

AGENDA
COMMUNITY REDEVELOPMENT AGENCY
WORKSHOP – CITY CENTER REDEVELOPMENT
MONDAY, OCTOBER 1, 2018 - 10:30 AM

ANY PERSON WHO DECIDES TO APPEAL ANY DECISION MADE WITH REGARD TO ANY MATTER CONSIDERED AT THIS MEETING OR HEARING WILL NEED A RECORD OF THE PROCEEDING, AND FOR SUCH PURPOSE MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDING IS MADE WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

LOBBYIST REGISTRATION IS REQUIRED. PRIOR TO ENGAGING IN ANY LOBBYING ACTIVITIES, WHETHER OR NOT COMPENSATION IS PAID OR RECEIVED IN CONNECTION WITH THOSE ACTIVITIES, EACH LOBBYIST SHALL FILE WITH THE CITY CLERK AN ANNUAL REGISTRATION STATEMENT AND PAY AN ANNUAL ONE HUNDRED DOLLARS (\$100.00) REGISTRATION FEE FOR EACH PRINCIPAL OR EMPLOYER. REGISTRATION FORMS ARE AVAILABLE IN THE CITY CLERK'S OFFICE, OR ON THE CITY WEBSITE: WWW.DANIABEACHFL.GOV. (ORDINANCE #2012-019)

IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT, PERSONS NEEDING ASSISTANCE TO PARTICIPATE IN ANY OF THESE PROCEEDINGS SHOULD CONTACT THE CITY CLERK'S OFFICE, 100 W. DANIA BEACH BOULEVARD, DANIA BEACH, FL 33004, (954) 924-6800 EXTENSION 3624, AT LEAST 48 HOURS PRIOR TO THE MEETING.

IN CONSIDERATION OF OTHERS, WE ASK THAT YOU:

- A. PLEASE TURN CELL PHONES OFF, OR PLACE ON VIBRATE. IF YOU MUST MAKE A CALL, PLEASE STEP OUT INTO THE ATRIUM, IN ORDER NOT TO INTERRUPT THE MEETING.
 - B. IF YOU MUST SPEAK TO SOMEONE IN THE AUDIENCE, PLEASE SPEAK SOFTLY OR GO OUT INTO THE ATRIUM, IN ORDER NOT TO INTERRUPT THE MEETING.
-

1. CALL TO ORDER/ROLL CALL

2. CITY CENTER REDEVELOPMENT

- 1. City Center Community Charette Report and Action Plan

3. ADJOURNMENT



City of Dania Beach

City Center

Community Charette & Preliminary Action Plan



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The **Florida International University Metropolitan Center** is Florida's leading urban policy think tank and solutions center. Established in 1997, the Center provides economic development, strategic planning, community revitalization, and performance improvement services to public, private and non-profit organizations in South Florida. Its staff and senior researchers are leaders in their respective fields, and bring extensive research, practical, and professional experience to each project. The Center's research has catalyzed major policy initiatives and projects in housing, economic redevelopment, transportation, social services, and health services throughout South Florida.

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Table of Contents

Introduction	1
City Profile: Issues & Opportunities	3
The Developer Focus Group	39
The City Center Community Charette	45
Best Practices Analysis.....	63
City Center Development Strategies & Preliminary Action Agenda	73
Development Checklist and Timetable	85

Introduction

Dania Beach's City Center

The City of Dania Beach and the Dania Beach Community Redevelopment Agency (CRA) are considering a redevelopment of the Dania Beach City Hall, City Parking Garage, Paul DeMaio Library, and Fire Station as a new City Center. Located at the intersection of West Dania Beach Boulevard and SW 1st Avenue, the plan is that a reconceived City Center would provide a better working environment for staff, an improved customer experience for City residents, provide needed housing, job creation, commercial, and entertainment development, and stimulate a broader redevelopment of the City's downtown.

A re-imagined City Center also offers the possibility to reposition the City's regional image — advancing a small city that offers the highest quality of life, job opportunities, and housing choices, and retains its unique charm. City leaders are concerned, however, that a redevelopment of the sites delivers the highest value and least cost possible to City residents.

The CRA engaged the FIU Metropolitan Center to 1) research the City's market capacity for a new development, 2) engage the public in a discussion of possibilities and priorities, and 3) provide the City with an Action Agenda to move the City Center Concept from idea to development. ***The City of Dania Beach City Center Community Charette & Preliminary Action Plan*** completed:

- An Economic Profile of the City, including population trends, household formations, employment, industry structure, growth patterns, core industries, and business formation;
- Analysis of the City's resident labor force, including earnings, educational attainment and skills, and where its residents work;
- Analysis of regional real estate market trends, including housing, office, retail, and the City's Zoning regulations;
- The Tri-Rail Coastal Link and regional Transit Development; and
- An extensive Best Practices Analysis looking at trends in government administration facilities development, Transit Oriented Development (TOD) Projects, and Public Private Partnerships.

The study also relies heavily on input from the area's development community, through a ***Developer Focus Group*** in which some of the area's most prominent real estate developers provided valuable insight into the City Center's concept.

Most importantly, the study draws heavily on the valuable input of the City's residents. On July 23rd, the study team conducted ***the City Center Community Charette***, in which over 100 City residents came together to produce nine different visions of what ***they*** wanted a future City Center project to be. The Charette provided valuable information on the public's priorities and many creative ideas to revitalize the City Center and its downtown.

City Profile: Issues & Opportunities

Determining the highest and best use and/or configuration for a new City Hall anchored City Center begins with an understanding of the central economic and development conditions in which it will be developed. Truly successful publicly sponsored development projects, regardless of ownership, achieve three goals: 1) they are used to address pressing public needs, 2) are market responsive and economically realistic, and 3) in addition to their direct benefits, spur further development, jobs, or other benefits for City residents. The key issues driving the development of a program for the complex are as follows.

The City Center Project Site Development Capacity

The redevelopment of the City Center site could have profound impacts on the entire Dania Beach City Center area. The three parcels comprising the City Center Site total 279,792 square feet, or 6.42 acres of land area. In the current real estate market, that's a sizable property under single ownership.

Because of its location, a redevelopment project at the proposed City Center site could have significant ripple effects on the rest of downtown due to the potential size and redevelopment capacity of the properties. ***Under the City's current City Center (CC) zoning regulations, using density bonuses, the maximum allowable building height on site is 14 stories. At this density, including set-backs, building story set-backs, a generous allowance for public space, and leaving the existing parking garage in place, the site could accommodate just over 1.4 Million square feet of new building space. If developed exclusively as office space, the site could accommodate over 2,000 office workers, including 1 parking space per employee. Additionally, using density bonuses, the maximum residential development density for the site is 150 dwelling units per acre. That translates to 963 total new housing units.***

A project at this size represents a potential nine percent expansion of the number of households, a seven percent increase in the City's housing unit inventory, or an over 11 percent increase in the City's jobs base. By comparison, the City's total employment base grew 16 percent from 2010 to 2016. In addition to a significant increase in property taxes, sales taxes, and spending, a properly scaled project would, as has been the experience in similar cities in Florida, most likely have a positive impact on the redevelopment of surrounding properties extending to US-1 to the east and the FEC rail line to the west.

Regional Location

Dania Beach has for its entire history served as a crossroads location in South Florida. As the region has developed, its location and proximity to major regional assets has only improved. Dania Beach is centrally located between the region's largest cities — a 10-minute drive into downtown Fort Lauderdale, and a 31-minute drive to downtown Miami. It is 5 minutes from Fort Lauderdale-Hollywood International Airport, 28 minutes from Miami International Airport, and 12 minutes from the Port Everglades Cruise Port.

Interstate 95, US Highway 1 (Federal Highway), and State Road 441 — the State's Main north-south roadways — all intersect Dania Beach. In addition, the State Turnpike passes just off the

City's western border. ***Given its connectedness and convenient access to almost all of South Florida's major transportation facilities, Dania Beach is a small City that is extensively connected to the World.***

In addition, Dania Beach sits at the center of a major population center. Over 930,000 people live within a 10-mile radius of Dania Beach, and over 240,000 live within a 5-mile radius. ***Were this 10-mile ring its own City, it would be the largest City in Florida, the 5-mile radius, the sixth largest City in Florida.***

Population & Household Growth

Dania Beach is a small city of 32,030 people as of July 1, 2017. Its population has grown 8.1 percent since 2010, which is more than the US, but less than the rest of Broward County (11 percent for the same period).

Age Distribution

The City's largest age group is 35 to 64-year-olds, at 59 percent of the population, and its median age in 2016 is 40.2 years old. 35 to 54-year-olds represent the prime wage-earning segment of the population.

Both the percentage of residents 65 years and older, and millennials (age 20 to 34), are less than the County and the US.

