurance, information, real estate, professional and technical services, and management), MUSH sector (municipal/public administration, university, school, and hospitals), retail trade and restaurants, and utilities/construction industries.

Labor Force Statistics - Miramar Town Center Area

Miramar Town Center Area	Businesses		Employees	
Wholesale Trade	163	10.9%	5,089	23.4%
FIRE	418	28.1%	4,166	19.2%
MUSH	167	11.2%	3,524	16.2%
Agri, Mining, Util, Construction & Waste	216	14.5%	2,835	13.0%
Retail Trade	162	10.9%	2,744	12.6%
Manufacturing	47	3.2%	1,121	5.2%
Other	186	12.5%	1,069	4.9%
Restaurants	69	4.6%	786	3.6%
Lodging	8	0.5%	159	0.7%
Arts, Entertainment & Recreation	20	1.3%	151	0.7%
Automotive Repair	34	2.3%	91	0.4%
TOTAL	1,490	100.0%	21,735	100.0%

The majority of the Miramar Town Center Area’s 1,490 businesses and 21,753 employees are concentrated in wholesale trade, FIRE (finance, insurance, information, real estate, professional and technical services, and management), and the MUSH sector (municipal/public administration, university, school, and hospitals), utilities and construction, retail trade and manufacturing.

Labor Force Statistics - West Miramar

West Miramar’s 581 businesses and 6977 employees are characterized by a concentration in the MUSH sector (municipal/public administration, university, school, and hospitals), FIRE (finance, insurance, information, real estate, professional and technical services, and management), retail trade and restaurants, and wholesale trade.

West Miramar	Businesses		Employees	
MUSH	75	12.9%	1,907	27.3%
FIRE	178	30.6%	1,719	24.6%
Retail Trade	76	13.1%	1,443	20.7%
Restaurants	25	4.3%	639	9.2%
Wholesale Trade	37	6.4%	445	6.4%
Other	87	15.0%	412	5.9%
Agri, Mining, Util, Construction & Waste	79	13.6%	314	4.5%
Manufacturing	15	2.6%	63	0.9%
Arts, Entertainment & Recreation	9	1.5%	35	0.5%
Lodging	-	0.0%	-	0.0%
Automotive Repair	-	0.0%	-	0.0%
TOTAL	581	100.0%	6,977	100.0%

Source: ESRI Business Analyst; Willdan, 2016

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Cultural Arts & Entertainment Spending Patterns

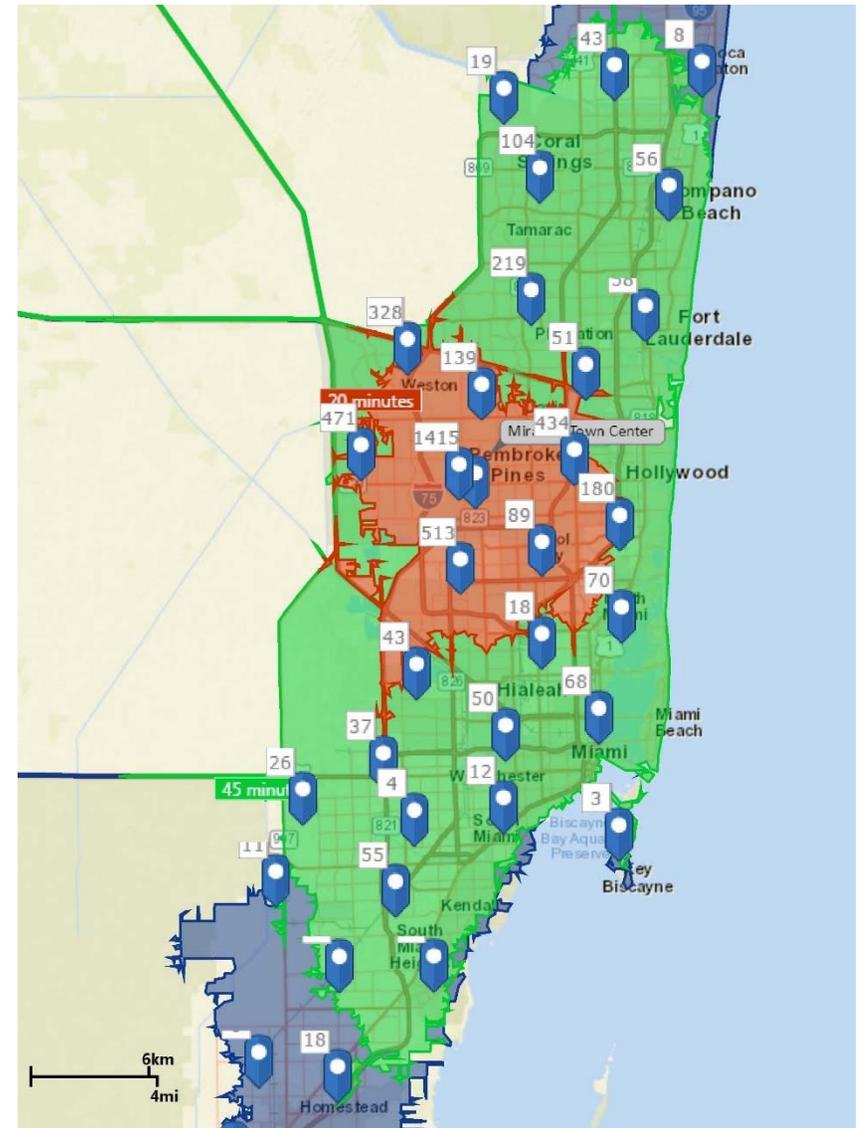
Based on ticket sales by zip code for the Miramar Cultural Center (2013-2016), the City is capturing available spending power from a market area that reaches a one-hour drive time from the Miramar Town Center with additional inflow from Jacksonville to Tampa/St. Petersburg, Florida.

The Cultural Arts Center is currently reporting average annual ticket sales of \$438,000 in the 2014-2015 season.

Demographic data reported by ESRI Business Analyst for Arts, Entertainment & Sports Spending Power within a 60-Min Drive Time (2015) indicates that available spending power for admissions to movies, theater, opera and ballet is \$318.69 million, or a capture rate of 0.1%. These figures suggest that the Miramar Cultural Center has the potential to capture a greater “fair share” of available spending power to better utilize existing assets and further support arts programming throughout the City.

	<u>2015 Total</u>
Entertainment/Recreation Fees and Admissions	\$1,218.06
Admission to Movies, Theater, Opera, Ballet	\$318.69
Admission to Sporting Events, excl. Trips	\$118.57
Fees for Participant Sports, excl. Trips	\$234.51
Fees for Recreational Lessons	\$222.62

Figure 11: Miramar Cultural Arts Ticket Sales by Zip Code, 2013-2016
20-, 45-, and 60-Minute Drive Time from Miramar Town Center



Source: ESRI Business Analyst; Miramar Cultural Center; Willdan, 2016

Cultural Arts & Entertainment Market Psychographic Analysis

The Miramar Cultural Center’s ticket sales data by zip code defines a primary trade area equivalent to a 45-minute drive time. To further evaluate the consumer spending behaviors and preferences, ESRI Business Analyst “Tapestry” data for the top ten lifestyle segments illustrates this trade area’s customers' lifestyle choices, what they buy, and how they spend their free time.

Tapestry classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics to identify target customers and underserved markets. The entertainment and recreation spending index is an important indicator of market potential for enhanced utilization of the Miramar Cultural Center and other ancillary programming.

Figure 12: Top Five Miramar Cultural Center Trade Area Tapestry Psychographic Segments (45-Minute Drive Time)

Rank	Tapestry Segment	Percent	Entertainment & Recreation Spending Index
1	American Dreamers (7C)	14.0%	83
2	Soccer Moms (4A)	9.0%	145
3	Urban Villages (7B)	8.5%	103
4	Family Foundations (12A)	7.7%	74
5	Metro Fusion (11C)	7.0%	60
6	Up and Coming Families	6.0%	111
7	Southwestern Families (7F)	4.9%	53
8	Home Improvement (4B)	4.3%	116
9	Pleasantville (2B)	4.3%	148
10	Professional Pride (1B)	4.3%	232
	Subtotal	70.0%	

Source: ESRI Business Analyst; Willdan, 2016

The index compares the average amount spent in this market’s household budgets for entertainment and recreation spending (including cultural arts, theater, and sports venues) to the average amount spent by all US households.

An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. These data indicate that more than half the Tapestry segments within a 45-minute drive time of the Miramar Cultural Center have the propensity to make entertainment and recreation expenditures at a rate higher than the U.S. average (any index greater than 100). Consumer expenditures are estimated by ESRI.

Following are psychographic profile excerpts from the Tapestry report for the top five segments within a 45-minute drive time of the Miramar Cultural Center to further illustrate demographic and economic characteristics within the MCC’s primary trade area and the potential to capture a greater share of regional cultural arts and entertainment spending.

American Dreamers

Entertainment & Recreation Spending: 83% of U.S. Average

Located throughout the South and West, most American Dreamers residents own their own homes, primarily single-family housing—farther out of the city, where housing is more affordable. Median household income is slightly below average (Index 94). The majority of households include younger married-couple families with children and, frequently, grandparents.

Diversity is high; many residents are foreign born, of Hispanic origin. Hard work and sacrifice have improved their economic circumstance as they pursue a better life for themselves and their family. Spending is focused more on the members of the household than the home.

Entertainment includes multiple televisions, movie rentals, and video games at home or visits to theme parks and zoos. This market is connected and adept at accessing what they want from the Internet.

Socioeconomic Traits

- While nearly 16% have earned a college degree, the majority, or 63%, hold a high school diploma only or spent some time at a college or university.

- • Unemployment is higher at 10.7% (Index 124); labor force participation is also higher at 67%.
- Most American Dreamers residents derive income from wages or salaries, but the rate of poverty is a bit higher in this market (Index 126).
- They tend to spend money carefully and focus more on necessities.
- They are captivated by new technology, particularly feature-rich smartphones.
- Connected: They use the Internet primarily for socializing but also for convenience, like paying bills online.

Market Profile

- When dining out, these residents favor fast-food dining places such as Taco Bell or Wendy's, as well as family-friendly restaurants like Olive Garden, Denny's, or IHOP.
- Cell phones are preferred over landlines.
- Favorite channels include Animal Planet, MTV, Cartoon Network, and Disney, as well as programming on Spanish TV.
- Residents listen to urban or Hispanic radio.
- During the summer, family outings to theme parks are especially popular.

Soccer Moms

Entertainment & Recreation Spending: 145% of U.S. Average

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

Socioeconomic Traits

- Education: 37.7% college graduates; more than 70% with some college education.
- Low unemployment at 5.9%; high labor force participation rate at 72%; 2 out of 3 households include 2+ workers (Index 124).
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 159) and second mortgages (Index 154) and auto loans (Index 151).

Market Profile

- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions (Index 165), movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos.
- Outdoor activities and sports are characteristic of life in the suburban periphery, like bicycling, jogging, golfing, boating, and target shooting.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like riding mowers and tillers.

Urban Villages

Entertainment & Recreation Spending: 103% of U.S. Average

Urban Villages residents are multicultural, multigenerational, and multilingual. Trendy and fashion conscious, they are risk takers. However, these consumers focus on their children and maintain gardens. They are well connected with their smartphones, but more

likely to shop in person or via the Home Shopping Network. Their favorite stores are as diverse as they are, Costco or Whole Foods, Target or Nordstrom.

Socioeconomic Traits

Multicultural market including recent immigrants (Index 271) and some language barriers (Index 303).

- Education: more than half the population aged 25 or older have a high school diploma or some college.
- Labor force participation rate higher than the US, but so is the unemployment rate at 10.5%.
- Brand conscious but not necessarily brand loyal; open to trying new things.
- Status-conscious consumers; choices reflect their youth—attention to style and pursuit of trends.
- Comfortable with technology and interested in the latest innovations.

Market Profile

- Fashion matters to Urban Villages residents, who spend liberally on new clothes for the whole family.
- Saving is more limited than spending in this young market.
- They carry credit cards, but banking is basic. They are likely to pay bills in person or online.
- Media preferences vary, but feature culturally specific channels or children's shows.
- Leisure includes family activities like going to water parks, gardening, and clubbing, plus sports like soccer and softball.

Family Foundations

Entertainment & Recreation Spending: 74% of U.S. Average

Family and faith are the cornerstones of life in these communities. Older children, still living at home, working toward financial independence, are common within these households. Neighborhoods

are stable: little household growth has occurred for more than a decade. Many residents work in the health care industry or public administration across all levels of government. Style is important to these consumers, who spend on clothing for themselves and their children, as well as on smartphones.

Socioeconomic Traits

- More than half have either attended college or obtained a degree; one-third have only finished high school.
- Labor force participation rate is slightly lower than the U.S. average at 60% as workers begin to retire.
- Over one-third of households currently receive Social Security benefits; more than a quarter draw income from retirement accounts.
- A strong focus is on religion and character.

Market Profile

- Style and appearance is important.
- Baby and children's products are the primary purchases made by Family Foundations residents.
- They shop at discount stores, such as Marshalls and T.J. Maxx, and take advantage of savings at Sam's Club.
- Many have no financial investments or retirement savings.
- Magazines, particularly focusing on health and children, are popular.
- They enjoy listening to urban format radio.
- One of their favorite entertainment sources is television: subscribe to premium cable channels and own 3-4 TVs.
- They're connected, but use the Internet primarily for entertainment, chat rooms, and online gaming

Metro Fusion

Entertainment & Recreation Spending: 60% of U.S. Average

Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings.

These socio-economic characteristics indicate higher than average demand for apartment living which could serve to support higher density and urban infill activity in the Miramar Town Center and Historic Miramar areas.

Metro Fusion is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives. This is particularly difficult for the single parents due to median incomes that are 35% lower than the US level.

Socioeconomic Traits

- They're a diverse market with 30% black, 34% Hispanic, and 20% foreign born.
- Younger residents are highly connected, while older residents do not have much use for the latest and greatest technology.
- They work hard to advance in their professions, including working weekends.
- They take pride in their appearance, consider their fashion trendy, and stick with the same few designer brands.

Market Profile

- They spend money readily on what's hot unless saving for something specific.
- Social status is very important; they look to impress with fashion and electronics.
- They enjoy watching MTV, BET, Spanish TV networks, and pay-per-view.

- They listen to R&B, rap, Latin, and reggae music. The Miramar Cultural Center's targeted programming is expected to meet this market with quality offerings in demand by Miramar's residents and the regional market.
- Football and soccer are popular sports. The preference for sports like soccer and football validates the City's investment in the Ansin Sports Complex and other parks and recreation amenities.
- They shop at discount grocery stores, Kmart, and Walmart.
- When dining out, they prefer McDonald's, Wendy's, and IHOP.