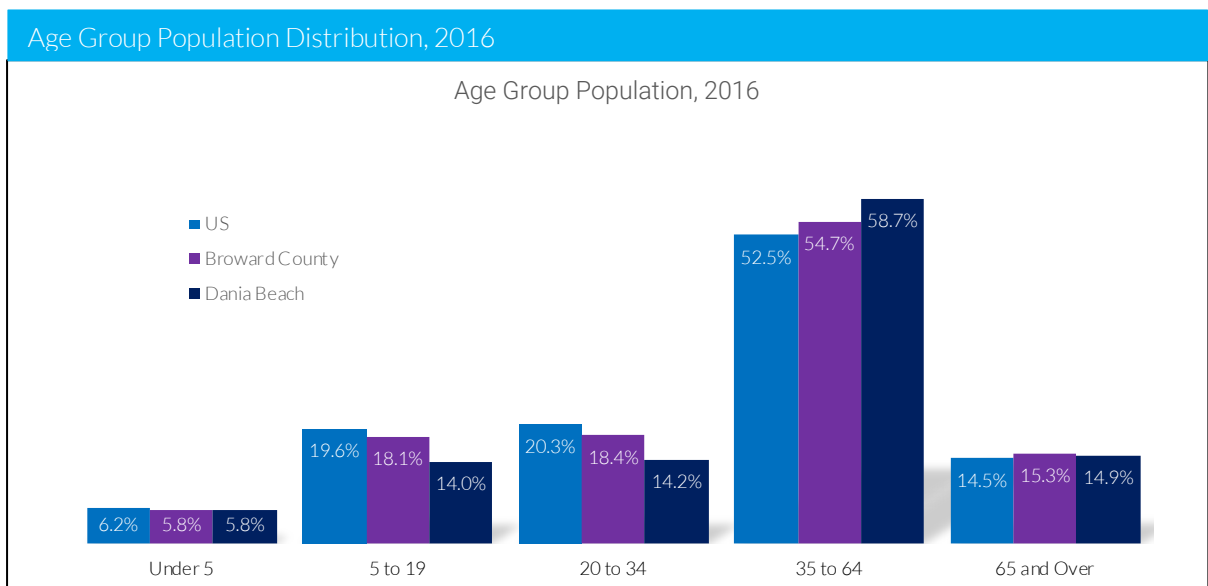
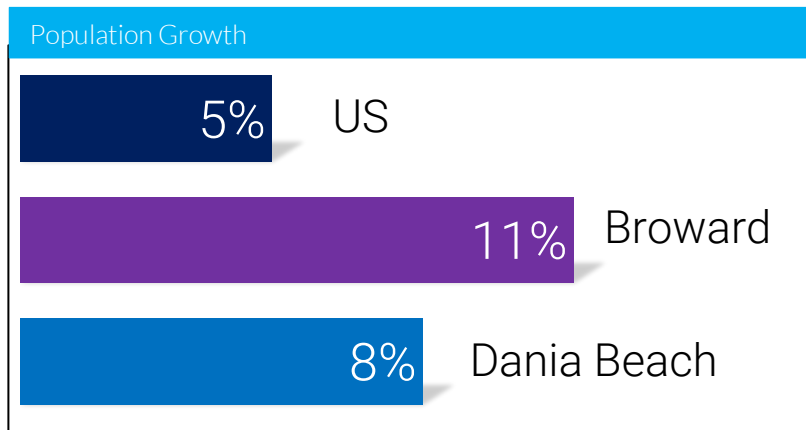
The fastest growing age segment of Dania Beach's population are its millennials (age 20 to 34). ***Dania Beach seems to be a destination for millennials — growing 19 percent since 2010, the City's millennial population is growing 2.7 times the national average.*** The growth in the number of residents over 65 is the slowest growing age segment of the City's population.

Household Structure

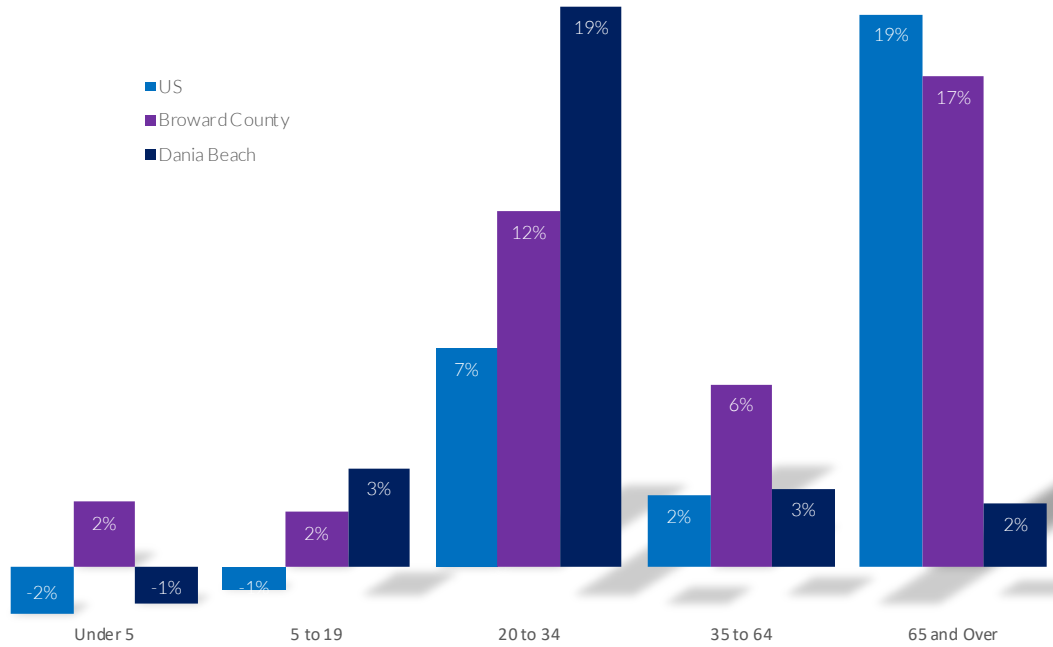
Despite the City's steadily growing total population, its number of households has fluctuated. Reaching a low point in 2014, the total number of households in the City has grown 2.5 percent since then. However, the total number of households — a reflection of the total supply of housing units — is 4 percent less than it was in 2010.

The City has a significantly lower percentage of family households, and a much higher percentage of non-family households than the County and the US. The City has 54 percent family households, compared to 64 percent and 66 percent for the County and the US.

Average sizes for family and non-family households is larger than the County and US. More interestingly, ***the City's average household size has grown from 2.3 to 2.51 persons since 2010, directly reverse of the pattern for household size in the US and County.***



Age Group Growth Rates, 2010- 2016



Household Characteristics

	US	Broward County	Dania Beach
Household Growth (2010-2016)	3%	1%	-4%
Average Size	2.64	2.74	2.51
Family Households	66%	64%	54%
Average Size	3.24	3.44	3.28
Non-Family Households	34%	36%	46%
Average Size	1.29	1.31	1.44

Industry Structure

The City's key industry characteristics are as follows.

- Dania Beach is home to 215 employer business establishments, employing 23,744 persons, with \$3.62 Billion in global sales in 2017. The number of non-employer establishments (single-proprietor corporations with at least \$1,000 in annual sales) is not available at the City level. However, countywide, non-employer establishments make up 81 percent of all business establishments, 27 percent of all employment, and 25 percent of all payroll.
- Overall, employment in the two zip codes that cover the City has grown by 16 percent since 2010. However, the City's economy is split — employment in zip code 33004, which covers the City's downtown, peaked in 2012 but dropped by 16 percent by 2013. Employment in 33004 has risen each year since 2013, growing by 11 percent through 2016, but at 7,679 workers, is still six percent less than in 2012.
- Employment in zip code 33312, covering the City's western edge and the western perimeter of the airport, has grown by 16 percent from 2010 to 2016. The County's total employment of employer establishments grew 17 percent for the same period. At 16,074 workers, 33312 houses the bulk of the City's employment.
- Dania Beach is an economy of predominantly small businesses — 84% of all businesses in the City employ less than 20 employees. **However, the City is also home to a small number of very prominent global companies.** International headquarters locations in the city include Chiquita Brands International (\$3 billion in annual sales), Denison Yacht sales, CHEWY.COM, Lawsuit Cash Today, Skanska USA Building Inc., EG Cody Design Center of America, Seaway China, First Service Corp, Alec Bradley Cigars, and Cruise.Com.
- The City's employment base and total annual sales are skewed by its two largest companies, Chiquita Brands and Chewy.com. However, the balance of the City's economy is highly diversified. The City's largest industries by employment include: Fresh Fruit & Vegetable Merchant Wholesalers, All Other Misc. Store Retailers (Except Tobacco Stores), Offices of Real Estate Agents & Brokers, Furniture Stores, Boat Dealers, Full-Service Restaurants, Claims Adjusting, Commercial & Institutional Building Construction, Hotels (Except Casino Hotels) & Motels, and Consumer Lending.
- The City has a relatively high **jobs density**. The number of jobs at businesses in the City (23,744), compared to 32,030 residents means that there are .7 jobs for each resident, a figure that is much higher than is typical for the region. Dania Beach is a working community, rather than a bedroom suburb.
- The composition of higher earning businesses is larger than is typical for a City its size. 35 percent of the City's businesses earn \$1 to \$10 Million annually. 48 percent earn less than \$1 Million per year.
- Both establishment sales and employment data indicate that Dania Beach has retained a small manufacturing cluster, centered on Institutional Furniture Manufacturing, Nonwoven Fabric Mills, and Textile & Fabric Finishing Mills (17 establishments).

Advanced industry composition

The Brookings Institution has identified the U.S. **Advanced Industries Sector** — 50 industries that drive the nation's best performing regional economies. The Advanced Industries Sector is a good indicator of job quality, productivity, and future growth potential, as these industries have the highest levels of research and development spending, productivity well above the rest of the economy, employ 80 percent of the nations' engineers, funds 90 percent of private sector R&D, and accounts for 85 percent of all U.S. patents and 60 percent of U.S. exports.

From 1980 to 2013, advanced industry output expanded 30 percent faster than the rest of the US economy, and has added over one million jobs since 2010. Employment growth and economic output of the Sector has been 1.9 times higher than the national average since 2010.

The Sector provides high-skilled, high-wage and high value-added employment. Workers in advanced industries generate over \$210,000 in annual value added per worker compared with \$101,000 for workers outside the Sector. Workers within the Sector, unlike the remainder of the U.S. economy, are experiencing rapidly rising wages. The average advanced industries worker earns \$90,000 in total compensation, twice as much as workers outside of the sector. Absolute earnings in advanced industries grew by 63 percent from 1975 to 2013, compared with a 17 percent increase outside the sector.

Total US employment in the Advanced Industries sector represents 9 percent of total employment, but over 17 percent of total US Output. The sector as a whole are crucial foundations of extensive supply chains and third-party employment in a wide range of support industries outside the sector.

Dania Beach has an extremely low complement of Advanced Industry employment. The City has 9 establishments employing 51 workers, representing only .4 percent of employment and businesses. However, average sales in these sectors run above rest of Dania Beach— these 9 firms generate \$14M in annual sales. Computer systems design, at 52 employees, is the City's largest Advanced Industry.

Dania Beach's Traded Industry Sectors

Industries and industry clusters are classified as **local** or **traded**. Local industries serve the needs of residents and local businesses. Traded industries are often called the "engines" of local economies — they serve and compete in markets beyond the region in which they are located. Without strong traded clusters it is virtually impossible for an economy to grow and attain high performance. Traded clusters represent 36 percent of employment, 50 percent of income, and 96 percent of patent activity in the US. Excluding Chiquita Brands, The City's largest traded sectors include:

- Consumer Lending
- Furniture Merchant Wholesalers
- Marinas
- Hotels (Except Casino Hotels) & Motels
- Nonwoven Fabric Mills
- Textile & Fabric Finishing Mills
- Wireless Telecomm Carriers (Except Satellite)

- Computer Systems Design Services
- Electrical Apparatus/Wiring Supply/Rel Equip Whlsrs
- Broadwoven Fabric Mills

In total, Dania Beach has a relatively high complement of businesses in Traded Industries. They are also very productive — 70 businesses (excluding Chiquita) generate 44 percent of total sales, on employment of only 841 workers.