Appendix 3: Economic Profile Report – Subareas: Historic Miramar, Town Center Area & West Miramar

Summary Overview – Subareas: Historic Miramar, Town Center Area & West Miramar

	HISTORIC MIRAMAR			CENTRAL AREA			WEST AREA		
	2015	2020	Net Change	2015	2020	Net Change	2015	2020	Net Change
Population	46,021	48,834	2,813	47,654	51,676	4,022	34,281	35,666	1,385
Households	14,079	14,894	815	15,345	16,636	1,291	9,674	10,041	367
Families	11,138	11,742	604	12,173	13,108	935	8,539	8,844	305
Average Household Size	3.26	3.27	0	3.1	3.1	-	3.5	3.6	0
Owner Occupied Housing Units	9,348	9,800	452	10,404	11,142	738	7,767	8,120	353
Renter Occupied Housing Units	4,731	5,094	363	4,941	5,494	553	1,907	1,921	14
Median Age	33.7	34.1	0	34.4	34.2	(0)	34.7	33.7	(1)
Median Household Income	\$50,002	\$55,090	\$5,088	\$67,767	\$74,730	\$6,963	\$100,313	\$104,708	\$4,395
Average Household Income	\$56,720	\$64,109	\$7,389	\$81,392	\$89,669	\$8,277	\$114,973	\$128,159	\$13,186

Source: ESRI Business Analyst, Willdan, 2016

Each of Miramar’s distinct subareas are projected to continue population growth through 2020, with the greatest net change (1,291 new households) expected to occur in The Miramar Town Center Area. This subarea would benefit from greater residential density to occur on the remaining parcels of developable land.

Miramar’s households are generally home to families, with the average household size across each subarea between 3.1 and 3.6 persons per unit.

Housing tenure is projected to favor homeowners over renters over the next five years though demand for rental housing is expected to be strong in Historic Miramar (45% of new households) and in The Miramar Town Center Area (59% of new housing units).

The median age throughout Miramar is expected to remain solidly in the prime workforce segment at 34 years of age. This characteristic is very attractive to employers seeking a qualified workforce pool.

Median household incomes are expected to grow the most in the Central Area of Miramar (net change of nearly \$7,000 by 2020 at \$74,730). Residents in Historic Miramar are also expected to experience positive household income growth from \$50,000 annually to \$55,000 annually (net change of \$5,000).

Following are detailed demographic and economic profiles of Historic Miramar, The Miramar Town Center Area and West Miramar including population, households, household incomes, race and age, and housing characteristics.

Historic Miramar

Figure 13: Population Trends & Projections, 2000-2020 - Historic Miramar

Population Growth Trends & Projections

Population	2000	2010	2015	2020
Historic Area	41,151	44,004	46,021	48,834
Broward County	1,623,018	1,748,066	1,807,083	1,908,027

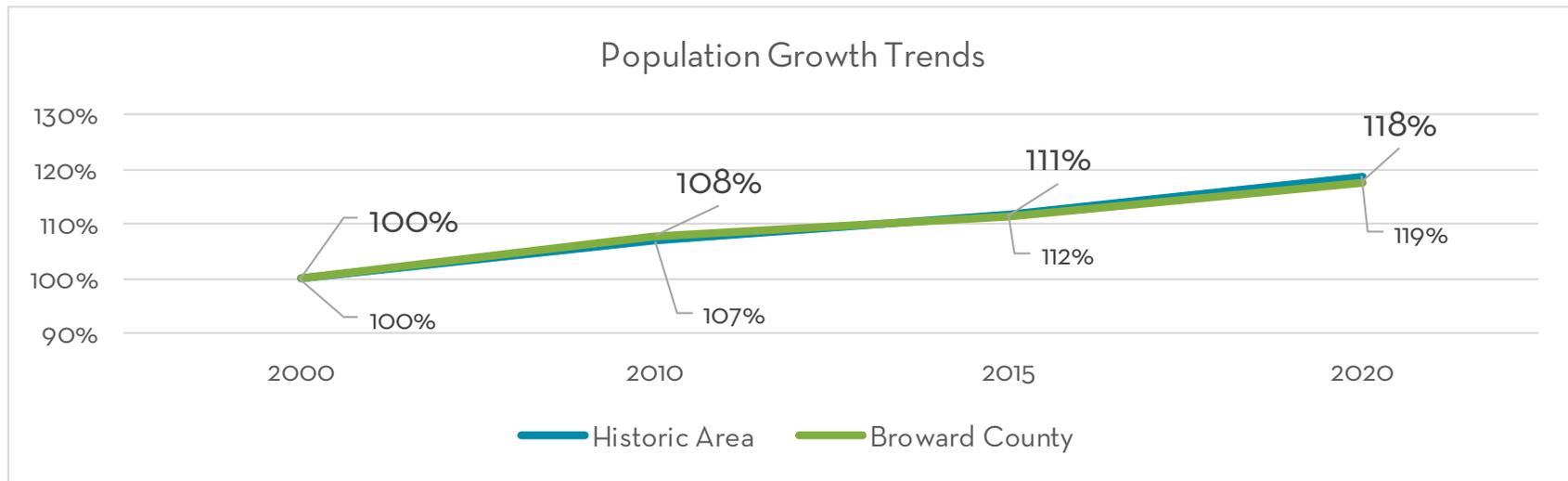
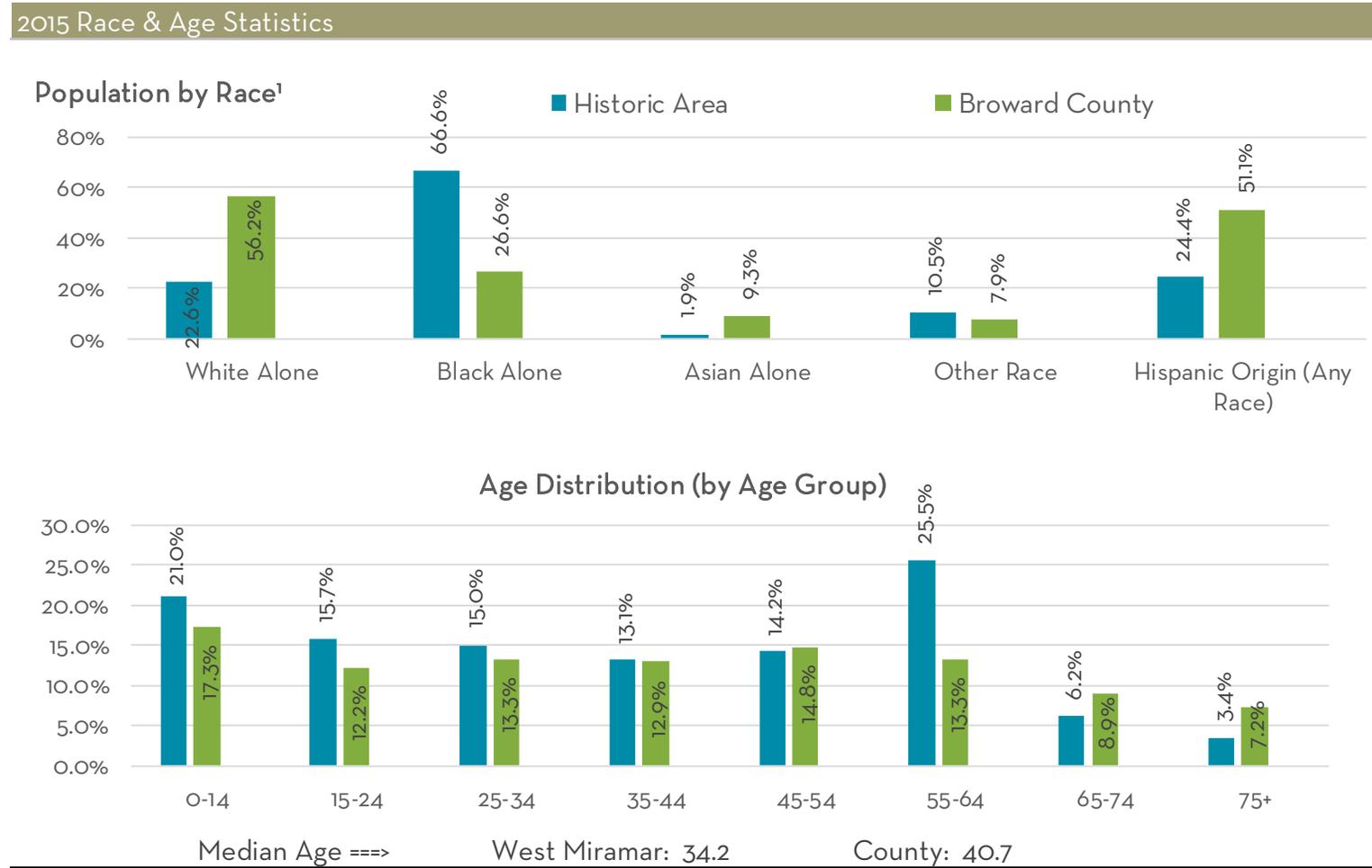


Figure 14: Demographic Overview of Race & Age Characteristics - Historic Miramar



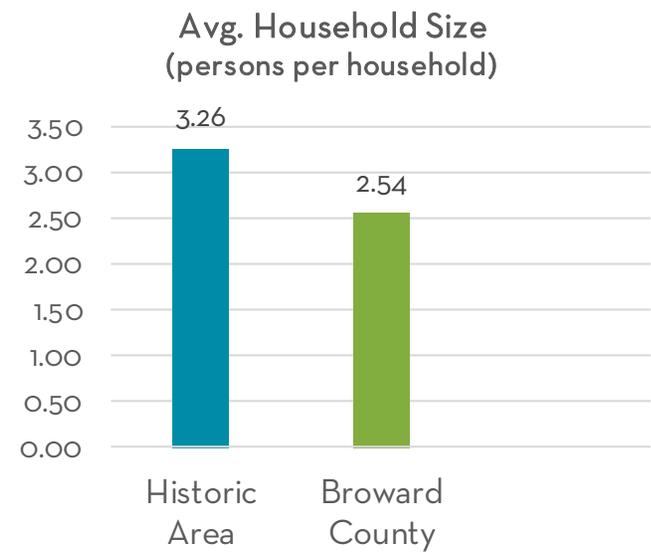
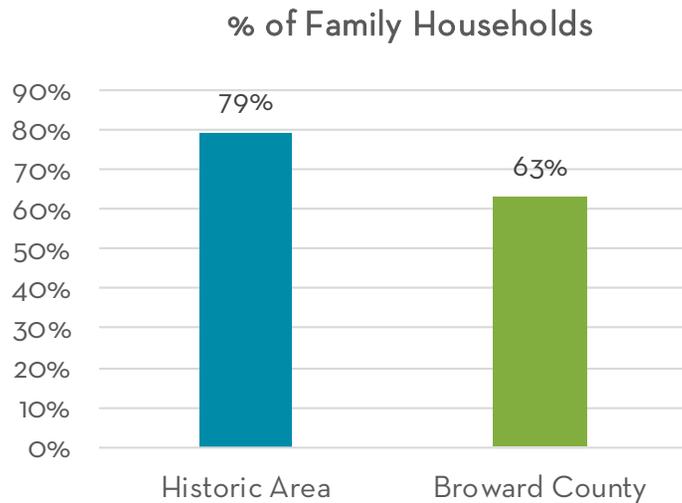
¹ Persons of Hispanic origin are a subset of other race categories; therefore, totals do not add. The category labeled "Other Race" includes the Census Categories "Indian American", "Pacific Islander", "Some Other Race Alone" and "Two or More Races" which individually represent a small percentage of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

Source: ESRI Business Analyst; Willdan, 2016.

Figure 15: Household Growth Trends & Characteristics - Historic Miramar

Household Growth Trends & Characteristics					
Household Growth	2010	2015	2020	Change 2015-2020	
				No.	CAGR
Historic Area	13,536	14,079	14,894	815	1.1%
Broward County	686,047	705,023	742,095	37,072	1.0%

2015 Comparative Statistics



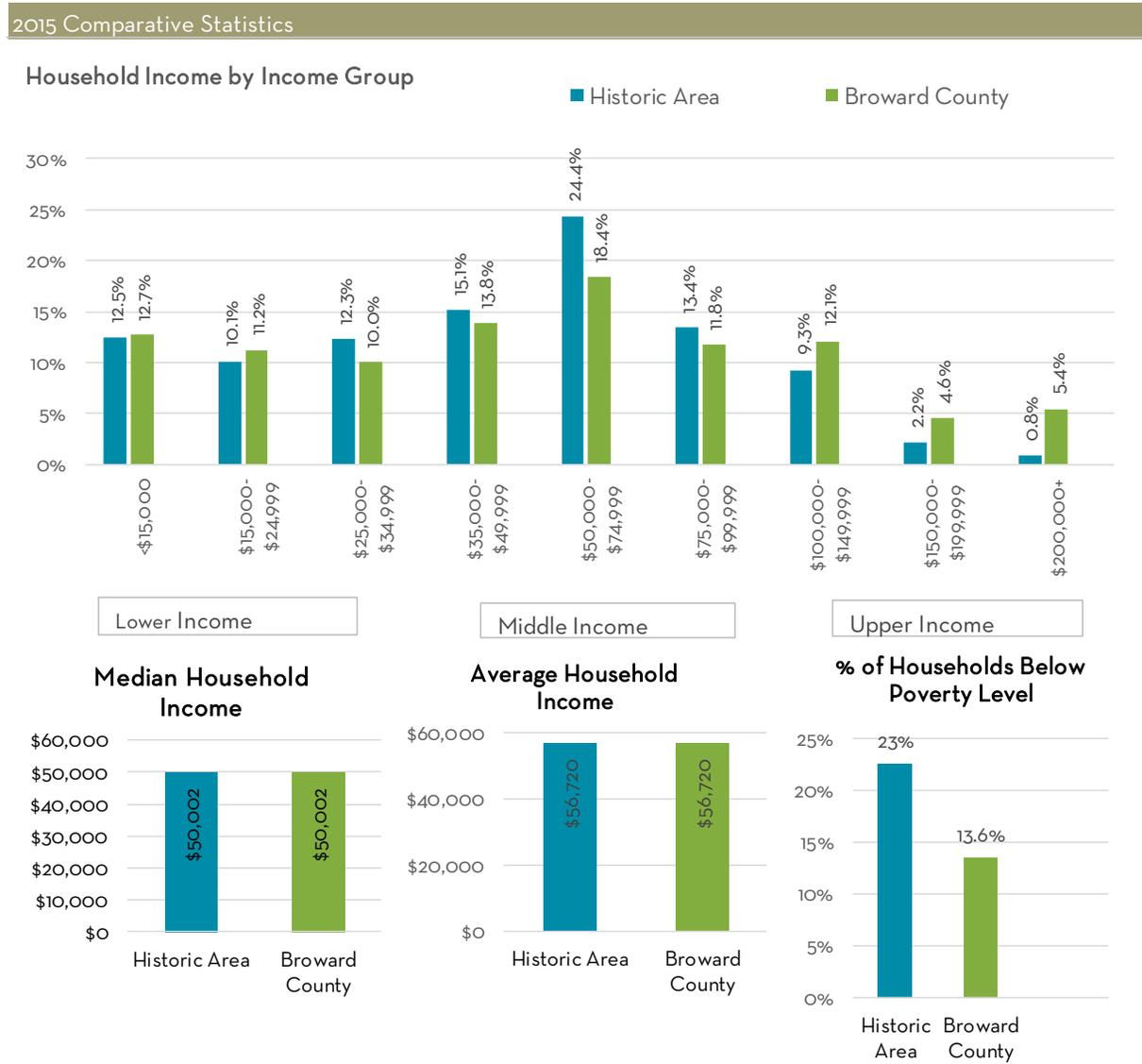
Source: ESRI Business Analyst; Willdan, 2016.

Figure 16: Housing Tenure & Household Income Trends - Historic Miramar

Housing Characteristics					
Historic Area				Change: 2015-2020	
	2010	2015	2020	No.	CAGR %
Housing Tenure					
Owner-occupied	-	9,348	9,800	452	0.9%
% of Total	0.0%	61.5%	61.4%		
Renter-occupied	-	4,142	5,094	952	4.2%
% of Total	0.0%	27.3%	31.9%		
Vacant ¹	-	1,098	1,061	(37)	-0.7%
% of Total	0.0%	7.2%	6.6%		
Total Units:	-	15,200	15,955	15,955	1.0%
Housing Values					
Median Value Per Unit	N/A	\$163,252	\$183,228	\$19,976	2.3%
Average Value Per Unit	N/A	\$167,678	\$191,906	\$28,654	2.7%

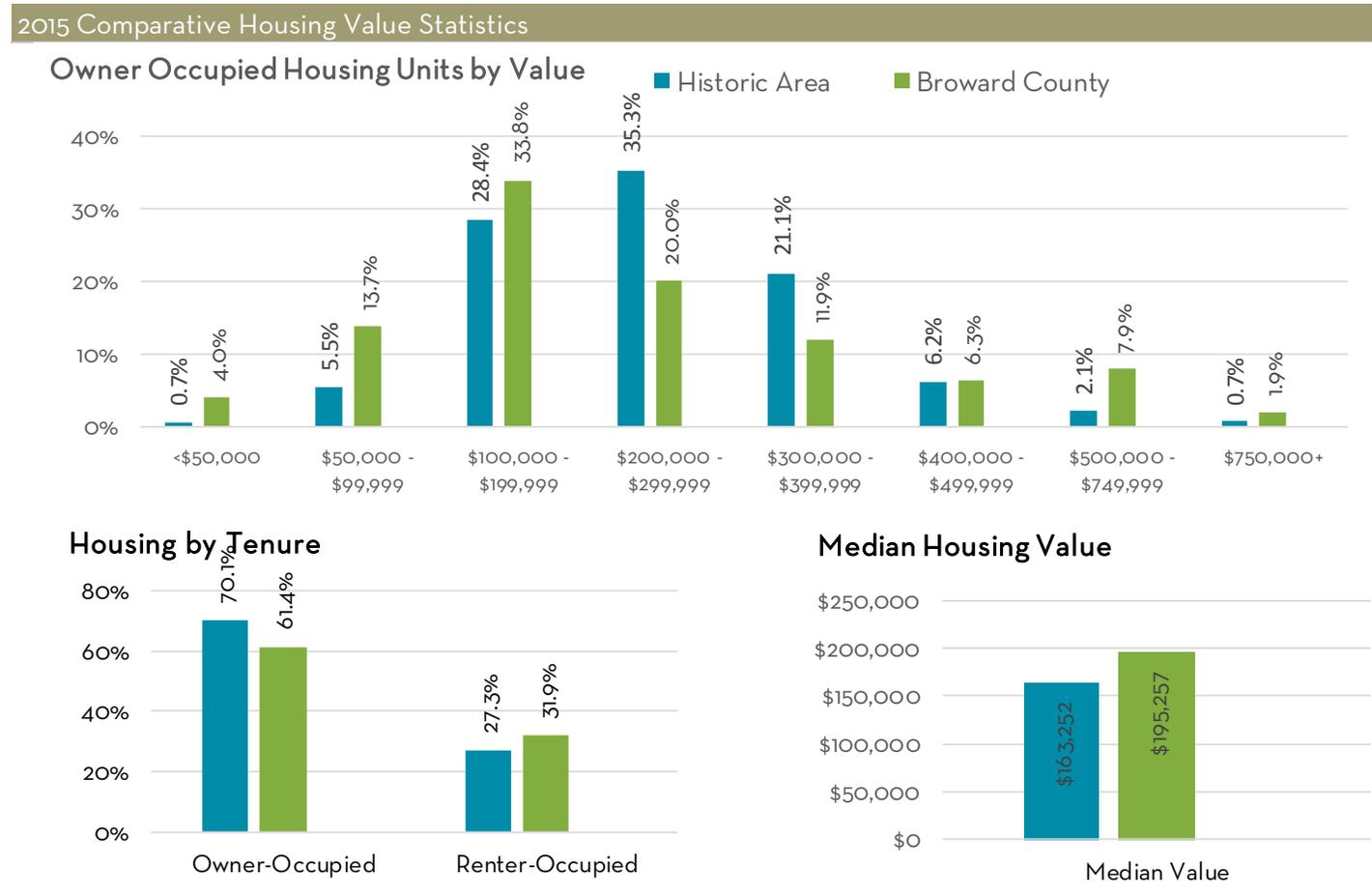
Household Income Trends & Projections				
Historic Area			Change 2015-2020	
	2015	2020	\$	%
Median Household Income	\$50,002	\$56,720	\$6,718	2.6%
Average Household Income	\$56,720	\$64,109	\$7,389	2.5%

Figure 17: Household Income Characteristics – Historic Miramar



Source: ESRI Business Analyst; Willdan, 2016.

Figure 18: Housing Tenure & Value Characteristics



¹ 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, 2016.

Miramar Town Center Area

Figure 19: Population Trends & Projections, 2000-2020 - Town Center Area

Population Growth Trends & Projections

Population	2000	2010	2015	2020
Town Center Area	21,196	44,376	47,654	51,676
Broward County	1,623,018	1,748,066	1,807,083	1,908,027

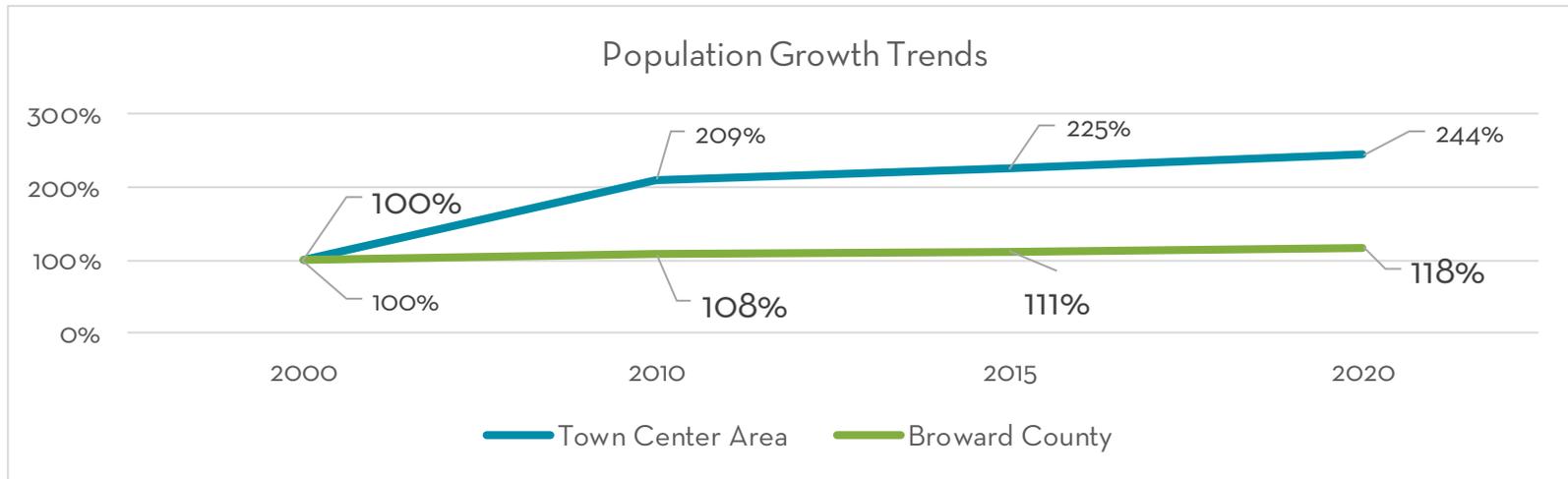
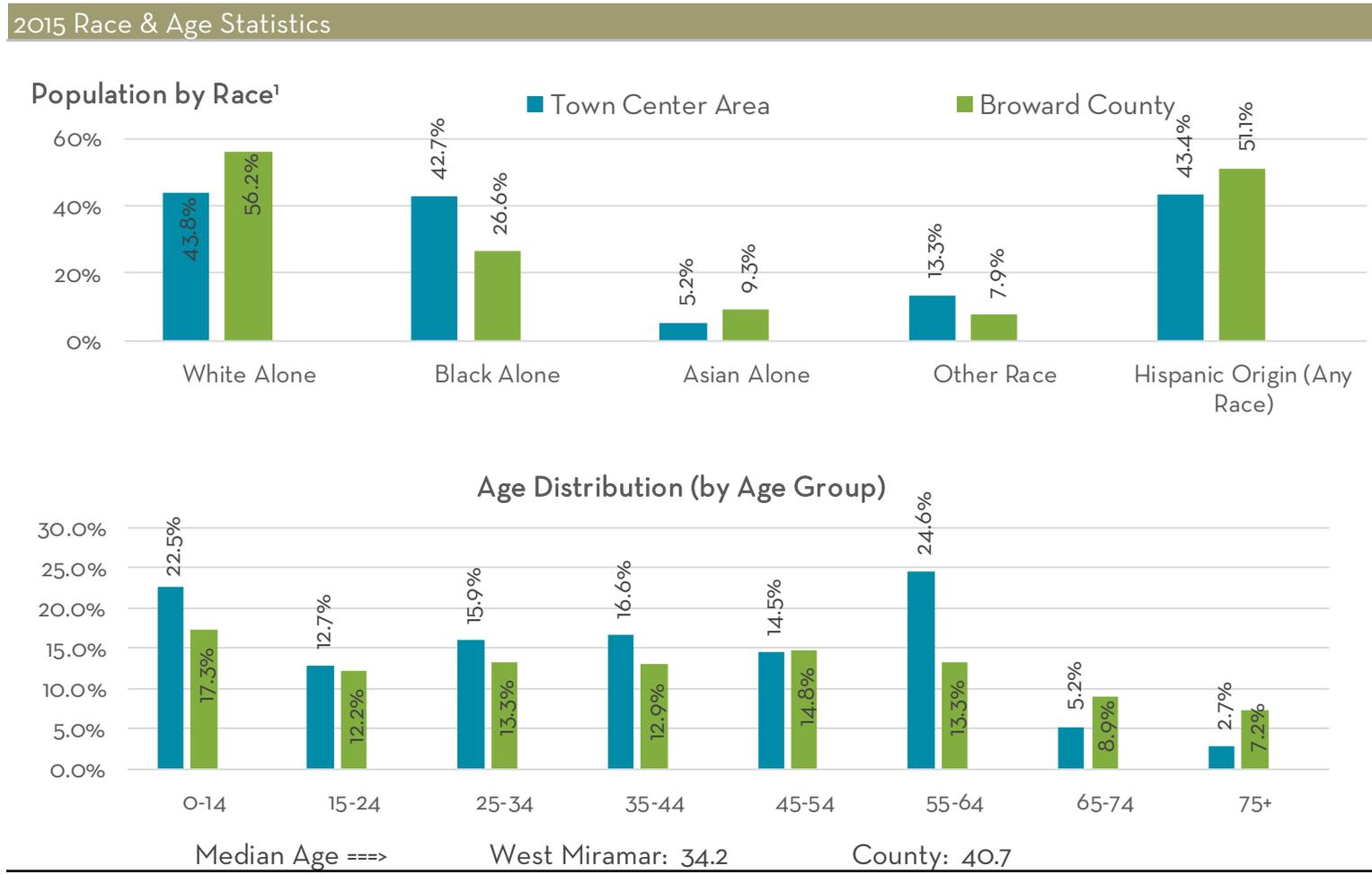


Figure 20: Demographic Overview of Race & Age Characteristics – Town Center Area



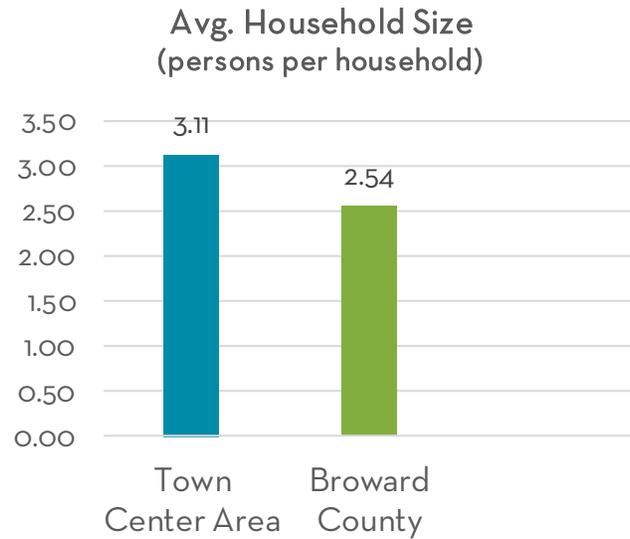
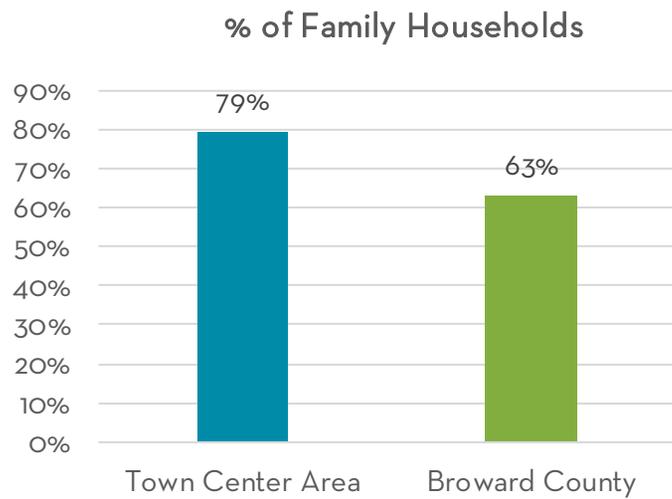
¹ Persons of Hispanic origin are a subset of other race categories; therefore, totals do not add. The category labeled "Other Race" includes the Census Categories "Indian American", "Pacific Islander", "Some Other Race Alone" and "Two or More Races" which individually represent a small percentage of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

Source: ESRI Business Analyst; Willdan, 2016.