Entrepreneurial Dynamics and Establishment Growth

Metro Miami, which includes Broward County, has one of the most dynamic entrepreneurial economies in the US. The metro area has The nation's highest rate of entrepreneurial participation among all metro areas. According to the Kaufmann Foundation Index of Startup Activity, 560 out of every 100,000, or approximately **33,669** people, become entrepreneurs in the Metro area annually. This is 1.8 times the national average. Also, startup density in the region also tops the nation. ***At 107.8 startups per 100,000 employer businesses, the area produced approximately 20,156 startups in 2016.*** [Kaufmann 2017]

Dania Beach lags the US and the County in terms of business establishment growth. While the number of business establishments across the County grew by 8 percent from 2010 to 2016, Dania Beach has experienced only 3 percent business establishment growth in the downtown core and east (zip code 33004), and 7 percent in the City's west and northwest (zip code 33312) for the same period.

Dania Beach Economy	
215	Establishments
23,744	Employees
\$3.62 B	Sales
3%	Establishment Growth 2010-2016

Business Establishment Growth 2010 - 2016	
Broward County	10%
Dania Beach	3%

Establishments by Employment Size		
Employee Size	Establishments	Percentage
1 to 4	101	47%
5 to 9	57	27%
10 to 19	22	10%
20 to 49	10	5%
50 to 99	5	2%
100-249	0	0%
100 to 249	5	2%
500 to 999	1	0%
1000 to 4999	1	0%
5000 to 9999	0	0%
10000+	1	0%
<u>Unknown</u>	<u>12</u>	<u>6%</u>
Total	215	100%

Establishments by Sales Volume		
Sales Volume	Establishments	Percentage
Less Than \$500,000	66	31%
\$500,000 - 1 Million	36	17%
\$1 - 2.5 Million	49	23%
\$2.5 - 5 Million	12	6%
\$5 - 10 Million	13	6%
\$10 - 20 Million	3	1%
\$20 - 50 Million	3	1%
\$50 - 100 Million	2	1%
\$100 - 500 Million	0	0%
\$500 Million - \$1 Billion	0	0%
Over \$1 Billion	1	0%
<u>Not Reported</u>	<u>30</u>	<u>14%</u>
Total	215	100%

Largest Establishments by Sales

	Annual Sales	Employees	NAICS
Chiquita Brands Intl Inc	\$3,090,000,000	20,000	42448009 Fresh Fruit & Vegetable Merchant Wholesalers
Denison Yacht Sales	\$81,967,000	150	44122225 Boat Dealers
Lawsuit Cash Today	\$64,546,000	107	52229103 Consumer Lending
Skanska USA Building Inc	\$44,843,000	120	23622005 Commercial & Institutional Building Construction
E G Cody Design Ctr Of America	\$24,348,000	25	42321030 Furniture Merchant Wholesalers
Janus Et Cie	\$21,624,000	100	44211012 Furniture Stores
Seaway China	\$18,035,000	20	45331001 Used Merchandise Stores
Cowtan & Tout	\$12,735,000	45	31323002 Nonwoven Fabric Mills
Just Catamarans Inc	\$11,709,000	30	71393003 Marinas
Carpet Source Inc	\$9,564,000	9	44221003 Floor Covering Stores
Work Place 4 Less	\$8,766,000	9	42321003 Furniture Merchant Wholesalers
Courtyard By Marriott Fort	\$7,043,000	50	72111002 Hotels (Except Casino Hotels) & Motels
Springhill Suites	\$7,043,000	50	72111002 Hotels (Except Casino Hotels) & Motels
Pvc Fence Wholesale	\$6,744,000	9	42339013 Other Construction Material Merchant Wholesalers
Starboard Yacht Group LLC	\$6,558,000	12	81149063 Other Personal & Household Goods Repair & Maint
Sprint	\$6,117,000	7	51731214 Wireless Telecomms Carriers (Except Satellite)
Ecs Inc	\$5,797,000	51	54151202 Computer Systems Design Services
Scotland Electric Supply	\$5,785,000	6	42361021 Electrical Apparatus/Wiring Supls/Rel Equip Whlsrs
Exxon	\$5,559,000	5	44719005 Other Gasoline Stations
Powell Brothers	\$5,464,000	14	71393007 Marinas

Largest Employers	Employees	Annual Sales	NAICS
Chiquita Brands Intl Inc	20,000	\$3,090,000,000	42448009 Fresh Fruit & Vegetable Merchant Wholesalers
CHEWY.COM	1,000	\$0	45391004 Pet & Pet Supplies Stores
First Service Corp	700	\$0	53121005 Offices Of Real Estate Agents & Brokers
Denison Yacht Sales	150	\$81,967,000	44122225 Boat Dealers
Skanska USA Building Inc	120	\$44,843,000	23622005 Commercial & Institutional Building Construction
Hull & Co Inc	115	\$0	52421001 Insurance Agencies & Brokerages
Lawsuit Cash Today	107	\$64,546,000	52229103 Consumer Lending
Janus Et Cie	100	\$21,624,000	44211012 Furniture Stores
Cruise.Com	85	\$0	56151007 Travel Agencies
Olsen Middle School	85	\$0	61111007 Elementary & Secondary Schools
Ecs Inc	51	\$5,797,000	54151202 Computer Systems Design Services
Courtyard By Marriott Fort	50	\$7,043,000	72111002 Hotels (Except Casino Hotels) & Motels
Springhill Suites	50	\$7,043,000	72111002 Hotels (Except Casino Hotels) & Motels
Cowtan & Tout	45	\$12,735,000	31323002 Nonwoven Fabric Mills
Jaxon's Ice Cream Parlour	40	\$2,085,000	72251117 Full-Service Restaurants
Historic Dockers	35	\$1,824,000	72251117 Full-Service Restaurants
Cte Watch Co	34	\$4,010,000	56191002 Packaging & Labeling Services
Just Catamarans Inc	30	\$11,709,000	71393003 Marinas
E G Cody Design Ctr Of America	25	\$24,348,000	42321030 Furniture Merchant Wholesalers
Chipotle Mexican Grill	21	\$1,095,000	72251301 Limited-Service Restaurants

Largest Industries by Establishments		Establishments
9999	Unclassified Establishments	14
4421	Furniture Stores	13
7225	Full-Service Restaurants	10
5411	Offices Of Lawyers	8
3371	Institutional Furniture Manufacturing	7
4422	Floor Covering Stores	6
5312	Offices Of Real Estate Agents & Brokers	6
3132	Nonwoven Fabric Mills	5
4412	Boat Dealers	5
5416	Process, Physical Distr/Logistics Consulting Svcs	5
7211	Hotels (Except Casino Hotels) & Motels	5
8121	Other Personal Care Services	5
3133	Textile & Fabric Finishing Mills	4
4232	Furniture Merchant Wholesalers	4
4441	Hardware Stores	4
5242	Claims Adjusting	4
5418	Public Relations Agencies	4
6211	Offices Of Physicians (Exc Mental Health Specs)	4
7139	Marinas	4
2383	Flooring Contractors	3

Largest Industries by Employment		Employees
4244	Fresh Fruit & Vegetable Merchant Wholesalers	20,001
4539	All Other Misc Store Retailers (Exc Tobacco Strs)	1,011
5312	Offices Of Real Estate Agents & Brokers	719
4421	Furniture Stores	177
4412	Boat Dealers	169
7225	Full-Service Restaurants	148
5242	Claims Adjusting	127
2362	Commercial & Institutional Building Construction	120
7211	Hotels (Except Casino Hotels) & Motels	118
5222	Consumer Lending	116
5615	Travel Agencies	85
6111	Elementary & Secondary Schools	85
3132	Nonwoven Fabric Mills	67
5415	Computer Systems Design Services	51
7139	Marinas	49
5411	Offices Of Lawyers	47
5416	Process, Physical Distr/Logistics Consulting Svcs	42
4232	Furniture Merchant Wholesalers	39
5619	Packaging & Labeling Services	36
3371	Institutional Furniture Manufacturing	34

Largest Industries by Sales	Sales
4244 Fresh Fruit & Vegetable Merchant Wholesalers	3,091,755,000
4412 Boat Dealers	88,525,000
5222 Consumer Lending	69,976,000
2362 Commercial & Institutional Building Construction	44,843,000
4421 Furniture Stores	38,279,000
4232 Furniture Merchant Wholesalers	37,984,000
4533 Used Merchandise Stores	19,839,000
3132 Nonwoven Fabric Mills	18,387,000
7139 Marinas	17,633,000
7211 Hotels (Except Casino Hotels) & Motels	16,622,000
4422 Floor Covering Stores	12,803,000
3133 Textile & Fabric Finishing Mills	9,208,000
5411 Offices Of Lawyers	9,030,000
5173 Wireless Telecomms Carriers (Except Satellite)	8,605,000
7225 Full-Service Restaurants	7,716,000
4441 Hardware Stores	7,612,000
4233 Other Construction Material Merchant Wholesalers	6,744,000
8114 Other Personal & Household Goods Repair & Maint	6,558,000
3371 Institutional Furniture Manufacturing	6,335,000
5415 Computer Systems Design Services	5,797,000

Largest Traded Industries	Sales
424480 Fresh Fruit & Vegetable Merchant Wholesalers	\$3,090,000,000
522291 Consumer Lending	\$69,976,000
423210 Furniture Merchant Wholesalers	\$37,984,000
713930 Marinas	\$17,173,000
721110 Hotels (Except Casino Hotels) & Motels	\$16,622,000
313230 Nonwoven Fabric Mills	\$12,735,000
313310 Textile & Fabric Finishing Mills	\$9,208,000
517312 Wireless Telecomms Carriers (Except Satellite)	\$6,117,000
541512 Computer Systems Design Services	\$5,797,000
423610 Electrical Apparatus/Wiring Supls/Rel Equip Whlsrs	\$5,785,000
313210 Broadwoven Fabric Mills	\$5,652,000
454110 Electronic Shopping & Mail-Order Houses	\$5,321,000
423440 Other Commercial Equipment Merchant Wholesalers	\$5,069,000
561910 Packaging & Labeling Services	\$4,010,000
337110 Wood Kitchen Cabinet & Countertop Manufacturing	\$3,677,000
541890 Other Services Related To Advertising	\$3,052,000
314110 Carpet & Rug Mills	\$2,551,000
517311 Wired Telecommunications Carriers	\$2,488,000
517919 All Other Telecommunications	\$2,488,000
312120 Breweries	\$2,465,000
541410 Interior Design Services	\$2,242,000
561210 Facilities Support Services	\$2,040,000
337920 Blind & Shade Manufacturing	\$1,984,000
541614 Process, Physical Distr/Logistics Consulting Svcs	\$1,898,000
<u>541611 Administrative & General Mgmt Consulting Services</u>	<u>\$1,771,000</u>
TOTAL	\$3,318,105,000