Figure 21: Household Growth Trends & Characteristics - Town Center Area

Household Growth Trends & Characteristics					
Household Growth	2010	2015	2020	Change 2015-2020	
				No.	CAGR
Town Center Area	14330	15345	16636	1,291	1.6%
Broward County	686,047	705,023	742,095	37,072	1.0%

2015 Comparative Statistics



Source: ESRI Business Analyst; Willdan, 2016.

Figure 22: Housing Tenure & Value Characteristics- Town Center Area

Housing Characteristics					
Town Center Area				Change: 2015-2020	
<i>Housing Tenure</i>	2010	2015	2020	No.	CAGR %
Owner-occupied	7,997	5,450	6,530	1,080	3.7%
% of Total	78.8%	63.5%	63.9%		
Renter-occupied	1,557	2,588	3,220	631	4.5%
% of Total	15.3%	30.2%	31.5%		
Vacant ¹	590	546	464	(82)	-3.2%
% of Total	5.8%	6.4%	4.5%		
Total Units:	10,144	8,584	10,213	69	3.5%
Housing Values					
Median Value Per Unit	N/A	\$243,479	\$261,394	\$17,915	1.4%
Average Value Per Unit	N/A	\$259,303	\$281,357	\$37,878	1.6%

Household Income Trends & Projections					
Town Center Area			Change 2015-2020		
	2015	2020	\$	%	
Median Household Income	\$67,767	\$74,735	\$6,968	2.0%	
Average Household Income	\$81,392	\$89,669	\$8,277	2.0%	

Figure 23: Household Income Characteristics - Town Center Area



Source: ESRI Business Analyst; Willdan, 2016.

West Miramar

Figure 24: Population Trends & Projections, 2000-2020 - West Miramar

Population Growth Trends & Projections

Population	2000	2010	2015	2020
West Miramar	33,661	34,281	35,666	35,666
Broward County	1,623,018	1,748,066	1,807,083	1,908,027

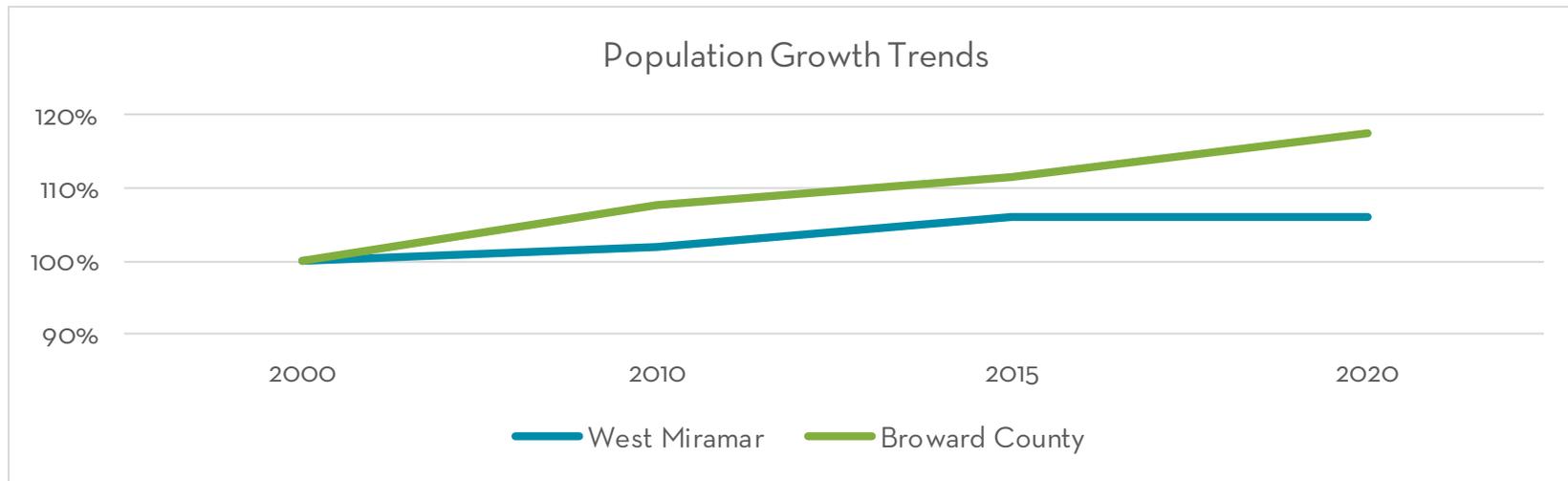
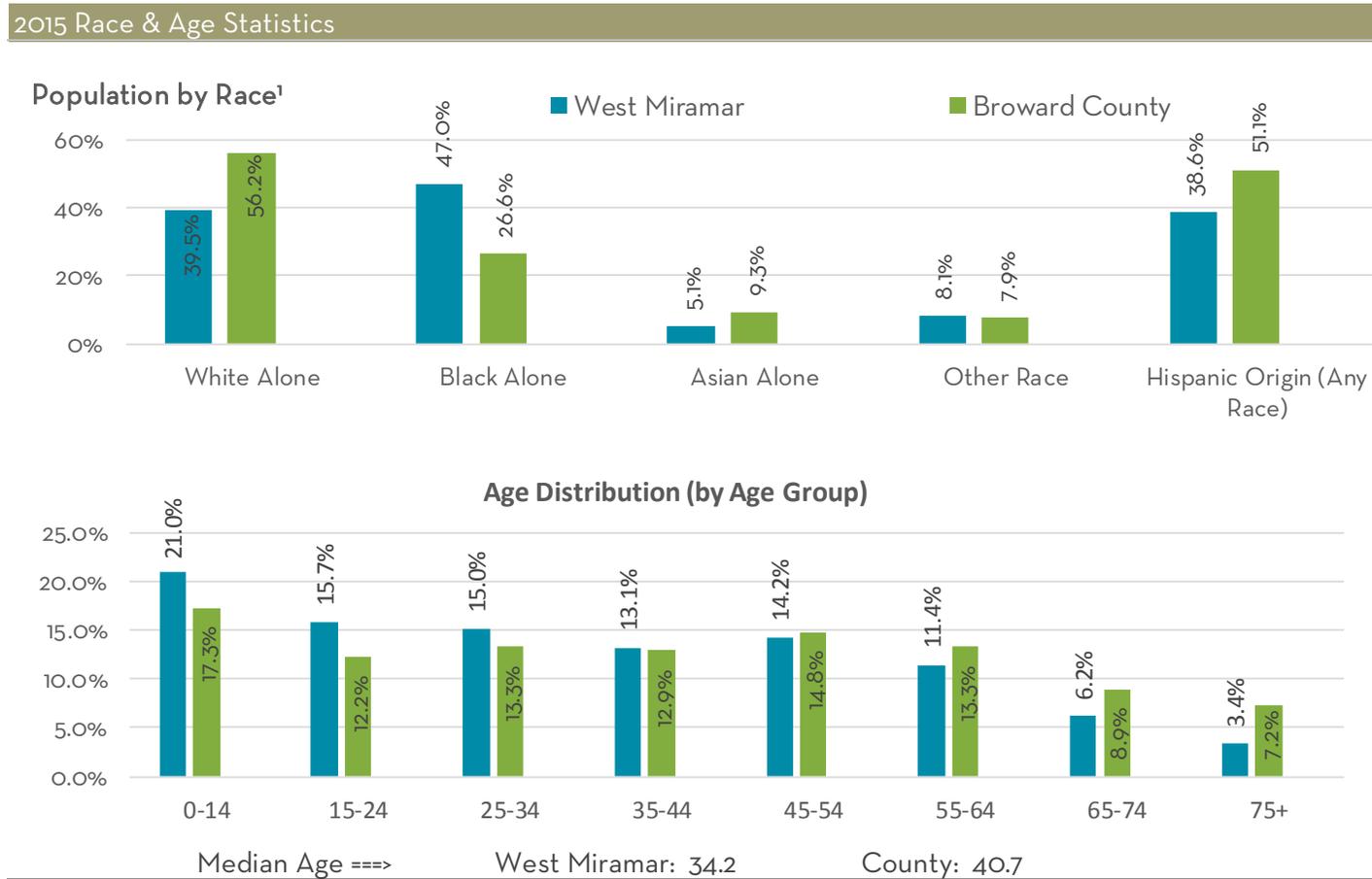


Figure 25: Household Growth Trends & Characteristics -



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, 2016.

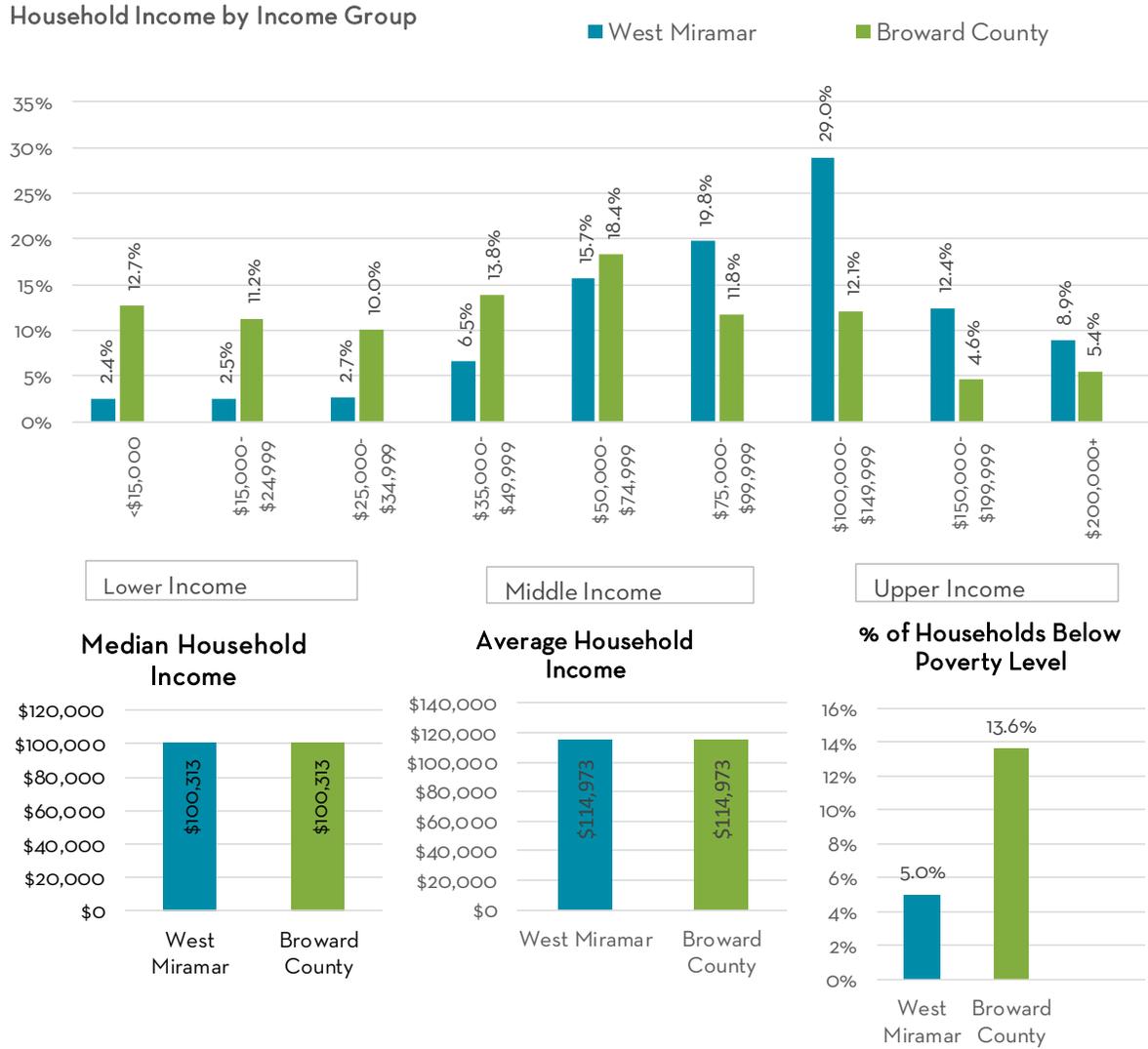
Figure 26: Housing Tenure & Value Characteristics- City of Miramar

Housing Characteristics					
West Miramar				Change: 2015-2020	
<i>Housing Tenure</i>	2010	2015	2020	No.	CAGR %
Owner-occupied	7,997	8,029	8,120	91	0.2%
% of Total	78.8%	78.8%	79.5%		
Renter-occupied	1,557	1,907	1,921	14	0.1%
% of Total	15.3%	18.7%	18.8%		
Vacant ¹	590	511	172	(339)	-19.6%
% of Total	5.8%	5.0%	1.7%		
Total Units:	10,144	10,185	10,213	69	0.1%
Housing Values					
Median Value Per Unit	N/A	\$358,542	\$373,008	\$14,466	0.8%
Average Value Per Unit	N/A	\$381,531	\$408,116	\$49,574	1.4%

Household Income Trends & Projections					
West Miramar			Change 2015-2020		
	2015	2020	\$	%	
Median Household Income	\$100,313	\$104,708	\$4,395	0.9%	
Average Household Income	\$114,973	\$128,159	\$13,186	2.2%	

Figure 27: Household Income Characteristics - West Miramar

2015 Comparative Statistics



Source: ESRI Business Analyst; Willdan, 2016.

Appendix 4: Cultural Arts/Maker Space Innovation District Case Studies

Wynwood, Miami

District Development: Private-Sector driven/Mature District/Power of ArtBasel Anchor & Grants

The Wynwood area of Miami is a neighborhood that, because of strategic investments in the arts and place making, reversed years of economic disinvestment that resulted from the suburban movement that began after the end of World War II. Today the area is home to an eclectic mix of arts and creative businesses that brought life back to the once vacant and neglected warehouses and old factories that characterized it. Street art in all forms is credited with catalyzing the area's comeback. Artists followed by adapting buildings and alleys into galleries, performance venues, showrooms, and restaurants. The Wynwood Arts District Association (WADA) works to strengthen the area as an arts district. Services include sponsoring events and hosting an on-line map showing the artistic businesses in the area. At the urging of WADA in 2013 the City of Miami created the Wynwood Business Improvement District that uses funds from property assessments for initiatives that strengthen the area as a hub for artists and entrepreneurs. Examples include infrastructure improvements, more public art, supplemental security and sanitation services, master planning, and a marketing program.

The Wynwood Arts District is home to over 70 Art Galleries, Retail Stores, Antique Shops, Eclectic Bars, and one of the largest open-air street-art installations in the world. The district was developing organically, but was still edgy, when Tony Goldman began acquiring over 25 properties in 2004-2005. Goldman's vision was to add life to lifeless buildings, add color and presence to bland facades, activate abandoned streets with pedestrian activity, and through the arts and unique users, create a community where individuals of all backgrounds and demographics could participate and work, live, and play within its

boundaries. Goldman brought street life to the area through its locating its restaurants, Joey's and Wynwood Kitchen and Bar, in the area and through its leasing activity with such retailers as the now area landmarks Panther Coffee, Zak the Baker, Orange Pedal and the Light Box at Goldman Warehouse. Goldman Properties also initiated curated art projects. At the epicenter of these projects was the Wynwood Walls which has become the "town center" for the district.

Wynwood walls was orchestrated in, 2009, a collaboration of Goldman and Jeffrey Deitch, of SOHO's Deitch Projects and Los Angeles MOCA. Wynwood Walls is the largest outdoor collection of museum quality street murals in the world. The Wynwood Walls were created in an effort to develop the area's pedestrian potential. The Walls have brought much notoriety and international attention to Miami within the genre of graffiti and street art. Artists from around the world--over 50 artists and 16 countries have contributed to the Wynwood Walls. The Walls have expanded to include murals outside the neighborhood creating Outside the Walls which has included art covering entire buildings. In 2010, Goldman added the Wynwood Doors created to feature additional artists.

The Miami Light Project was re-located as the Light Box at Goldman Warehouse under a matching grant from the John S. and James L. Knight Foundation's Knight's Arts Challenge. This 5-year, \$40 million initiative aims to bring South Florida together through the arts and raise the bar on cultural offerings. The grant allows Miami Light Project as lead group and six other arts groups to create the "Light Box at Goldman Warehouse"

These efforts have linking the district more directly with ArtBasel and it 70,000+ annual visitors.

Organization

The Wynwood Art District Association (WADA) was founded in early 2003 by a group of art dealers, artists and curators who initiated the idea of Art Night. The association created the Second Saturdays Gallery Walk and publishes annual brochures with a map and a list of the association's members. Every second Saturday of each month, a community-wide art walk is held. Galleries, art studios, alternative

spaces and showrooms open their doors to the public for art, music and refreshments.

The Wynwood Art District Association's mission is to promote Wynwood as the epicenter of the arts and creative businesses in Greater Miami while enhancing the character of the factory and warehouse district. Furthermore, The Wynwood Arts District Association is committed to providing a clean, safe, and enriching environment for pedestrians, occupants, and visitors. WADA, a community association, brings together art complexes, galleries, performing art spaces, restaurants, cafes, and other creative businesses that strengthen the concept of a true arts district becoming the catalyst for Miami's international image. The annual membership fees go directly towards the staff and operations of the organization, and entitles the members to benefits including: listing on the Wynwood Map & Website, event promotion and advertising opportunities.

Contact:

Wynwood Arts District Association
www.wynwoodmiami.com

Sources:

<http://www.wynwoodmiami.com>
<http://www.goldmanproperties.com>
<http://www.thewynwoodwalls.com/>

Flagler Arts Technology (FAT) District, Fort Lauderdale, FL

Organic/Incremental/Small Scale/Private Sector Developer and Arts Community-Driven

FAT Village is located in the heart of downtown Fort Lauderdale, and acts as the hub for local creative businesses and artists. Designers, urban planners, filmmakers, photographers, printers, social media

gurus, performers, graffiti artists and web developers reside in and around The Village. The district is surrounded by a network of restaurants, cafes, retail shops, apartments, galleries and other studios. Minutes away from the Fort Lauderdale Museum of Art and Las Olas Boulevard, FATVillage has become an asset to Fort Lauderdale's growing culture. FAT Village aims to connect Fort Lauderdale to an emerging culture of grass roots inspired creatives. FAT hosts ARTWALK on the last Saturday of each month.

According to a profile piece in the Broward Palm Beach Times in 2014, dedicated business owners, locals, developers, and community members upgraded the blocks just west of Federal Highway, south of Sunrise Boulevard, and north of NE Fourth Street.

Growth started in FAT Village (Flagler, Arts, Technology), at the center of the district, where monthly art walks now draw thousands to the area. Doug McCraw, a local developer, saw strong potential in the area and began purchasing properties in 1999 even though he was hesitant to drive through the area at night.

Jim Hammond of the Puppet Network and Iron Forge Press' Chuck Loose were additional neighborhood pioneers. They separately opened in the area around 2009, the same year the art walk started. They later informally partnered to help promote the art walks. At the time, the area had already branded as an arts district for a decade, but it was lacking artists.

For the first three years of the event, Hammond set up puppet shows in the street for free. He cofounded the FAT Village Arts Association with a few others, developed the first maps and websites of the area, and branded the art walk.

FAT Village's partnerships with groups like ArtServe, Girls' Club, and the Museum of Art Fort Lauderdale have given the new scene the art world's stamp of approval. The recent introduction of trolley rides and a new working rental space for eight artists make it an artist- and small-business-friendly, slowly growing hot spot. Infill development is now occurring and the area is without a doubt an urban arts community where everything is connected to the arts in some ways. It's turning into a real urban, walkable, live/work/play environment and is the focus of the next generation of Fort Lauderdale.

Contact:

FATVillage Arts District 521 NW 1st Ave.

Fort Lauderdale, FL 33301

954-760-5900

info@fatvillage.com

<http://fatvillage.com/>

<http://www.browardpalmbeach.com/music/how-flagler-village-became-fort-lauderdales-cultural-core-6436114>

Station North, Baltimore – Performing Arts district

Public/Private – Mature District

Located in the geographic center of Baltimore, the Station North Arts & Entertainment District was the first area in the city to receive Maryland state designation as an Arts & Entertainment District in 2002. Spanning across three neighborhood communities, Station North is a diverse collection of artist live-work spaces, galleries, row homes and businesses. Neighborhood strengths include proximity to Penn Station and historic Mount Vernon and Charles Village neighborhoods, The Maryland Institute College of Art, University of Baltimore, and Johns Hopkins University. Station North has served as a national model for Arts and Entertainment Districts.

The area was revitalized with the involvement of such well known non-profit developer and neighborhood revitalization organizations as Jubilee Housing with its mission to help the people of Baltimore build desirable, mixed-income neighborhoods through affordable housing development and neighborhood revitalization, multiple projects have been completed in the area.

Public incentives available for Maryland Arts and Entertainment Districts including:

- Income tax subtraction – artists are exempt from income tax on works sold within the district or online (includes wide range of visual arts, film making, traditional and fine crafts, dance, original design)

- 10-year Property Tax Credit for projects in the district for property wholly or partially renovated for use by a qualifying residing artist or an arts and entertainment enterprise.
- Exemption from Admission and Amusement Tax – only applicable to for-profit theaters.

Its cycle to maturity started in 2006 when development was launched in earnest, although there had been significant organic activity for many years prior. From 2006-2010 Station North still offered inexpensive space in a cool space. In 2010, the first market-rate, “expensive” infill projects opened. In 2011, the Maryland Department of Business and Economic Development (DBED), which oversees the Arts and Entertainment District Program, recognized Station North’s success in marketing and promoting events within the district as well as the district’s role in economic and community revitalization with the annual Arts & Entertainment District Outstanding Achievement Award.

Organization

Station North Arts and Entertainment Inc. seeks to create a vibrant neighborhood where arts, artists, and entertainment venues flourish in the midst of an economically diverse community with an abundance of healthy residential, retail and commercial offerings. The arts and entertainment district seeks to include performance, live, work, dine and play

Station North Arts and Entertainment Inc. seeks to build on its success and address the areas challenges. Some key efforts have addressed the signage to break down the district layout where artists living in large fortress like warehouse buildings, better delineation of the district boundaries, increased communication between artist and non-artist legacy residents of the area and attendance by neighbors rather than just visitors to the area.

Station North Arts & Entertainment, Inc. also employs an arts-based revitalization and place making strategy by managing quality public art projects, providing thought-provoking programming, and forging strong supportive relationships with local artists, designers, residents, businesses, and institutions to guide development in the Station North Arts & Entertainment District

Station North Arts & Entertainment, Inc. promotes the activities of the District's artists and businesses, while also managing several high-profile projects intended to elevate the profile of Station North, connect artists and performers with new audiences, and engage Station North's residents. These include:

- Open Walls Baltimore - a robust murals program
- Final Fridays in Station North - a live performance event
- Think Big Funding Program

Contact:

Ben Stone, Executive Director, Station North Arts and Entertainment District, Inc. (director until 4/16)

120 W North Ave, Suite 307 Baltimore MD 21201

410-962-7075

info@stationnorth.org

www.stationnorth.org

Other Sources:

ULI Rose Center Webinar:

<http://uli.org/wp-content/uploads/2012/11/StationNorth112012web.pdf>

Gateway Arts District Maryland, Metro Washington DC

Small-Scale, Public/Private, Community Development Corporation-Driven/Mature Transit Corridor Revitalization Initiative

In the late 1990s, four small Maryland communities (Mount Rainier, Brentwood, North Brentwood and Hyattsville) joined forces to create the Gateway Arts District, a bold initiative designed to revitalize a two-mile stretch of the historic U.S. Route One Corridor in Prince George's

County (just north of the Washington, DC border) through an infusion of artists and arts facilities. With quick access to the MARC regional rail, two Green Line metro stations, and several bus lines to Mount Rainier, the Gateway Arts District has strong transit access. The area now boasts a rich artistic diversity of the area and variety of restaurants, coffee houses, local and regional theatres, galleries and entertainment, as well as arts-related businesses such as arts and crafts stores, designers, and art supply stores that support and extend the influence and economic vitality of the artists' community. In addition to existing arts and cultural resources, numerous projects are planned or in development in the Gateway Arts District including live/work housing for artists and new homes for area arts organizations.

The Gateway Arts District is an arts-based economic development initiative of the Gateway Community Development Corporation formed in 2001. Example of projects in the district include:

Artspace

The first of the Gateway projects, Mount Rainier Artist Lofts, created 44 units of affordable housing for artists and their families in a new four-story building one block from the District of Columbia border. This \$11.7 million project—the first Artspace live/work project involving new construction—also contains 7,000 square feet of commercial space on the ground floor. Residents of Mount Rainier enjoy the same amenities associated with historic warehouse lofts, including high ceilings and large windows, in an energy-efficient new building. The project's affordable rents and proximity to public transportation, as well as Mount Rainier's small-town charm, make it even more attractive.

Mount Rainier Artists Apartments

Developed by Housing Initiative Partnership, this award-winning building in Mount Rainier's National Historic District offers 12 distinctive 1-bedroom apartments for very low-income artists (50% AMI). The building was completely renovated in 2003 to provide an inviting, creative, and green living space for its residents.

Joe's Movement Emporium

Joe's Movement Emporium is the performing arts anchor to the area. Joe's promotes practice and preservation of world performance traditions with an emphasis on dance and movement. Through programs in art education, production and artist services, Joe's increases community access to creative experiences and creates local economic opportunities. Based in Mount Rainier, Maryland in the Prince George's Gateway Arts District since 1995, Joe's serves more than 70,000 visitors annually and is home to 25 professional performance groups.

Public Art Promotion

The Gateway Arts District has a significant number of public art installations. The organization created a map to locate sculptures, mosaics, and murals within and near the Gateway Arts District, including asking artists about their process, and recording stories from local arts partners and commissioning organizations.

In the years since the Mount Rainier project opened, the Gateway Arts District has grown rapidly. The Gateway's annual Open Studio Tour boasts 17 venues, 70 studios and more than 120 artists.

Contact:

Gateway CDC (301) 864-3860

<http://mygatewayarts.org/>

Sources:

<http://mygatewayarts.org/>

<http://www.artspace.org/sites/default/files/public/downloads/place/mtrainier.pdf>

<http://hiphomes.org/wp/rental-opportunities/renaissance-square/#>

<http://joesmovement.org/about>

Washington Avenue Arts District Houston TX

Grassroots/Corridor/Project-To-Project Grant Funding

The Washington Avenue Arts District is a Texas state recognized cultural district in Houston which boasts the highest concentration of working artists in the state. Its mission is to preserve, promote and progress the District's special creative offerings and to bolster the image of the area as desirable place to live, work and play.

The Washington Ave. Arts District is an ongoing grassroots project focused on creating an identity for the area that highlights its vibrant creative community.

Its organizational goals are:

- Weave together the District's arts, business, and residential communities in an effort to support the generation of new opportunities
- Develop clear and consolidated area marketing that brands the area as a cultural destination
- Engage in special projects that foster enthusiasm for the arts
- Contribute, in a significant way, to area beautification
- Sustain a partnership with local developers and landowners in a continued effort to support the creation of sustainable, affordable and accessible creative spaces

As the organization does not have operating funding, to achieve these goals the organization has pursued grant funding on a project-by-project basis with volunteer staff and grassroots organizing around specific initiatives such as designation as a Texas State Cultural District, major upgrades to the main plaza in the area, recruiting Houston's major photography fair to move to the area. The Washington Avenue Arts District has been successful in securing grant and corporate funding to highlight events in the area and build the district's brand.

The Washington Avenue Arts District was sponsored by Fresh Arts, a local philanthropic effort, while awaiting tax-exempt 501(c) 3

designation, which it received in Fall 2015. The tax-exempt status will attract funding for operations and allow for increased programming to raise awareness about the area.

Contact:

Susannah Mitchell

Director - Washington Avenue Arts District

www.artsdistricthouston.com

info@artsdistricthouston.com

703.568.8380

Warehouse Arts District (St Petersburg FL)

Grassroots/Project-to-Project Fundraising/Grant Funding

History

The Warehouse Arts District is bounded between 1st Avenue N and 10th Avenue S and 16th Street and 31st Street. Much of this area was industrial and populated with warehouses and small manufacturing companies. For decades the Seaboard Railroad Station (now the Morean Center for Clay) was an important link between those businesses and their clients. However, in more recent times many of the buildings sat empty and the area had begun decaying and falling into decline. Artists, always seeking studio space, saw potential in the area due to the large warehouses which were available for reasonable rent.

In October 2011, an informal group of artists residing in the area came together to discuss ways to combine resources and increase connectivity with the community. These initial meetings resulted in the Warehouse Arts District Association (WADA) incorporating as a 501-3C, establishing by-laws and writing a mission statement. Throughout 2012 a series of meetings was held to further explore the needs of the art community. One of the concerns dealt with increasing property values making it difficult for artists to obtain reasonably priced studio and gallery space. To address this issue, WADA began a capital fund

raising effort with the goal of purchasing warehouse space, now called the ArtsXchange.

The artist members of Warehouse Arts District Association maintain their own exhibitions and shows utilizing WADA's website and social media to promote their activities. Members volunteer at numerous public events to promote WADA and encourage the public to become more involved in the art community. The use of the website and social media platform as a central portal for art in the community has become increasingly beneficial to the artists and the public. The Warehouse Arts District Association markets the art district and is involved in the master plan and district overlay for the various art districts within St. Petersburg. Warehouse Arts District Association volunteers staff the Second Saturday Art Walk trolley and have been instrumental in extending the boundaries covered by the trolley. We also act as an advocate for the art community representing the various artists and interfacing with the city and government entities as well as coordinating community activities. A discussion of current projects is provided in the following section.