Advanced Industry Composition				
Industry		Establish- ments	Employees	Sales
Services		Establish- ments	Employees	Sales
Architecture & Engineering	5413	1	2	236,000
Management Consulting	5416	5	42	5,261,000
Computer Systems Design	5415	1	51	5,797,000
Other Telecommunications	5179	1	6	2,488,000
Data Processing & Hosting	5182	-	-	-
Software Products	5112	-	-	-
Wireless Telecom Carriers	5172	-	-	-
Web Search and Internet Publishing	5191	-	-	-
R&D Services	5417	-	-	-
Metal Ore Mining	2122	-	-	-
Satellite Telecommunications	5174	-	-	-
Medical & Diagnostic Laboratories	6215	-	-	-
<u>Cable & Other Programming</u>	<u>5152</u>	<u>-</u>	<u>-</u>	<u>-</u>
Services Totals		8	101	13,782,000
Manufacturing				
Semiconductors	3344	-	-	-
Precision Instruments	3345	-	-	-
Computer Equipment	3341	-	-	-
General Purpose Machinery	3339	-	-	-
Medical Equipment & Supplies	3391	-	-	-
Jewelry, Sporting Goods	3399	-	-	-
Aircraft Products & Parts	3364	-	-	-
Pesticides & Fertilizers	3253	-	-	-
Magnetic & Optical Media	3346	-	-	-
Stone & Mineral Products	3279	1	2	223,000
Commercial & Service Machinery	3333	-	-	-
Engine & Power Equipment	3336	-	-	-
Ships & Boats	3366	-	-	-
Railroad Rolling Stock	3365	-	-	-
Iron & Steel Products	3311	-	-	-
Foundries	3315	-	-	-
Electrical Lighting Equipment	3351	-	-	-
Aluminum Products	3313	-	-	-
Clay & Refractory Products	3271	-	-	-
Communications Equipment	3342	-	-	-
Petroleum & Coal Products	3241	-	-	-
Agri., Constr., Mining Machinery	3331	-	-	-
Basic Chemicals	3251	-	-	-
Audio & Video Equipment	3343	-	-	-
Electrical Equipment	3353	-	-	-
Motor Vehicle Parts	3363	-	-	-
Motor Vehicles	3361	-	-	-
Misc. Chemicals	3259	-	-	-
Misc. Transportation Equipment	3369	-	-	-
Motor Vehicle Body & Trailers	3362	-	-	-
Pharmaceuticals	3254	-	-	-
Misc. Electrical Equipment	3359	-	-	-
Household Appliances	3352	-	-	-
Industrial Machinery	3332	-	-	-
Resins & Synthetic Rubbers	3252	-	-	-
<u>Iron & Steel Products</u>	<u>3311</u>	<u>-</u>	<u>-</u>	<u>-</u>
Manufacturing Totals		1	2	223,000
Energy				
Oil & Gas Extraction	2111	-	-	-
<u>Power Generation & Supply</u>	<u>2211</u>	<u>-</u>	<u>-</u>	<u>-</u>
Energy Totals		-	-	-
TOTAL		9	103	14,005,000
Dania Beach Totals		214	23,774	3,622,061,000
Percentage		4%	0.4%	0.4%

Resident Labor Force

The employment characteristics of the City's residents is a crucial determinant in future growth, and addressing the employment strengths and needs of the City's residents is an important consideration in development of a new City Center. This section looks at the job characteristics of City residents. Our key findings are as follows.

Labor force participation

At the close of 2016, 15,486 Dania Beach residents aged 16 and over were full-time year-round workers with earnings. The City's labor participation rate — those workers actively engaged in work or job seeking — has held steady around 67 percent since 2012. Notably, the City's labor participation rate is higher than both the County and the US.

Educational attainment

Comparative overall educational attainment for Dania Beach residents is low. Only 32 percent of City residents have attained an associate degree or higher, compared to 41 and 39 percent for the County and the US. Only 17 percent of City residents earned a bachelor's degree, while only 8 percent have a graduate degree or higher, also both lower than the County and US.

Resident Occupations

Dania Beach residents are predominantly employed in sales and management occupations. 65 percent of all employed residents work in its six largest occupational categories. In order, they are:

- Sales and related occupations;
- Office and administrative support occupations;
- Management, business, and financial occupations;
- Education, legal, community service, arts, and media occupations;
- Food preparation and serving related occupations; and
- Transportation occupations.

Resident Earnings

Employed workers in Dania Beach earn less than the County average wage for 19 of 34 occupational categories. However, workers in five occupational categories stand out as earning considerably more than the County average wage, including:

- Computer and mathematical occupations;
- Health technologists and technicians;
- Law enforcement workers including supervisors;
- Transportation occupations; and
- Material moving occupations.

Mean earnings for City residents, at \$46,528 per worker, are 20 and 25 percent lower than average wages for the US and County. ***Importantly, Adjusted for inflation, mean earnings for employed City residents has declined by 6.8 percent since 2010.***

Another comparative gross measure of earnings is the 75/50 ratio — the ratio of workers earning more than \$75,000 per year, compared to the number earning less than \$50,000 per year. Only 14 percent of the City's employed residents earn more than \$75,000 per year, while 68 45 percent earn less than \$50,000. By comparison, 23 percent of workers in the US, and 20 percent of workers in the County earn more than \$75,000 per year.

Dania Beach's low ratio of workers earning higher wages puts it near the bottom of Cities and Counties in the US. ***However, even though its overall ratio of high-wage to lower wage workers is low, since 2010 the number of workers earning less than \$50,000 has shrunk by eight percent, while the number of workers earning more than \$75,000 during the same period has grown by 23 percent.***

This indicates that while the overall percentage of workers earning more than \$75,000 is low, it is rapidly expanding. Dania Beach's economy, if not producing higher paying jobs locally, it is attracting highly-paid resident workers to live there.

Household Income & Income Inequality

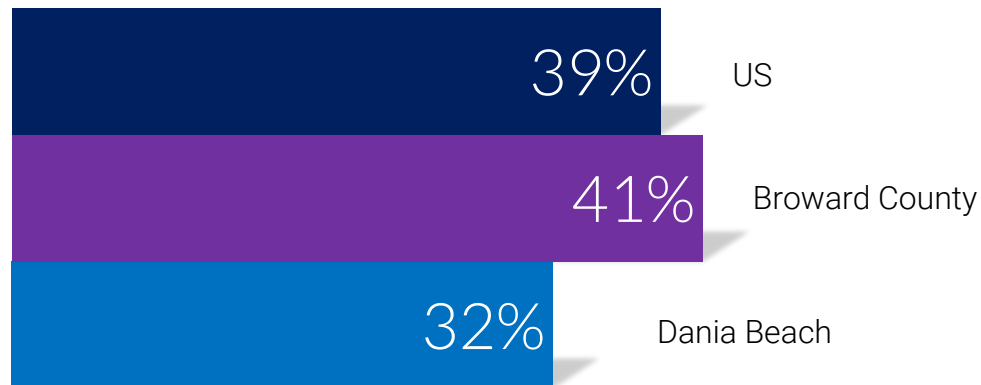
The City's median household income is 19 percent less than the County and nearly 22 percent less than the US. Adjusted for inflation, the City's median household income has declined 12 percent from 2010 to 2016, compared to the County (-7 percent) and the US (-3 percent).

Household incomes are clustered between \$35,000 to \$99,000, but also spikes in the number of households earning \$100,000 to \$149,999. The addition of residents earning \$75K or more may be driving this higher percentage of households at this income range.

The City's 95/20 ratio — the ratio of the mean earnings of households in the top 5 percent versus those in the bottom 20 percent — has grown from 21.1 to 23.9 from 2010 to 2016. The City's 95/20 ratio would place it among the top 36 counties (out of 3,007) in terms of income inequality nationwide.

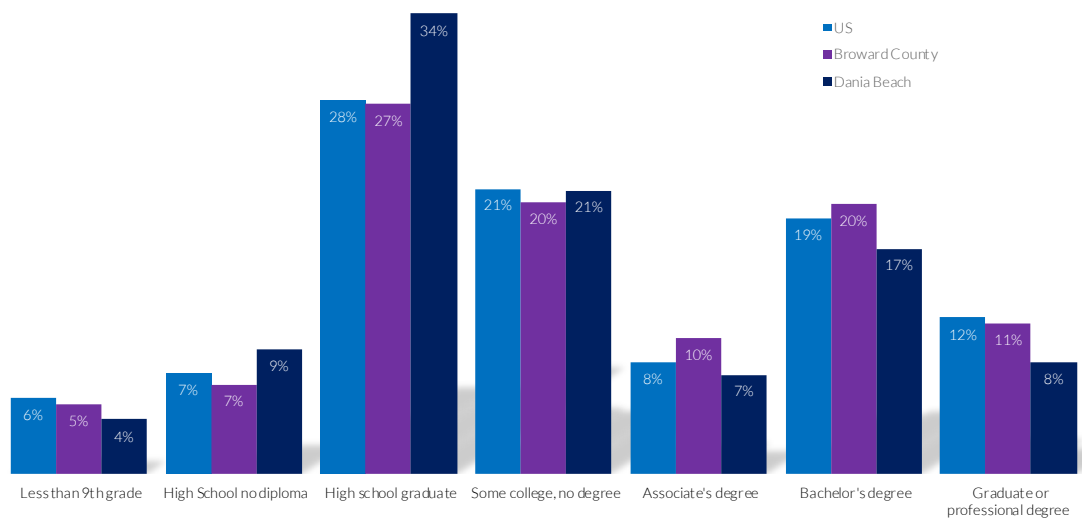
The City's 2016 poverty rate, at 23 percent, is over 9 points higher than the County, and 8 points more than the US.

Dania Beach Residents with Associate Degree or Higher



Educational Attainment, Population 25 Years and Older

(Pop. 25 & Over)



Comparative Employment by Occupation

	US		Broward County		Dania Beach	
Civilian employed population 16 years and over	148,001,326		910,527		15,486	
Management, business, science, and arts occupations:	54,751,318	37%	321,930	35%	4,292	28%
Management, business, and financial occupations:	21,990,616	15%	147,155	16%	1,893	12%
Management occupations	14,852,828	10%	102,227	11%	1,389	9%
Business and financial operations occupations	7,137,788	5%	44,928	5%	504	3%
Computer, engineering, and science occupations:	8,133,920	5%	33,861	4%	433	3%
Computer and mathematical occupations	4,130,533	3%	20,144	2%	284	2%
Architecture and engineering occupations	2,707,634	2%	10,258	1%	149	1%
Life, physical, and social science occupations	1,295,753	1%	3,459	0%	-	0%
Education, legal, community service, arts, and media	16,043,993	11%	87,807	10%	1,449	9%
Community and social services occupations	2,499,671	2%	12,673	1%	188	1%
Legal occupations	1,692,402	1%	13,683	2%	115	1%
Education, training, and library occupations	8,959,122	6%	44,905	5%	851	5%
Arts, design, entertainment, sports, and media	2,892,798	2%	16,546	2%	295	2%
Healthcare practitioner and technical occupations:	8,582,789	6%	53,107	6%	517	3%
Health diagnosing and treating practitioners and other	5,846,351	4%	35,997	4%	409	3%
Health technologists and technicians	2,736,438	2%	17,110	2%	108	1%
Service occupations:	26,765,182	18%	180,852	20%	3,317	21%
Healthcare support occupations	3,614,865	2%	25,425	3%	217	1%
Protective service occupations:	3,221,331	2%	25,636	3%	446	3%
Fire fighting and prevention, and other protective	1,777,506	1%	15,617	2%	338	2%
Law enforcement workers including supervisors	1,443,825	1%	10,019	1%	108	1%
Food preparation and serving related occupations	8,591,828	6%	55,108	6%	1,153	7%
Building and grounds cleaning and maintenance	5,841,063	4%	42,272	5%	724	5%
Personal care and service occupations	5,496,095	4%	32,411	4%	777	5%
Sales and office occupations:	35,282,759	24%	255,140	28%	4,636	30%
Sales and related occupations	15,813,870	11%	122,943	14%	2,476	16%
Office and administrative support occupations	19,468,889	13%	132,197	15%	2,160	14%
Natural resources, construction, and maintenance	13,171,632	9%	75,369	8%	1,464	9%
Farming, fishing, and forestry occupations	1,057,193	1%	1,363	0%	103	1%
Construction and extraction occupations	7,404,356	5%	42,056	5%	938	6%
Installation, maintenance, and repair occupations	4,710,083	3%	31,950	4%	423	3%
Production, transportation, and material moving	18,030,435	12%	77,236	8%	1,777	11%
Production occupations	8,770,632	6%	28,586	3%	562	4%
Transportation occupations	5,392,877	4%	33,372	4%	944	6%
Material moving occupations	3,866,926	3%	15,278	2%	271	2%

Resident Earnings by Occupation

	US	Broward County	Dania Beach
Total:	\$34,557	\$32,135	\$29,303
Management, business, science, and arts occupations:	\$54,829	\$51,193	\$49,545
Management, business, and financial occupations:	\$62,461	\$56,629	\$50,898
Management occupations	\$66,693	\$61,334	\$51,062
Business and financial operations occupations	\$56,300	\$50,875	\$46,447
Computer, engineering, and science occupations:	\$72,115	\$62,346	\$78,102
Computer and mathematical occupations	\$74,805	\$64,045	\$92,632
Architecture and engineering occupations	\$75,186	\$64,457	\$56,563
Life, physical, and social science occupations	\$55,750	\$51,684	-
Education, legal, community service, arts, and media occupations:	\$41,128	\$41,257	\$41,525
Community and social service occupations	\$39,093	\$40,226	\$34,056
Legal occupations	\$75,239	\$57,374	\$67,847
Education, training, and library occupations	\$39,795	\$40,430	\$41,827
Arts, design, entertainment, sports, and media occupations	\$36,701	\$35,797	\$40,350
Healthcare practitioners and technical occupations:	\$54,053	\$54,629	\$62,865
Health diagnosing and treating practitioners and other technical	\$65,146	\$64,844	\$64,940
Health technologists and technicians	\$36,103	\$36,470	\$60,375
Service occupations:	\$18,220	\$20,124	\$18,632
Healthcare support occupations	\$22,660	\$22,956	\$26,550
Protective service occupations:	\$41,793	\$46,470	\$18,250
Fire fighting and prevention, and other protective service workers	\$29,945	\$28,359	\$8,382
Law enforcement workers including supervisors	\$55,704	\$75,342	\$77,578
Food preparation and serving related occupations	\$13,675	\$17,311	\$20,881
Building and grounds cleaning and maintenance occupations	\$18,894	\$17,596	\$17,597
Personal care and service occupations	\$15,637	\$17,148	\$16,172
Sales and office occupations:	\$28,684	\$28,351	\$27,264
Sales and related occupations	\$26,891	\$28,215	\$21,837
Office and administrative support occupations	\$29,632	\$28,409	\$29,808
Natural resources, construction, and maintenance occupations:	\$35,329	\$30,644	\$26,447
Farming, fishing, and forestry occupations	\$19,975	\$18,439	\$4,393
Construction and extraction occupations	\$33,531	\$27,229	\$27,017
Installation, maintenance, and repair occupations	\$41,251	\$35,927	\$34,271
Production, transportation, and material moving occupations:	\$30,488	\$27,400	\$29,484
Production occupations	\$31,791	\$26,492	\$21,667
Transportation occupations	\$33,426	\$31,633	\$35,897
Material moving occupations	\$22,420	\$21,274	\$28,935

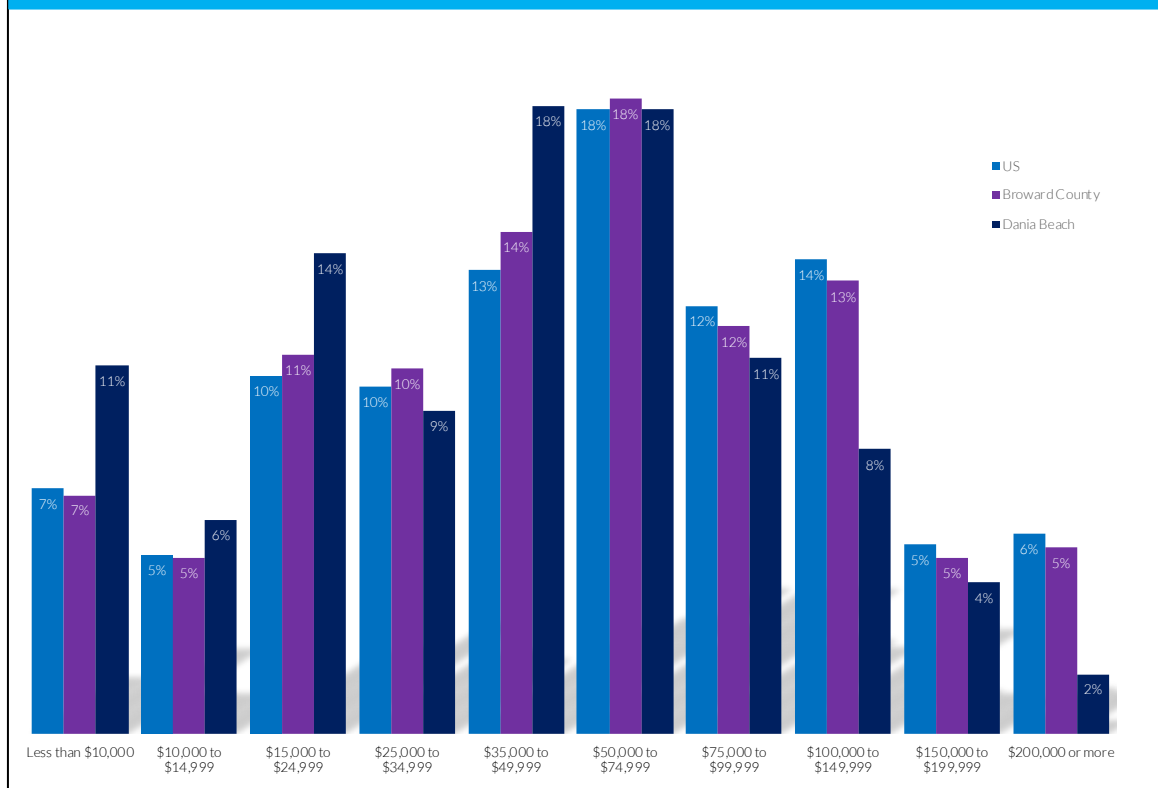
Resident Worker Earnings

	US	Broward County	Dania Beach
Full-time, year-round workers with earnings	165,325,178	995,494	17,322
Labor Force Participation Rate	64%	66%	67%
\$1 to \$9,999 or less	2%	2%	3%
\$10,000 to \$14,999	4%	4%	5%
\$15,000 to \$24,999	14%	16%	16%
\$25,000 to \$34,999	16%	18%	19%
\$35,000 to \$49,999	20%	21%	25%
\$50,000 to \$64,999	15%	14%	13%
\$65,000 to \$74,999	6%	5%	5%
\$75,000 to \$99,999	10%	8%	6%
\$100,000 or more	13%	12%	8%
Mean Earnings	\$60,920	\$57,292	\$46,528
Mean Earnings Growth (2010-2016)	-0.02%	-5.64%	-6.82%
Median Earnings by Educational Attainment			
Population 25 years and over with earnings	36,810	33,775	30,043
Less than high school graduate	20,924	19,310	17,534
High school graduate (includes equivalency)	28,672	26,298	25,479
Some college or associate's degree	34,412	32,308	35,210
Bachelor's degree	51,094	45,850	42,628
Graduate or professional degree	67,832	60,606	56,157
75/50 Ratio	0.4	0.3	0.2
Growth, Workers Earning \$75,000 or More (2010 - 2016)	5,222,021	15,485	264
Growth Rate	28%	14%	23%
Growth, Workers Earning \$50,000 or Less (2010 - 2016)	-1,073,379	18,507	-592
Growth Rate	-2%	5%	-8%

Comparative Household Income

	US	Broward County	Dania Beach
Median Household Income	\$55,322	\$52,954	\$43,202
Median Household Income Growth (2010-2016)	-3%	-7%	-12%
Poverty Rate	15%	14%	23%

Comparative Household Income



Housing

Housing Supply

The City's housing market is significantly different than the rest of the County in a number of key characteristics:

- Dania Beach has a higher percentage of multi-unit housing than the US and the County, as well as mobile homes;
- The City has a far smaller percentage of single-family homes than the US and County, as percentage of total housing units;
- Dania Beach has a higher housing density than the communities surrounding it as well as the rest of the County;
- Dania Beach has a far greater percentage of renters, and lower percentage of owners than the US and County — 50 percent compared to 64 and 63 percent;
- Dania Beach's housing supply is dominated by 2-bedroom units, comprising over 50% of the total housing inventory, while units in all other categories are significantly lower than in the US and County.