The ArtsXchange

The ArtsXchange project is dedicated to developing below market studio space for artists of all disciplines as well as providing arts education experiences to under-served populations, the neighborhood and the city of St. Petersburg as a whole. It was created because as the popularity of the Warehouse Arts District Association (WADA) increased, property values increased making it difficult for artists to obtain reasonably priced studio and gallery space. In the summer of 2014, WADA began a capital fund raising effort with the goal of purchasing 50,000 sq. ft. of warehouse space. Private and public fundraisers were held which raised \$350,000 for the down payment including a \$75,000 donation from the City of St. Petersburg. In December 2014, WADA was able to purchase a compound of 6 warehouse buildings (as seen above) that will be renovated into affordable working studios, galleries, classrooms, a coffee shop and educational microbrewery and restaurant.

More than 300 artists (10% from outside Florida) have signed up in advance for working space in the ArtsXchange facility. St. Petersburg is

developing a national reputation as not only an arts destination, but also a welcoming community for new artists to locate.

Initially, approximately 11,000 square feet is planned to be built out into air conditioned, affordable studio space for artists such as photographers, painters, graphic artists, etc. including a large gallery space. Then in later phases, larger spaces will be created for metal workers, sculptors and other mixed media artists including offices, class rooms, more gallery space, and possibly a foundry, a recording studio, rehearsal space or a restaurant/micro-brewery. The Pinellas Trail runs alongside the compound as well and ideas are swirling around about creating an “Arts Gateway to St. Pete” with colorful murals and artwork and opening up trail access from the compound to neighbor, the Duncan McClellan Gallery’s location, and to the Morean Center for Clay.

District Master Plan

A committee is working with city developers to improve district infrastructure such as street lighting, sidewalk repair, potholes and overall safety in the community.

Boundary Markers

WADA is working toward Warehouse Arts District signs in order to designate the area as an arts district.

Campaign to Restore Pinellas County Arts Funding

WADA has been working with Creative Pinellas and the Pinellas County Commissioners to restore arts funding recently receiving agreement that \$300,000 will be earmarked for the arts in 2016.

Art on the Trail

The Warehouse Arts District Association is working with the City and County to improve the Pinellas Trail both visually and with safety concerns.

According to Etsy’s website, St. Petersburg is also a partner city with Etsy.

Contact:

Warehouse Arts District Association

515 22nd Street South

St. Petersburg, FL 33712

727-826-7211

info@whereartismade.com

Executive Director - Mary Jane Park

www.warehouseartsdistrictstpete.com

Navigation Boulevard Esplanade Houston TX

Public-Sector Driven/Special Tax District/

The Greater East End Management District was created in 1999 by the 76th Texas legislature as a tool for economic development and revitalization of the area. A bill to create the district was introduced in the House of Representatives by State Representative Rick Noriega. State Senator Mario Gallegos introduced a bill in the Senate. HB 3692 was signed into law by then Governor George W. Bush on May 10, 1999.

The District receives assessments from commercial property owners and uses funds for infrastructure improvements, beautification, security and public safety, workforce development, and other programs as designated by its board of directors. Assessments, received from commercial property owners, multi-unit housing properties with 13 or more units, and town homes without homestead exemption, are based on the assessed value of real property and hover around \$1,700,000 annually.

All programs and services are approved by a District Board of Directors comprised of East End commercial property owners, business owners, and residents, and are developed to:

- Create a safe environment within the District in both perception and reality
- Enhance the image of the District
- Improve infrastructure and amenities in the District

- Attract more business and investments to the District
- Improve business opportunities, in order to increase economic activity for the business property owners, tenants, and their customers

The District’s marquee project is Esplanade at Navigation Boulevard. This public space creates a band of outdoor rooms for the community. Upon opening it has become the heart of the community, “El Corazon de la Comunidad.” The wide esplanade and walkable, shaded sidewalks is home to a weekly farm market, with offerings from local organic farmers and vendors, each Sunday from 10 am to 2 pm.

The \$5 million ARRA stimulus grant that brought improvements to Sampson and York also funded the exciting, community-driven changes on Navigation. Residents and visitors enjoy safe crosswalks, pedestrian level solar lighting, an active area of commerce, restaurants, events, and attractions. The esplanade itself also features amenities that are both functional and artistic. Pedestrian-level LED lamps are powered by solar generators with enough battery power to run year round, even on cloudy days. Benches in the esplanade are faux bois, made to look like centuries-old wood. The bench backs are tiled, and the seats have well-known sayings that are applicable to Texas culture and history. Bike racks feature Spanish and English words in script text. Overhead, an iron archway crosses the boulevard, and is fashioned like papel picata, with imagery of some of the original industry in the East End: shipping, railroads, and oil.

Contact:

Greater East End District

3211 Harrisburg Blvd.

Houston, TX 77003

T. 713.928.9916

<http://www.greatereastend.com/east-ends-navigation-esplanade-in-the-news>

Bok, Philadelphia, PA

Art/Maker Space/Mixed-Use Arts Community

This ambitious and exciting mixed-use development is in its early stages of development. The transformation of the vacant Edward W. Bok Vocational School into a new and innovative center for Philadelphia creatives and non-profits is an outstanding example of the innovation and creative efforts to link community development and arts and maker spaces that underway in cities across the county. The developer, Scout, Ltd.’s, plan is to channel the maker and craftsman roots of Bok’s history into a new space for Philadelphia’s leading creative talent.

Because Bok was not for not traditional students Scout believes that Bok merits a non-traditional development approach. Rather than imposing a design, Scout seeks to be responsive to the building and its many distinct spaces (science labs, wood shops, training kitchens, hair salons, two gyms and an auditorium) and to the needs of the makers, thinkers, creators, doers, innovators, incubators in and beyond Philadelphia today who seek to work in an energetic environment.

Built in the 1930s, the 340,000 SF Art Deco vocational school facility has a robust structure and features four fully functioning elevators with loading capacity of 6,000 lbs. and multiple loading docks. The building features 5 different terraces levels which will be transformed into a permanent restaurant and seasonal bar on the 8th floor terrace. A variety of work spaces will be offered to accommodate different requirements and work environments of tenants, local community entrepreneurs and for-profit tenants such as daycare. The ground-floor will feature active, engaged and innovative uses that will build on the energy and new businesses of the East Passyunk Crossing neighborhood.

Philadelphia is in the midst of a Renaissance, named the top city in America for millennials as no other city in the county has attracted as many as of the new generation as Philadelphia. Boks neighborhood itself has a long history as an arts area and Passyunk Avenue, hailed as one of the top ten best foodie streets in America, is a few blocks away. Bok is located 2 miles away from each of the hubs of Philadelphia: Center City, University City and the Navy Yard.

The developer, Scout Ltd. is an interdisciplinary design and development practice

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Building Bok

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Other Entrepreneurial Food-Related Maker Space Models

Hot Bread Kitchen, NYC

Hot Bread Kitchen builds lasting economic security for low-income, immigrant and minority individuals by creating pathways to professional opportunities in the culinary industry.

Through an employer-driven workforce development and business incubation programs, Bakers in Training and HBK Incubates, HBK helps women and men professionalize skills in the culinary arts, transcend common barriers to fair wage employment and achieve financial independence and success in New York City's \$5 billion food manufacturing industry.

HBK's non-profit social enterprise marries the market to its mission: 67% of HBK's operating budget is funded through the sale of multi-ethnic breads and rental of commercial kitchen space. Additional philanthropic support allows for the high quality training and education.

Source:

<https://hotbreadkitchen.org>

Appendix 5: Miramar Town Center Retail Assessment (Completed February 2016)

Introduction

The City of Miramar is currently undertaking the formulation of a five-year Economic Development Action Plan (EDAP). The foundation of the strategic planning effort includes an Economic Profile Report to assess existing demographic, economic, and real estate market conditions (i.e., business sectors; demographics; psychographics).

The Economic Profile Report specifically includes assessment of residential, office, industrial, hotel, retail/dining/entertainment, and cultural arts assets in the City of Miramar, Broward County and the Southeast Florida region.

Within the City of Miramar, the EDAP is specifically focused on how to both unify the City's cohesive identity as a whole while also identifying opportunities for new development activity and urban revitalization in historic area of Miramar (the Transit Oriented Corridor), western Miramar, and the Miramar Town Center.

This assessment is intended to provide a preliminary findings and recommendations related to retail uses in the Miramar Town Center as follows:

- Conceptual Plan and Development History
- Successful Town Center Retail Operating Requirements
- Preliminary Findings and Recommendations
- Next Steps

This preliminary assessment has determined that while the Miramar Town Center is an exemplary public-private model of cutting edge urban mixed use and smart growth design principles, the Town Center is facing difficult challenges to complete the development of Block 2: Mixed use office/retail (current surface lot) and Block 3: Civic/office/retail (Miramar Police Headquarters with ground floor use to be determined).

The City of Miramar must concurrently balance the completion of ongoing construction/fit out/tenanting of the Town Center with: 1) fiscal requirements 2) generating tax income on remaining development parcels and 3) achieving a functional Town Center at buildout.

To address these needs, the City of Miramar is evaluating a proposal to locate the Police Department's Property and Evidence Department on the ground floor of the Police Headquarters (Block 3). While this alternative would serve to provide space for an important civic/public safety use in need of co-location with the Police Headquarters, this deviation from the Miramar Town Center Conceptual Plan is expected to result in long-term unintended consequences that would negatively impact the viability of the Town Center to achieve its intended use as a cultural, arts and entertainment destination.

A secondary critical risk factor challenging the successful development of the Miramar Town Center is that the Master Developer, Rockefeller Group Development Corp/Kimco Realty (Rock-Kim) is required by the Development Agreement to complete Block 2's construction by October/December 2016, which will not be accomplished, since development plans have not been submitted to the City. The City will need to consider whether to repurchase the property as allowed by the Development Agreement or grant an extension to the completion deadlines.

The development/retail tenanting potential of Block 2 and Block 3 are at risk at this time. It is recommended that the City take a leadership role in revisiting/refocusing the development strategy for the Town Center by revisiting the retail recruitment strategy and that the City explore an alternative location for Property and Evidence. The City should also use the remedies available under the Development Agreement to evaluate alternatives for repositioning Block 2 through modifications to the site's covenants, entitlements, development strategy and public-private funding sources.

These findings suggest that the City should focus on basing decisions on the ultimate development of Block 2 and Block 3 from a long-term perspective founded upon achieving operational success of the Center. This will require a long-term commitment to facilitating ongoing

management of the Town Center as a whole through coordinated retail space leasing and program management.

The rationale for these recommendations follows in a discussion of successful Town Center retail operating requirements and the Urban Land Institute's (ULI) Top 10 Principles for Successful Town Center Development, analysis of the relationship between submarket area retail supply and demand, and evaluation of typical destination service retailer space requirements.

Miramar Town Center Conceptual Plan and Development History

In March 2000, the City purchased the 54-acre Miramar Town Center site and proceeded to acquire all of the necessary development entitlements for the property's development into a vibrant mixed-use Town Center. At conception, the City's vision was to create a "downtown" central location that would create a sense of place in the City of Miramar. The Town Center would be anchored by civic and cultural uses—including a new City Hall, Cultural Arts Center and a Public Library—with a functional mix of retail, office and residential uses.

Of the 54-acre site, 14 acres were set aside to house the majority of the civic uses, such as the 87,000 square foot City Hall, 72,000 square foot Community Library-Education Center, and the 49,000 square foot Miramar Cultural Center (all have been successfully constructed by the City). The remaining 40 acres were slated for the private development of retail, office and residential uses to be completed by a master developer.

On February 16, 2005, the City Commission approved the sale of the Town Center's 40-acre private parcel to the joint partnership of the Rockefeller Group Development Corp/Kimco Realty (Rock-Kim Miramar, LLC) to serve as master developer for the private uses. Since the project's inception, the City Commission has approved site plans for five of the six private development blocks and construction has been completed for four of them and one is in the late stages of construction. The private development was initially programmed to contain approximately 135,000 square feet of retail, 26,000 square feet

of wellness and fitness, 43,000 square feet of office and 496 residential units (133 townhouses, 346 garden apartments and 17 live-work units). These components were considered "essential" to fulfill the mixed-use Town Center vision. Over the years, the program has been amended slightly to account for changing market conditions, while maintaining the essential components to achieve the vision and now includes 150,000 square feet of retail and fitness, 85,000 square feet of office and 504 residential units (134 townhouses, 370 garden apartments), as well as an additional 80,000 square feet of civic office to accommodate the new Police Headquarters.

The following Figure 28: Miramar Town Center Conceptual Plan (September 2012, most recent update) provides a graphic of the current site plan.

The following figure provides an overview of the planned use-mix and densities proposed for the Town Center.

Figure 28: Miramar Town Center Conceptual Plan (September 2012, most recent update)



To date, Rock-Kim completed the development of Block 4B (mixed use office/residential over retail) consistent with the Town Center Conceptual Plan and opened in late 2008. Block 4B includes 79,000 square feet of retail and fitness, 45,000 square feet of office and 17 residential units that wrap around a previously constructed 565-space structured parking garage with high quality Mediterranean style architecture.

Table 1: Miramar Town Center Conceptual Plan Program Summary

Block 1: CITY HALL & CULTURAL CENTER

Civic	208,000	SF
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Block 2: OFFICE/RETAIL DEVELOPMENT SITE

Retail	40,000	SF
--------	--------	----

Office	40,000	SF
--------	--------	----

Parking ¹	300	SP
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Block 3: RETAIL/CIVIC/OFFICE

Apartments	117	DUs
------------	-----	-----

Retail	14,000	SF
--------	--------	----

Civic / Office	80,000	SF
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Transit Hub	5,000	SF
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Parking	1,001	SP
---------	-------	----

Block 4A: RESIDENTIAL/RETAIL

Apartments	236	DUs
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Retail	12,700	SF
--------	--------	----

Parking	437	SP
---------	-----	----

Block 4B: RESIDENTIAL/RETAIL

Apartments	17	DUs
------------	----	-----

Retail/Fitness	78,755	SF
----------------	--------	----

Retail Outparcel	5,000	SF
------------------	-------	----

Office	45,435	SF
--------	--------	----

Parking	585	SP
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Block 5: RESIDENTIAL

Townhomes	67	DUs
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Parking	190	SP
---------	-----	----

Townhomes	67	DUs
-----------	----	-----

Parking	164	SP
---------	-----	----

¹May require structured parking or additional parking in other blocks

to achieve parking requirement

Source: City of Miramar; Willdan, 2016

Although several retail tenants have since opened in Block 4B including 24hr Fitness, La Famiglia, Subway Subs, JenCare Skin Farm, Brow Boutique, Hochman Family Chiropractic, Drop Dry Cleaners, UPS Store, Juana's Sports Bar & Grill and Dunkin Donuts, approximately 24,000 square feet of retail remains available in Block 4A and Block 4B (see Table 2). An outparcel remains vacant on Block 4B that can be used for retail, daycare or bank.