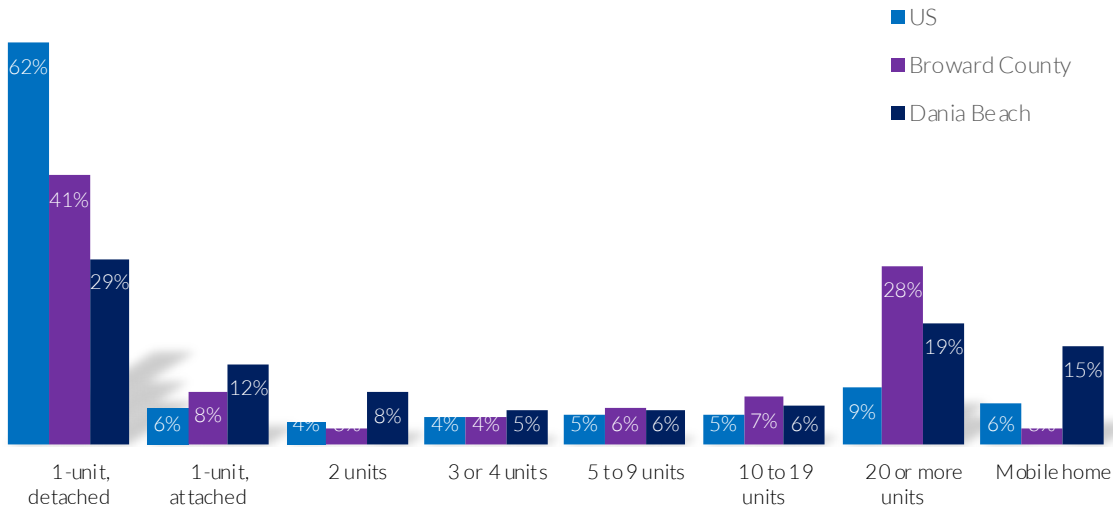
Housing Affordability

Dania Beach, like the rest of the Metro area, is facing sharply increasing housing affordability issues. The key indicators include the following.

- Despite the City's relatively low household incomes, its gross median rent, at \$1,209, is comparable to the County (\$1,226), and more than the US (\$949);
- The median value of existing homes is low compared to the County (\$167,300 vs. \$202,300);
- However, the median sale price of all housing units at \$219,100, is only 12 percent less than the County median sale price for year-end 2016. This indicates a rapid price increase over existing values within a few years;
- The combination of lower earnings, lower household income, and rapidly rising rents and home sale prices means that homes are both getting further out of reach for City residents, and housing cost as a percentage of total income is rising rapidly; and
- The median home sale price of units in the City is now 5.1 times greater than the City's median household income, compared to 4.6 and 4.3 for the County and the US.

Prices rising faster than incomes means that the percentage of City households who are cost-burdened — spending more than 30 percent of their income on housing costs — is dangerously high. 52 percent of all households in Dania Beach, renters and homeowners, are cost burdened. By comparison, Miami-Dade County is the second most unaffordable housing market in the US — 48 percent of its households are cost-burdened.

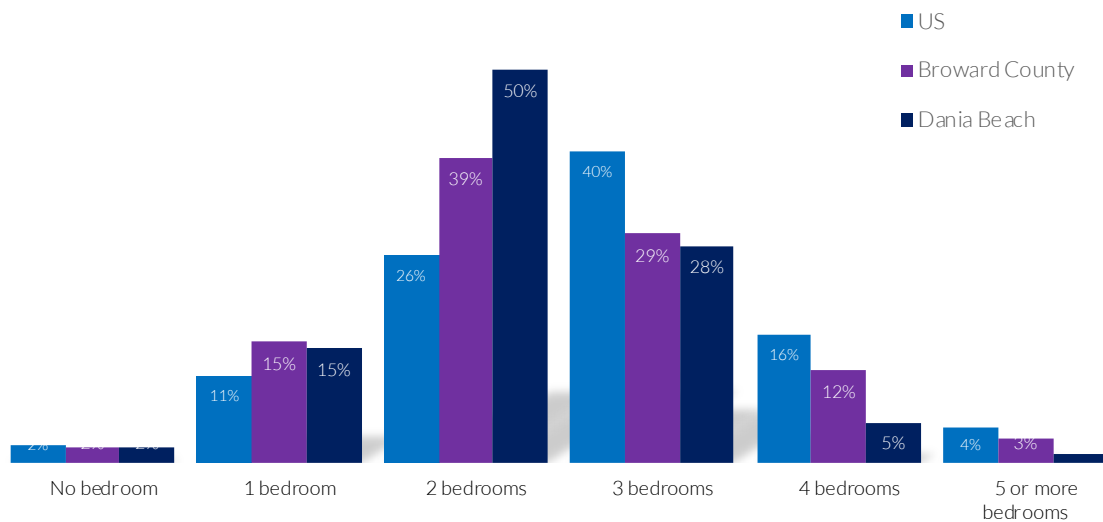
Housing Unit Type



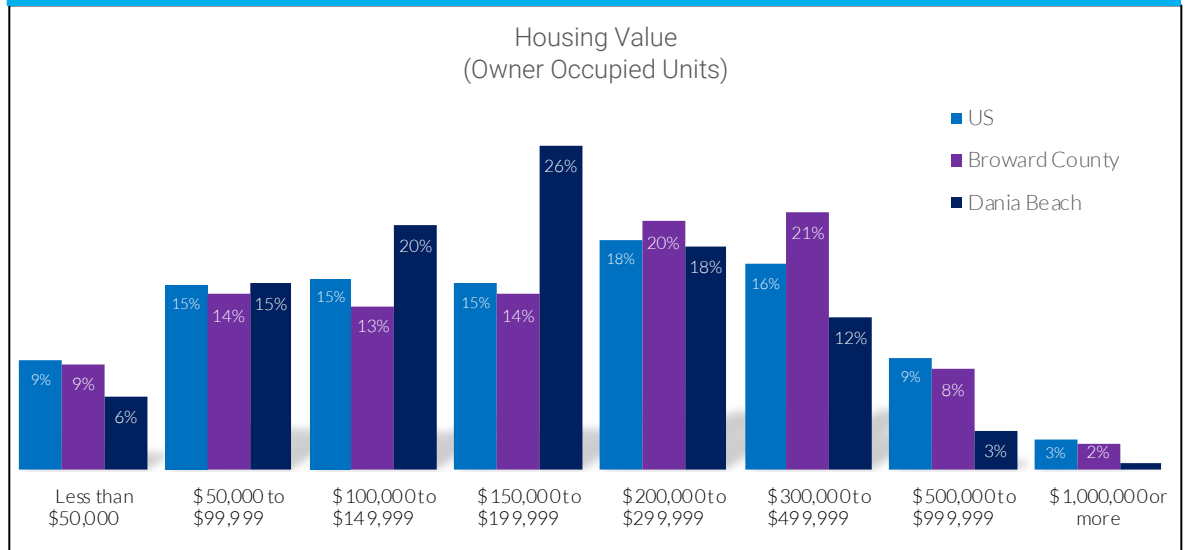
	US	Broward County	Dania Beach
Owner-occupied	64%	63%	50%
Renter-occupied	36%	37%	51%

Bedroom Distribution

Bedroom Distribution

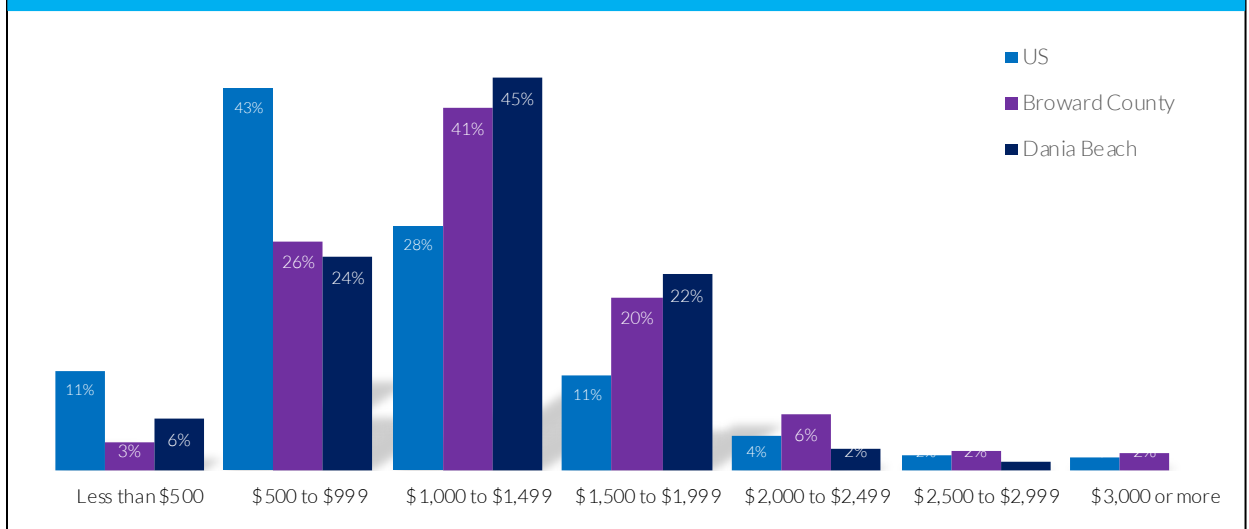


Housing Value - Owner Occupied Units



Median Value		
\$184,700	\$202,300	\$167,300

Comparative Gross Rent



Housing Affordability Indicators			
	US	Broward County	Dania Beach
Cost Burdened Homeowners	25%	37%	37%
Cost Burdened Renters	51%	61%	67%
Total Cost Burdened Households	34%	46%	52%
Median Household Income	\$55,322	\$52,954	\$43,202
Median Sale Price	\$238,800	\$246,100	\$219,100
Median Value vs. Median HH Income	4.3	4.6	5.1

The City's Geography of Work

Dania Beach has a relatively high **employment density**, or jobs per resident worker, compared to communities across the County. The US Census Bureau's *Longitudinal Employer-Household Dynamics* (LEHD) data tracks where workers live and work. The most recent data for the LEHD is 2015 and captures employment data slightly differently than the Bureau of Labor Statistics. However, the LEHD indicates a significant mismatch between where City workers live and where they work. The key indicators of the **Inflow/Outflow** analysis available through the LEHD data are as follows.