The office component in Block 4B is effectively 100% leased with Comcast Spotlight, the advertising sales division of Comcast Cable, attorneys Lopez and Morales, PA, for 3,200 square feet, Tenant Evaluation, LLC for 2,318 square feet and Goode Consulting, LLC for 5,000 square feet. Another notable office tenant includes the U.S. General Services Administration for approximately 16,250 square feet. The building is fully leased with the exception of a bank outparcel that remains available.

The residential components of the development in Block 3 through Block 6 have been very successful with approximately 100% occupancy. Developer Mill Creek Residential recently sold the Modera Town Center Apartments in the Miramar Town Center to a New York firm for \$120 million (approximately \$246,406 per unit)¹. The 487 units are split between two apartment complexes with attached parking garages, and a spread of lakeside townhouses north of Canal Street. An affiliate of Mill Creek built the 20-acre complex after paying New York's Rockefeller Group \$12.5 million for the land.

The Modera project units range in price from \$1,527 to \$3,652 per month for between 702 and 1,566 square feet. The complex includes high quality amenities (i.e., swimming pools, fitness studio, clubhouse with arcade room and a children's playground).

In spite of the success of the residential and office components of the project, Rock-Kim reports that the project has reported significant financial losses due to the economic downtown and associated construction and tenant absorption delays. Consequently, Rock-Kim and the City entered into a Purchase and Sale Agreement (PSA) for a

one-acre site on the southern side of Town Center's Block 3 for the development of the new 67,000 Miramar Police Headquarters and 14,000 square feet of ground floor shell retail space in July 2012 (currently under construction). As part of the PSA, the City agreed to construct the retail space, which would then be purchased back by Rock-Kim at completion. The City is currently considering retaining ownership of the shell retail space and the Police Department is recommending that the space be converted for use as their Crime Lab and Property and Evidence Facility due to the adjacency to the new Police Headquarters and operational benefits.

The Conceptual Plan calls for nearly 150,000 square feet of retail to ensure that Town Center offers the critical mass of retail space required to function as a Community Center. The loss of retail on Block 2 and Block 3 indicate that more than 50,000 square feet of that critical mass have not yet been constructed and are in jeopardy of permanent loss.

¹ <http://therealdeal.com/miami/2015/12/31/mill-creek-sells-new-miramar-apartments-for-120m/#sthash.VZwPHYBF.dpuf>

Table 2: Miramar Town Center Concept Plan – Space Planned vs. Constructed and Occupied (2016)

	Planned	Con-structed	Under Construct-ion	Occupied ¹	Not Con-structed
Retail (SF)	150,000	96,000	14,000	72,000	40,000
Office (SF)	85,000	45,000	-	45,000	40,000
Civic/ Cultural (SF)	288,000	208,000	67,000	208,000	-
Residential (DUs)	504	504	-	-	-

¹As of 2/11/2016: 24,000 SF of retail space is available in Blocks 4A & 4B.

Source: KIMCO Realty; City of Miramar; Willdan, 2016

This indication of project risk for future retail development is further supported by an interview with Rock-Kim representatives who reported the current retail vacancies are due to several factors:

- Continued recovery from the 2008 economic recession
- Regional competitive supply (more than one million square feet)
- Relatively lower traffic counts when compared to Pembroke Pines transit corridors (currently 56,000 trips per day on Red Road versus 150,000+)
- Block 3 construction delays
- Lack of critical mass of retail space required for Community Center retail (retail planned: 150,000 square feet; retail constructed: 96,455 square feet; retail occupied: 76,455 square feet).

Best Practices for New Town Center Development reported by ULI—the Urban Land Institute suggest that for a new Town Center to achieve a successful retail mix, there must be a critical mass of functional space and available market demand to support between 150,000 and 250,000 square feet of retail space.

Based on a market gap analysis according to ESRI Business Analyst, the City of Miramar is experiencing retail leakage (pent-up demand) within a 20-minute drive time of the Town Center within several retail categories considered targets for the site. While the ESRI data indicates that there is sufficient market support for the retail envisioned for the Town Center, the project is at risk of failing to thrive due to the proposed deviations from the Conceptual Plan.

The Miramar Town Center was planned to include 150,000 square feet of retail (the minimum threshold for successful Town Center development). In effect, nearly half of the total planned retail space is not constructed or occupied and of that, 54,000 square feet is at risk of permanent loss.

The Town Center has not yet achieved the optimal retail density needed to effectively execute a sustained retail recruitment strategy. This challenge is further exacerbated by the comparative traffic counts in established centers to the north in Pembroke Pines) and the ongoing construction activity. All of these factors together present risk to the ongoing success of the Town Center to function as planned. It is a risk not only to the City’s investment to date, it is a risk to current businesses who have invested in locating in the center and it is a risk to the developer/operator of Block 2.

It is very important to take these factors into consideration when evaluating the future use mix in Block 2 and Block 3. Willdan consulted with Torti Gallas and Partners, the Miramar Town Center’s original master planner and urban design team, regarding this proposed change to use the 14,000 square foot space for Crime Lab and Property and Evidence uses. Representatives from Torti Gallas have indicated that this proposed shift from the original Conceptual Plan is not recommended as it will damage the capacity of the Town Center to operate as designed and would likely further complicate efforts to attract retailers to remaining vacant retail spaces. Removing an

activated public use from the ground floor retail of the City Hall Promenade will directly limit the viability of Block 2's future retail use.

Review of the Miramar Town Center Conceptual Plan indicates that the City Hall Promenade was designed to allow for ground floor retail on both sides of the street. By transitioning the ground floor retail space of the Police Headquarters to a non-public/closed use, the function of the Town Center would deviate significantly from the plan's vision and would impede future place-making programming and investments. To provide an overview of the drivers of project risk associated with retail development, an overview of area submarket retail performance, retail tenant-mix alternatives, and successful Town Center retail operating requirements follows.

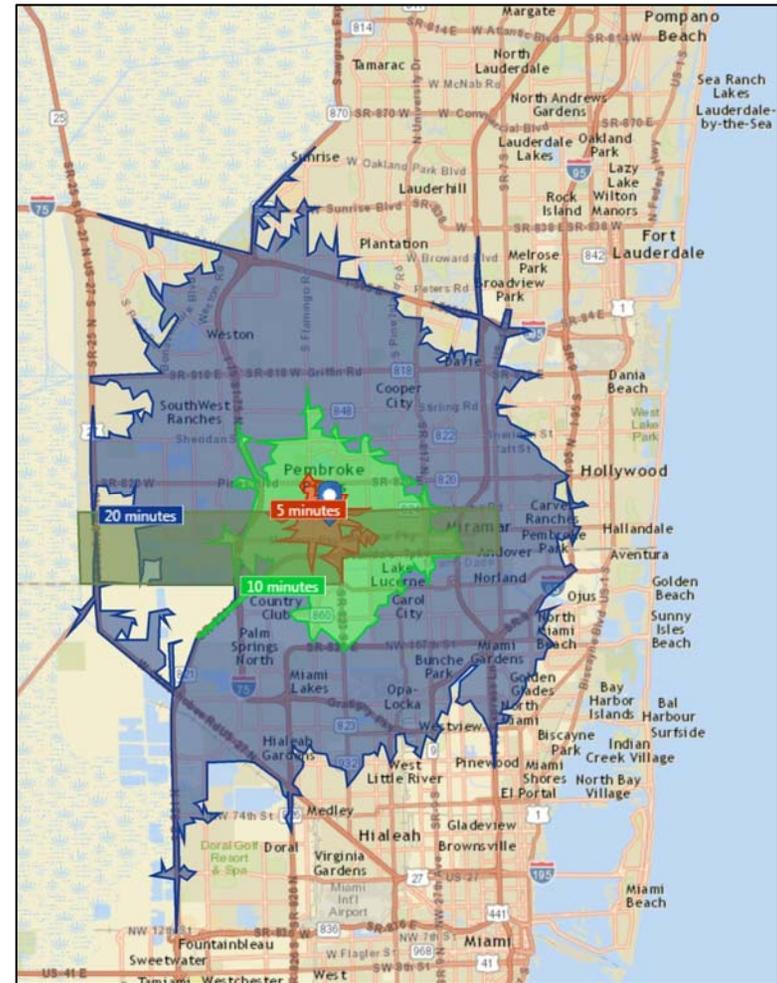
Overview of Submarket Area Retail Market Supply and Demand

In terms of the relationship between available market demand and market supply, the data suggests that notwithstanding substantial retail market supply there is evidence that retail leakage (demand) is occurring in the local submarket area (defined as a 20-minute drive time from Miramar Town Center) in certain spending categories that would be supportive of a destination service retail concept at the Town Center.

According to ESRI Business Analyst and CoStar data, there are 28 major shopping centers with 1,294 individual stores offering more than 10 million square feet of gross leasable retail area within a 20-minute drive time of the Miramar Town Center (refer to Appendix A for detailed data).

Concurrently, the submarket contains more than 320,000 households and average household incomes of \$72,500 per year, or \$23 billion in total household income. Assuming consumer expenditure behaviors reported by the US Consumer Expenditure Survey, approximately 25% of gross household income may be available for retail and other consumer expenditures. This translates to approximately \$5.8 billion in available spending power within the retail submarket (excluding inflow factors from outside the trade area boundaries illustrated by the following figure).

Figure 29: Miramar Town Center Primary Retail Submarket Area (20-Minute Drive Time)



Looking to future growth potential, there are expected to be 10,561 new households by 2020. The following Table 3 illustrates that these households are expected to generate nearly \$1 billion in net new retail spending power over the next five years. However, competition for high quality retailers in the “lifestyle center” category is expected to increase as new projects come online in adjacent trade areas.

Table 3: Retail Spending Power, 20-Minute Drive Time from Miramar Town Center (2015-2020)

	2015	2020	Net Change
Households	321,464	332,025	10,561
Avg HH Income	\$72,501	\$81,655	\$9,154
Total Household Income	\$23.3 B	\$27.1 B	\$3.8 B
Consumer Expenditures ¹	24.7%	24.7%	24.7%
Retail Spending Power	\$5.8 B	\$6.7 B	\$939.8 M

¹ As a % of Total HH Income based on the US Consumer Expenditure Survey, 2014

Source: ESRI Business Analyst; Willdan, 2016.

Within this concentration of major shopping centers in the primary submarket area, there is evidence of both market over-supply and retail leakage according to certain retail spending categories.

For example, based on the retail gap data reported by ESRI Business Analyst, it is not likely that the Town Center would attract large format apparel and furnishings stores.

In terms of retail-use mix, while an end cap site or a location near a major entry would be desirable for a drugstore, it appears that this category is over-supplied in the current local market (defined as a 20-minute drive-time from the Miramar Town Center). According to ESRI, there are 586 Health and Personal Care stores within a 20-minute drive time of Miramar Center reporting sales of \$688.0 million in sales in comparison to a sales target of \$1.2 billion, or oversupply equal to \$517.5 million in annual sales.

However, there is evidence of new retail demand (retail leakage) for Specialty Food Stores, Full Service Eating & Drinking Places (restaurants), and Leisure Goods (Sporting Goods, Hobby, and Book & Music Stores). Together, these categories are reporting approximately \$317 million in annual sales leakage (represented as the difference between spending power and available supply). Assuming an average investment-grade retail sales productivity rate of \$350 per SF, this available retail spending represents potential for nearly 908,000 SF of new retail somewhere in the submarket area.

The category with the greatest leakage is Eating and Drinking establishments (full-service restaurants in particular). This category is further supported when analyzing projections of available spending power over the next five years (2015-2020).

In review of individual retail categories reporting leakage and current tenant mix, the Town Center’s retail recruitment strategy should focus on “low hanging fruit” in the most visible locations of vacant space and particularly in Block 2.

Given area retail offerings and the current tenant mix at the Town Center, it is recommended that the tenant recruitment strategy focus on attracting a critical mass of service retail anchored by destination uses such as a small format ethnic grocery store, Urgent Care outlet, and boutique pharmacy that could be cross-subsidized by other uses to offset the oversupply for Health and Personal Care uses in the submarket (in effect, the use would be included as an amenity to make the use-mix work but may not achieve market rents).

In terms of the space requirements of any of these service destination retailers, they should be in an easily accessible location on an activated street with other synergistic retail tenants.

While a destination service retail tenanting strategy in the Town Center appears to be feasible, the recommendation is considered on the condition that it is coupled with programming. It is important to note that at this location, the Town Center is designed to function as an urban center in a suburban transit corridor. In effect, a concentration of functional service retail alone will not make a place work without sustained programming. A strategically placed retail/dining cluster within the center may be well-situated on Block 2, visible from Red

Road, and would serve to provide a missing programming and space activation anchor in the complex.

In summary, it is important for the Miramar Town Center to achieve buildout and fully execute a sustained retail recruitment program to capture its “fair share” of current and future projected local retail spending power.

Successful Town Center Retail Operating Requirements

Smart Growth and Form Based Code design guidelines advocate for intense, pedestrian-oriented retail and commercial uses to be located in Town Centers. In these urban core areas, ground-floor non-retail uses are discouraged, and buildings are defined as urban in character with front façades built to the front property line and at-grade entrances. Ground floor uses are recommended to be visible to the public and offering activated, synergistic uses.

Other important Town Center retail operating requirements as reported by the National Retailers Association, the National Retail Expansion Guide (2014), and the International Council of Shopping Centers include are detailed in the following Table 4: Miramar Town Center Retail Site Selection Characteristics.

Based on these factors, the City of Miramar offers several competitive characteristics. The City’s population is approximately 135,000 within 31 square miles (very attractive for a range of retailers) and median household incomes are approximately \$63,000. Miramar’s population and incomes are of the fastest growing in Broward County and the City has been recognized as one of the nation’s fast growing and best economies by WalletHub, a personal finance and economic research company.² Traffic counts on Red Road are estimated in the range of 55,000 trips per day, sufficient to support a range of community serving retailers.

In terms of physical and design characteristics, it is important to note that a Town Center’s retail operations are different from regional or strip retail centers. Town Centers should be walkable, accessible to job

centers, offering a diversity of housing choices and a mix of land uses/densities. Increased densities maximize the public return on investment for an enhanced civic and cultural presence with strong physical connections to surroundings. Town Centers anchored by retail/dining/entertainment/gathering places offer a clearly identifiable and energized public realm attractive to residents and businesses.

By definition, Town Centers are designed to be community gathering places usually serving between 20,000 to 100,000 people living within a 10- to 20-minute drive. Town Centers are typically anchored by a dominant retail store (is generally a junior department store or a large variety store). This is where Miramar’s Town Center has not yet achieved an optimal retail tenant mix. Blocks 4A and 4B have been successful in attracting other typical co-tenants supportive of mixed-use Town Center development, such as the dry-cleaner and beauty salon. These uses depend on a rapid turnover of traffic in the center and are currently located where there is always available parking on the existing surface lot of Block 2.

² <http://www.sun-sentinel.com/business/fl-fastest-growing-economies-0150929-story.html>

Table 4: Miramar Town Center Retail Site Selection Characteristics

Population Density and Population Trends	332,025 households within 20-minute drive time, growing at 1.3% annually
Gross Retail Spending Power	\$5.6 billion in disposable income in 2015, growing by nearly \$1 billion to \$6.7 billion in 2020
Total Retail Trade Potential by Category - Gap Analysis	Evidence of retail leakage equal to \$317.5 million annually, or potential support for nearly one million SF of new retail in the categories of specialty food stores, full-service restaurants, and leisure goods (sporting goods, hobby, book/music stores)
Retail Competition (20 Minute Drive Time)	CoStar data reports 105.6 million SF of retail supply in Broward County alone. Key competitive retail centers include The Shops at Pembroke Pines, Miami Gardens, The Shops at Bal Harbor, and the outlet “category killer” of Sawgrass Mills (2.3 million SF within 25 minutes)
Adjacent Retail Planned/Under Construction	City Place Doral and The Shops at Downtown Doral will deliver more than 430,000 SF of lifestyle retail by 2018
Existing Retail Performance	CoStar data for the City of Miramar indicates healthy performance: <ul style="list-style-type: none"> ▪ Supply: 3.1 million SF ▪ Direct Vacancy Rate: 5% ▪ Average Lease Rate (NNN): \$23/SF – supportive of new construction ▪ Positive Net Absorption (2006-2015; 45K SF absorbed in 2015) ▪ Retail Space Under Construction: None
Placemaking Programming (Live/Work/Play & Public Realm)	The Miramar Town Center and Cultural Center offer a unique, high quality experience for the visitor, the ongoing construction activity has limited the ability to fully activate the site through sustained programming such as pop-up events, kiosk vendor program, food truck rallies, etc. The addition of this programming will be critical to achieving the Center’s full potential
Nature of Zoning Regulations, Covenants and Entitlements	The current covenants and entitlements associated with Block 2 do not maximize the marketability of the site
Availability of Access/Visibility and Traffic Counts	Traffic counts are sufficient to meet the minimum threshold requirements of targeted retailers (25,000 VPD+), the current estimates at Red Road are 56,000 VPD in comparison to competitor sites to the north (150K+) and south (90K+)
Design Elements	Double-sided retail as a critical design element for retailers to achieve functional walkability

Source: ULI-the Urban Land Institute; Willdan, 2016

Preliminary Findings and Recommendations

Taking existing conditions and operating requirements into consideration, the future tenancing of Block 3 and development strategy for Block 2 are critical to the continued success of existing retail businesses, office absorption, and the function of the Town Center as a whole.

To further inform Willdan's recommendations for the Town Center's retail uses, we reviewed ULI's Top Ten Principles for Developing Successful Town Centers (see Appendix A for full version) as a national benchmark. Following is an assessment of the Miramar Town Center's current status of development (i.e., use mix, vacancies, retail recruitment strategy) according to ULI's best practices with key recommendations for the City's immediate consideration.

1. Create an Enduring and Memorable Public Realm: Define the public realm with streets, open space and places for people.

Miramar has successfully created a high-quality development with state-of-the-art public realm improvements. The City's significant investment in the building architecture, the Palm Grove, Plaza, and Fountain set a clear and high-quality level for the Town Center that support its place-making potential. The aspect that is lacking is related to street activation (foot traffic) due to the ongoing construction and deficient critical mass/cluster of traffic drivers. Examples of drivers could be a retail/dining/entertainment district that would capture its fair share of available spending power from residents and daytime office workers. Discussions with the current owner/operator of retail uses suggest that the Town Center's traffic counts are deficient when compared to competing locations to the north in Pembroke Pines (55,000 trips per day vs. 150,000+ in Pembroke Pines). The question of market support for retail will be further addressed in the economic profile report and will illustrate the opportunity to strengthen retail offerings at the Miramar Town Center through a sustained retail recruitment process.

2. Respect Market Realities: Successful mixed-use is achieved through sustained tenant recruitment strategies and space programming/management.

The City and Rock-Kim undertook an ambitious conceptual plan in 2005. Following the economic downturn, both parties were faced with very difficult decisions to meet the financial impacts of the recession. The specific changes to the Miramar Town Center Conceptual Plan included converting the proposed for-sale residential component to for-rent apartments and townhouses, as well as adjusting office/retail tenant expectations.

The City should explore soliciting design input from Torti Gallas (the Town Center's Conceptual Plan architects and urban designers) to revisit market conditions today and the alternatives for 1) ground floor retail or other activated space in the Police Headquarters building and 2) development alternatives for Block 2 (e.g., density, use mix, ground floor retail format, connectivity to expanded public plaza space on Main Street). It is also important to revisit the parking strategy for Block 2, especially if the feasibility of increased density is to be tested. Given that the use-mix and distribution of parking throughout the Town Center has shifted since the initial Conceptual Plan was created, future uses may require regulation of street spaces to provide priority use for certain retailers. This regulation could impact operations at the Cultural Arts Center's events which could indicate the need for a comprehensively planned valet function for the entire complex. Other design elements that should be further tested include:

- Critical need for left turn signal on Red Road
- Opportunity for larger users/anchors in deeper spaces at corners
- Focus on maximizing opportunity for sight lines from Red Road to enable customers to immediately identify opportunity for parking from Red Road
- Evaluate sufficiency of retail space depths (minimum of 60 feet to optimum depth of 80 feet if feasibility)
- Design for food truck strategy including outlets and garbage collection if desired (highly recommended)
- Evaluate feasibility of expanding civic plaza space for programming and enhanced wayfinding (i.e., in front of Cultural Arts building as a gateway to the Town Center)

This process will allow for a comprehensive assessment of current market conditions and the potential consequences of a range of tenanting strategies. This would also provide a mechanism for initiating a dialogue with the property's original owners (Sunbeam) related to property covenants that have been carried forward and appear to limit potential viable retail tenanting solutions. Finally, this process would also open the door to establish a stronger partnership needed to sustain high quality maintenance and management of a complex multi-owner, multi-user Town Center complex.

3. Share Risk/Reward: Explore opportunities to enhance the public-private partnership.

Town Center projects are among the most complicated real estate projects and must be profitable for both public and private sectors to ensure a true partnership and collaboration. The City invested in the initial/upfront construction of significant public realm enhancements while the developer has assumed the majority of financial risks. Due to market and economic conditions, Rock-Kim has reportedly experienced significant financial losses and is not expected to initiate/complete with the construction of Block 2 within the timeframe required by the Development Agreement with the City. Rock-Kim is currently in technical default and will be required 1) sell the property back to the City of Miramar at a loss or 2) renegotiate the Development Agreement. This is both challenge and an opportunity for the City of Miramar to respond to evolving market conditions and reevaluate the conditions required to successfully complete the development of Block 2 within a reasonable timeframe.

4. Plan for Development and Financial Complexity: Short-term occupancy/absorption decision drivers will have long-term and potentially unintended consequences.

This principle was fully addressed in the evaluation of successful town center retail operating requirements. In summary, deviations from the Conceptual Plan that result in non-public/closed uses on Block 3's ground floor will permanently eliminate double-sided retail on the City Hall Promenade and will negatively impact the ability of Block 2 to attract retailers. In planning for development and financial capacity, it is important for both public and private partners to remain nimbly

flexible – open to reevaluation of development strategy and funding alternatives. It is recommended that the City reconvene with Rock-Kim to evaluate modifications to Block 2's covenants, entitlements, development strategy and potential funding sources.

5. Integrate Multiple Uses: Placemaking programming efforts further serve to create and identify a sense of place in the town center's public spaces.

The vision plan has delivered civic, residential, office, and retail. However, successful town centers are defined by animation of double-sided retail streets to activate space. Examples include providing movable tables chairs to encourage public gathering, planned small community events (yoga, book readings, street musician performances, farmer's markets, maker space demonstration project centers, pop-up food and other events, and more).

6. Balance Flexibility with a Long-Term Vision: Identify an alternative location for the City of Miramar's Police Headquarters Property and Evidence to ensure Block 3 maintains an activated public use.

Given economic conditions, where the project currently stands should be considered generally successful and it is entirely appropriate to allow for more time to realize the Conceptual Plan's vision. The project should not be compared to the typical suburban commercial development that would have a development timetable more in the range of two to four years. Projects of this size and scope are expected to take 10 to 15 years to achieve optimal buildout and absorption. One local example of the time required for a large scale town center to achieve stabilized operations is the City Place Doral located at 8300 Doral Boulevard (approximately 15 miles or 25 minutes from Miramar). Two residential buildings have been under planned and under construction for several years while the retail phase was on hold. The project recently secured \$136.9 million in construction funding for the first phase of the "Boutique Main Street" in June 2015. The project is under construction and will feature 304 apartments and 250,000 square feet of lifestyle retail, which is reportedly more than 60 percent

pre-leased with tenants such as Fresh Market, Cinebistro Theater and Kings bowling alley.³

Another important example is a nearby competitor to City Place Doral. The Shops of Downtown Doral located on NW 87th Street at Doral Boulevard planned to offer 180,000 square feet of retail space.⁴ While flexibility needs to be considered, it is not recommended that the City suddenly change direction to achieve short-term objectives at the detrimental expense to the Town Center's long-term viability. This is especially critical considering these competitive projects expected to come online within the next 12 to 24 months. The Miramar Town Center must maintain its buildout momentum and focus on near-term retail recruitment efforts. If the project loses the functionality of a vibrant, walkable urban center through the transition of Block 2's ground floor retail space, the Town Center will face an increasingly competitive retail marketplace within a one-hour drive time.

The need for fiscal sustainability should be expanded to include the long-term financial viability of the Town Center as a whole. Vacant retail and office uses resulting from the Town Center's potential physical and operational deficiencies would diminish the future tax generating capacity of the project.

7. Capture the Benefits that Density Offers: Revisit the real estate economics of Block 2 to determine if enhanced entitlements (i.e., office density) will achieve financial feasibility for the Developer.

While the densities achieved on Blocks constructed to date are appropriate with the scale and function of the Town Center, there is an opportunity to maximize density on Block 2 with a five to six-story mixed use development. A range of potential uses currently under consideration in the EDAP include office, residential and hotel. The City of Miramar should reevaluate the proposed development program and existing covenants and entitlements for Block 2 to explore the feasibility of increasing density, optimizing the parking layout to maximize the financial feasibility of the development while also ensuring that barriers to retail recruitment are mitigated.

³ <http://www.bizjournals.com/southflorida/news/2015/07/06/related-group-and-shoma-land-137m-construction.html>

8. Connect to the Community: Continue to leverage the City's public realm assets to drive traffic to the Town Center.

Connectivity and compatible uses are critical to achieve an authentic Town Center experience. The proposal to convert the Police Headquarters ground floor to a non-public/activated use will limit the Town Center's functionality as a community gathering and retail destination. This shift in use mix will also further limit existing retailers to achieve much needed critical mass of retail activity and foot traffic drivers.

The City should continue to cultivate an enhanced programming function to leverage the community's arts and diversity of cultures. The EDAP is in the process of better understanding the Cultural Arts Center's proposed five-year business strategic business plan to leverage opportunities for interim activating uses at the site.

There are several concepts under evaluation that will be discussed at the next Cultural Center Arts Park Advisory Board on Tuesday Jan 26th at 5:30 PM (programs for youth, seniors, food trucks, children's museum, film festivals, etc.). When incorporated into a comprehensive Town Center program operations and management function will have a substantial impact on the identity of the Town Center, its sense of place, and capacity to draw increased visitor traffic. The EDAP will explore a range of management structures to achieve this function within the Town Center area (i.e., public/private space management function via the Cultural Arts Center).

9. Invest for Sustainability: Adaptability and good economic performance (i.e., healthy functioning retail) are critical to the long-term sustainability of the Miramar Town Center.

Synergies and adjacencies of uses are important characteristics needed to drive retail traffic to the Miramar Town Center. The City of Miramar's decisions regarding Block 2 and Block 3 will directly impact the capacity of the Town Center to deliver the physical and functional operating requirements of retailers. Adhering to the original Town Center Conceptual Plan will ultimately serve to leverage the City's

⁴ <http://www.miaminewtimes.com/restaurants/dozens-of-restaurants-lined-up-in-battle-for-doral-7615495>

significant investment to date in the Town Center infrastructure and public realm improvements.

10. Commit to Intensive On-Site Management and Programming

Typically, it is the role of the Master Developer -to maximize a Town Center’s place-making potential through focused retail recruitment/retention and placemaking programming. This is an aspect of current conditions that requires action. The Town Center does not have a comprehensive space programming and management function. Given that each development Block is at different stages of construction/tenanting and ownership/management, it is difficult to effectively execute a sustained retail recruitment strategy and placemaking programming. The EDAP will offer suggestions regarding the types of events and efforts that have been successful in the best town centers nationally to ensure that short-, mid-, and long-term management tactics are in place to guide the Town Center’s operations as a whole during remaining construction and tenanting.

Next Steps

The EDAP effort underway is tasked with preparing an economic profile to analyze market conditions and make recommendations to strengthen the retail, civic and cultural uses in the Town Center. Based on site visits and research conducted to date, Willdan has determined that due to the current status of construction and tenant lease up of ground floor retail, the entire Town Center development strategy should be revisited as a whole.

The following recommendations are provided to ensure the successful development of the Miramar Town Center’s retail uses:

- Revisit Block 2 covenants, entitlements, opportunity for enhanced public support and overall development strategy to ensure the site is developed according to the Conceptual Plan. Note that while it is important for the City serve as a good public steward of the City’s investment, it is not recommended that the City of Miramar take ownership of the functional objectives of the Conceptual Plan related to retail and other private uses due to the complexity, necessary expertise, highly competitive marketplace and associated risk factors. The City

would be better served by either entering into further negotiations with the current developer to recalibrate the development strategy or, should it decide to repurchase the Block 2 property, undergo a subsequent competitive bid process and select an alternate master developer that has the requisite expertise and financial wherewithal to complete the vision.

- Identify an alternative location for the City of Miramar Police Department’s Property and Evidence function to ensure that the Block 3’s ground floor achieves an activated use (interim civic use, small format private professional office or retail).
- Lobby FDOT to secure funding/approvals to construct a left hand turn lane on Red Road.
- Engage Rock-Kim’s leasing agent to collaborate on the implementation of a sustained retail recruitment strategy (i.e., leveraging the EDAP’s Economic Profile Report statistics through marketing, regularly attending regional and national ICSC events, others to be determined).
- Leverage the EDAP process to identify a range of Town Center programming/management operation models for placemaking, wayfinding, marketing/branding, and fundraising through case studies and national best practices for consideration by staff and elected officials.