- Mean travel time to work for employed City residents is 26 minutes, which is comparable to the County and US;
- ***There are 14,283 jobs at businesses in the City, and 13,141 employed residents who live in the City, however, only 773 (5.9 percent) of these residents both live and work in the City;***
- 12,368 residents of Dania Beach are employed outside the City, and at the same time, 13,150 jobs in the City filled by non-residents.

Although not all of the City residents employed outside the City leave each day (some percentage telecommute), the implications are important. This pattern, if unchanged, adds significantly to traffic congestion, and second, represents lost income to City businesses in the form of rents and daily spending by workers at their place of work.

Real Estate Development Trends

Retail Development Trends

Demand for retail space across the US is the result of a number of longer-term trends. The future of retail in the region is being dramatically affected by the rapid growth of E-Commerce, which according to Deutsche Bank's RREEF Global Real Estate Research Group, is capturing a significant share of sales in commodity items. E-commerce sales are pervasive — excluding auto-related purchases (which are now also selling on-line) e-commerce has grown over since 2012, seven times the overall retail sales growth rate. The amount of e-commerce retail sales in 2012 (\$157 B) would equal between 350 million and 500 million square feet of leased retail space, based on sales volumes, which represents about a third of the vacant retail space in U.S. shopping centers and retail districts.

The impact on brick-and-mortar retail locations has been significant. Retailers are responding through a number of strategies, including:

- Store elimination — national chains are rapidly closing significant portions of their physical store locations;
- Fewer and smaller stores, and a business focus on productivity (sales per square foot) over growth: Commodity retailers, especially big-box retailers, are especially vulnerable to online sales loss;
- Using an "Urban" Strategy — moving stores closer to urban consumers, with smaller footprints, from 15,000 to 60,000 square feet, instead of over 100,000 to 200,000 square feet in size;

- Flagship Stores in high-end and high-rent locations, designed to market the brand, often at boutique scale size, and Multi-Brand Stores, bringing multiple brands under one roof, or the “store-within-a-store” format in which one retailer co-locates within others.

Traditionally, population growth drove new retail development predictably, and retail square footage per person grew through 2009-2010. However, despite population growth, since 2014 the total inventory of retail space in Broward County has grown by only 4 percent (3.9 Million square feet). Square feet of retail per capita has been flat, at just over 55 square feet per person. Retail construction has been aided by rising rents in Miami, as well as increased tourist-driven shopping.

Office Space Trends

Across the US, traditional office-based employment is changing in favor of more remote work and telecommuting, non-traditional office space and office sharing, and solo business ownership. Four major trends are driving the new geography of work and office development, as follows.

1. Rise of the Non-Employer Establishments and the “Gig” Economy

The Miami Metro’s percentage of small, micro, and non-employer business establishments are unusually high. According to a recent study by the Fuller Institute at George Mason University, the Miami-Fort Lauderdale metropolitan area (which includes Palm Beach County) leads the nation in the total number of non-employer firms per capita and has the fastest growing number of non-employer businesses. Non-employer firms are sometimes called the “Gig” economy — businesses that are self-employed and usually perform work as independent contractors. Between 1997 and 2015 the number of non-employer establishments in the Miami metro area grew by 142 percent, more than twice the national average, at 58.6 percent.

Non-employer data is unavailable at the City level. Broward County in 2016 had 60,204 employer establishments and 252,396 non-employer businesses. Non-employer establishments in Broward County currently represent 27 percent of all employment and account for 25 percent of all payroll, both increasing by less than 1 percent each year. From 2010 to 2016 the number of employer establishments grew by 8 percent, while non-employer establishments grew by 23 percent.

2. The Changing Economics of Traditional Office Development

After the recession, U.S. companies are rethinking their use of office space, consolidating and re-engineering their business practices to find ways to shrink and share office space, including outsourcing non-core functions, such as IT, accounting, human resources, marketing and legal to lower cost providers;

Across the U.S., employers are aggressively shrinking the amount of square footage per employee. According to the CoreNet Global Corporate Real Estate 2020 survey, square feet per employee in the office sector shrank from 225 square feet in 2010 to 176 in 2012, and is projected to reach 151 or less in 2017;

3. The Growth of Co-Working Space

According to Yardi Matrix, Miami and Fort Lauderdale are among the top locations for co-working space development. The Miami market has 59 co-working locations totaling nearly

1.4 Million square feet of space, while Fort Lauderdale has 22 locations totaling 305,927 square feet. At 2.7 percent of all office space, Miami has the highest percentage of coworking space of 200 markets studied, including New York, Los Angeles, and San Francisco. The Fort Lauderdale market, at 1.2 percent, is eighth, just behind San Francisco. Demand is driven by the County's large number of small businesses and start-ups.

Even as the county economy adds jobs, the combination of occupation structure and changed business practice means that economic expansion will take place with much less new office space development than has been historically required in the past.

4. Telecommuting as a Major Work Location and Lifestyle Choice

Global Workplace Analytics and Flexjobs recently completed the most comprehensive analysis of telecommuting in the US. The key findings of its 2017 report are:

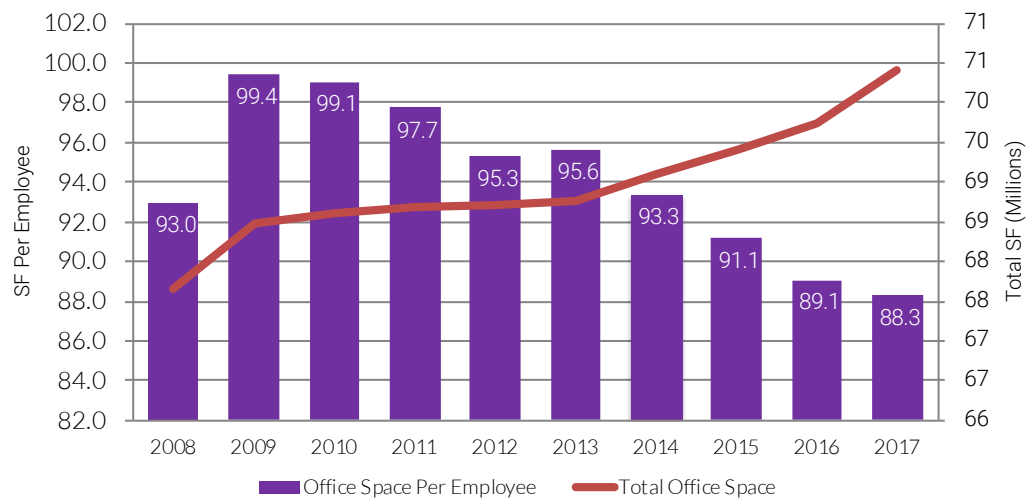
- Corporations are adopting **workshift** strategies, placing talent closer to their customers and away from the central office. Aided by technologies such as Skype and GoToMeeting, **telecommuting is not only a way to save on office space but offering it as part of employment packages is ranked by 46 percent of corporate leaders in a recent Deloitte survey as second only to compensation as the best way to attract talent.** A 2017 Gallup survey found that 43 percent of workers now work at least one day per week from home;
- Regular telecommuting grew 115% in the past decade, nearly 10 times faster than the rest of the workforce;
- The average annual income for most telecommuters is \$4,000 higher than that of non-telecommuters;
- The percent of women and men who telecommute is about equal;
- Half of telecommuters are 45 years of age or older, compared to just 41% of the overall workforce;
- Telecommuters are, on average, more highly educated than other employees. Approximately 53% have at least a bachelor's degree, compared to 37% of non-telecommuters;
- Telecommuting is most common in Management occupations, but employees in Computer, Mathematical, and Military occupations work at home much more frequently than their peers;
- While the Professional, Scientific, and Technical Services industry has the highest percentage of telecommuters relative to its share of the workforce, the Management of Companies and Agriculture industries top the list; and
- In more than half of the top U.S. metros, telecommuting exceeds public transportation as the commute option of choice. It has grown far faster than any other commute mode.

According the US Bureau of Labor Statistics **American time Use Study**, 24 percent of all workers in the US do all or some of their work at home, up from 21 percent in 2006. The percentage varies widely by occupation. 37.8 percent of workers employed in **management, business, and financial operations occupations** report working all or some part of their workweek from home.

Regional and Local Impacts

The net effect of these trends is that like retail space, traditional office space is becoming less tied to employment growth, and less important to the functioning of modern organizations. The regional impact is clear: ***although Broward County's employed labor force is 15 percent larger than in 2010, its total office space has grown by only 3 percent, and total office square feet per employee is 11 percent less.***

Broward County Office Space per Employee

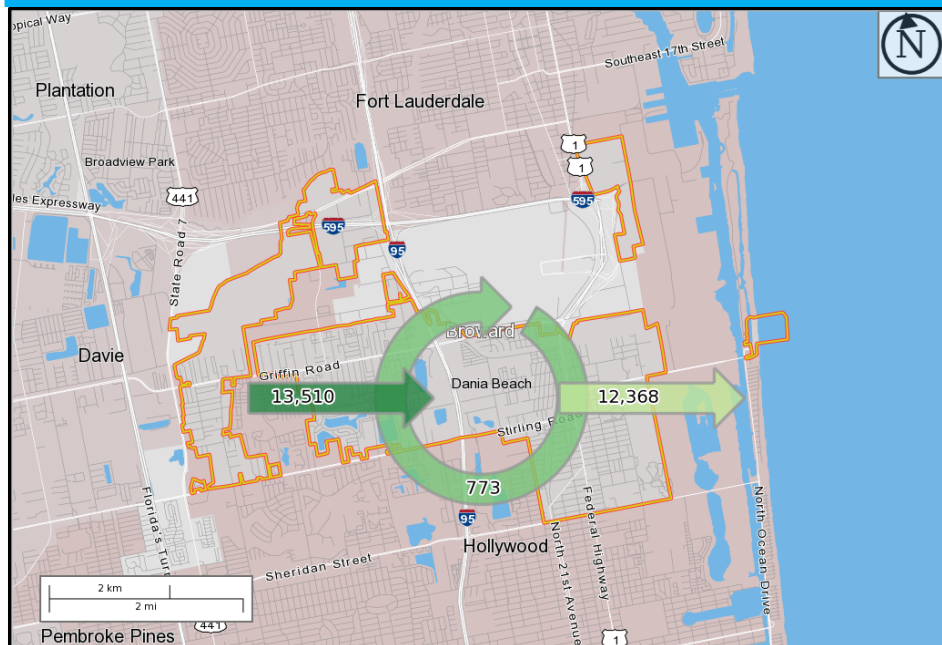


Source: Bureau, of Labor Statistics, CoStar.
Analysis by FIU Metropolitan Center

Dania Beach Resident Worker Commute Times

	US	Broward County	Dania Beach
Workers 16 years and over	145,861,2	892,638	14,960
Car, truck, or van -- drove alone	76.4%	79.4%	76.7%
Car, truck, or van -- carpooled	9.3%	9.4%	7.2%
Public transportation (excluding	5.1%	3.0%	3.4%
Walked	2.8%	1.3%	3.2%
Other means	1.8%	2.1%	6.9%
Worked at home	4.6%	4.9%	2.6%
Mean travel time to work (minutes)	26.1	28.0	26.3

Dania Beach Worker Inflow-Outflow



Total Jobs in Dania Beach	14,283	
Employed in City but Live Outside (Inflow)	13,510	94.6%
Employed and Live in the City	773	5.4%
Live in City but Employed Outside (Outflow)	12,368	94.1%

Percent of workers doing some or all of their work on their main job at home, 2006–2015 annual averages, United States										
Year	Total	Management, business, and financial operations occupations	Professional and related occupations	Service occupations	Sales and related occupations	Office and administrative support occupations	Construction and extraction occupations	Installation, maintenance, and repair occupations	Production occupations	Transportation and material moving occupations
2006	21.1	32.3	33.2	12.1	20.3	8.2	14.5	10.9	3.8	6.1
2007	19.9	32.3	30.6	11.3	20.7	7.8	10.6	7.3	4.0	6.0
2008	21.1	29.8	32.1	13.0	24.3	12.3	5.5	9.2	5.5	7.3
2009	23.6	35.5	38.3	13.7	21.7	9.0	11.4	12.0	5.2	6.6
2010	23.6	32.9	32.9	15.0	26.6	10.6	11.6	12.7	6.3	10.3
2011	21.3	34.2	33.5	9.5	20.0	12.8	10.1	11.3	5.2	5.2
2012	23.2	35.5	37.0	10.1	21.4	9.3	16.0	14.7	6.2	7.2
2013	22.9	35.1	34.8	11.0	21.4	11.1	17.0	14.8	7.9	6.2
2014	23.1	36.8	34.0	12.0	26.0	8.5	15.0	9.5	4.6	6.3
2015	24.1	37.8	34.6	10.5	22.1	11.2	16.2	9.6	5.5	7.7

Source: US Bureau of Labor Statistics American Time Use Study, 2017

Housing Market Choice

The two largest components of the nation's age demographic — millennials (ages 16 to 34), and baby-boomers (ages 54 to 70) — are significantly driving changes in demand for different types and locations of housing. Today, there are more than 35 million Americans age 65 and older, and that number is expected to rise to nearly 55 million by the year 2020. Older adults are overwhelmingly choosing to stay in their own homes and communities as they age. Just last year, AARP surveyed Americans over 50 and discovered that 89 percent wanted to stay in their own homes as long as possible.

Millennial and senior housing preferences are becoming increasingly similar, and both seniors and millennials are seeking housing with similar characteristics. Both 55 plus and millennial households are seeking:

- Rental, rather than owner housing, even for single family homes. National and regional markets have been undergoing a significant shift from owner occupancy to rental housing. In addition to the demographic forces described above, household income declines and tightening of credit for home mortgages have driven a growing number of households into rental housing.
- Smaller size housing units, and multi-family housing — Developers have responded quickly to shifting demand in the County, delivering new multi-family housing with smaller units. In the County the total number of single-family units has actually declined, while the number of units in multi-family buildings, particularly those with 10 units or more, has grown steadily since 2011;
- Neighborhoods in close proximity to shopping, conveniences, recreation and entertainment;
- Locations requiring less drive time to work, and in proximity (less than 1/2 mile) to mass transit, and a mix of alternative transportation modes, including bicycles and walking. Millennials are the first generation since the invention of the automobile to drive less miles than their parents. Car ownership per household is also dropping, driven by millennials, and these trends are accelerating;
- More outdoor amenities, including garden plots, walking/jogging trails, parks, outdoor pools, and local drug/convenience stores.

According to the 2015 Community Preference Survey conducted by the National Association of Realtors:

- When choosing a new home, respondents want transportation choices. 85% said that sidewalks were important and 79% said that being within an easy walk of places was important.
- Compared to other generations, Millennials placed more importance on walkable communities, providing convenient alternatives to driving, expanding public transportation, having transit close by, and developing communities where more people do not have to drive long distances.
- Many people want to live in a more walkable neighborhood than they do now. Overall, 25% currently live in a detached, single-family home, but would prefer to live in an attached home in a neighborhood where they could walk to places & have a shorter commute; and

- People who currently live in neighborhoods with lots of places to walk to nearby are more satisfied with the quality of life in their community.

Increasingly, alternative mobility and transportation are also shaping the regional and national housing market, as demand for non-automobile transportation grows each year. Leading national surveys indicate a strong growth in demand for walkable, mixed-use communities with transit access. As stated by the National Transit Institute, “Americans want more housing and transportation choices and are looking for convenience and affordability.”

Given the City’s existing size of its 55-plus age demographic, and the growth of its Millennial population, developing a mix of housing units to address the housing choices and needs of both age groups will need to be a critical part of future housing policy strategies.

Dania Beach’s Heated Development Market

Dania Beach has experienced significant new development demand over the last five years, and has arrived as a regional destination for new investment. Hollywood and Downtown Fort Lauderdale have been experiencing a building boom-let over the same period.

Dania Pointe marks a new phase in the City’s development. The 102-acre new community has been approved for the development of almost 1 million square feet of retail and restaurants, 500,000-1,000,000 square feet of Class A office space, 300 hotel rooms, up to 1,000 luxury residential units, public space, and entertainment venues. According to the Project’s master developer, “Dania Pointe’s sophisticated mix of shop, work, live, play and stay options will make it Broward County’s preeminent lifestyle destination.”

In addition to Fort Lauderdale and Hollywood, the development of Dania Pointe proves the area’s demand for new development. At first glance, the rate of development, bolstered by Dania Pointe, would seem to strain local absorption rates. However, developers are drawing on the regional market, and continue to successfully sell properties to an international market of new residents, buyers, businesses, and investors.

Dania Pointe also proves that there can be a high demand location for major residential and commercial development. The profile of residential and commercial development appears to differ from the City’s current markets. At the moment, the project is being marketed to primarily high-end retailers requiring large footprints. Rents will probably be at a higher segment than is currently in Downtown Dania Beach. The Project Team is optimistic that Dania Pointe will not likely draw a large number of retailers out of the central City.

Tri-Rail Coastal Link and Transit Oriented Development (TOD)

The Florida East Coast Railroad is planning to add passenger service on its easternmost rail lines, and is planning a station at the intersection of its rail tracks and West Dania Beach Boulevard — right next to City Hall. ***It is the Project Team’s assessment that accessible, comfortable, and convenient rail passenger travel to and from Broward County and Downtown Miami will only grow in value to travelers, commuters, and residents seeking alternatives to increasingly difficult automobile transportation across the region.***

Dania Beach is an established regional crossroads location, and its proximity to all of South Florida’s major transportation assets only amplifies the potential value of a new Coastal Link

station. The value of a new station, its impact on neighboring properties, and the City Center concept, cannot be understated. This is a major opportunity — it will be one of only 25 stops between Downtown Miami and Jupiter, and only 1 of 8 stops in Broward County.

Dania Beach's location directly between Ft Lauderdale and Downtown Miami provides a built-in competitive advantage as it would be a convenient ride to both South Florida's major employment destinations. As one of only eight locations in the County, a TOD project would also help draw demand for other land uses and build a new Dania Beach Brand.

However, commuter rail stops only work with high residential and job density, a dense mix of uses, and a design that integrates residential and commercial spaces into the station itself. Most high-quality Transit Oriented Design (TOD) projects drive development of the adjoining real estate, by planning an integrated project designed to capture the value of convenient commuter rail. It is our opinion that the development of the City Center as a high-quality, unified, TOD project, will significantly improve its value, success, and economic sustainability, regardless of the final development program. ***In fact, the development of the rail station stop, and its integration, or lack thereof into the City Center Final Plan may well dictate the fate of the City Center project.***

System Map



Tri-Rail Coastal Link

Getting Southeast Florida To Work



City Center Site Zoning

The City's City Center Zoning District (CC) encompasses the City's downtown core, including the proposed City Center site. Developing a supportive zoning framework is one of the most important considerations in redevelopment of sites such as these. Fortunately, the current zoning regulations under CC are forward-looking, and will very positively affect private demand to redevelop the site. The main features of the City's CC zoning are:

- An as-of-right building height of 7 stories, which can be extended to 14 stories by taking advantage of density bonuses including contributing to the City's parks funding or including affordable housing within the project;
- A flexible mix of allowed and complementary uses, including residential, commercial, office, and retail; and
- A suitable allowed residential density. As-of-right development allows 50 dwelling units per acre (DU/AC), but with density bonuses extends to a maximum of 150 DU/AC.

Current national research indicates that ridership, and therefore economic sustainability of TOD projects increases directly with the density of residential development and employment. It is generally recognized that 30 dwelling units per acre is a bare minimum to support bus transit system stops, but rail transit ridership functions best at **minimum** densities from 100 to 150 units per acre or more. Similarly, if a TOD serves employment uses, transit ridership functions best when uses within ¼ mile of stations is a minimum of 50 jobs per acre.

The CC zoning for the core center area of the CC District meets these standards, and provides opportunity to develop a high-density mixed-use project. However, the transition zone on the western edge of the CC District, along the east edge of the FEC Rail line, allows only 8 stories maximum height. The study team's only recommendation would be reconsider recasting this strip of properties to match densities in the core of the CC, as they are directly along the rail line, and higher densities would benefit ridership and station development considerably at this location.

Sea Level Rise as a Competitive Advantage?

According to forecasts by the National Oceanic and Atmospheric Administration (NOAA) and US Army Corp of Engineers, the FEC runs along a slightly elevated ridge which for the most part is immune to sea-level rise up to three feet. Generally, Broward County is expected to experience less negative sea-level rise effects over the next century than Miami-Dade County. Specifically, Downtown Dania Beach, under current forecasts, escapes permanent and tidal inundation over the next 50 to 75 years.

This may be a major competitive advantage, as developers continue to seek out property opportunities that will be safe from the most negative sea-level rise and hurricane event locations. Properly marketed, this fact can help drive interest in the City Center site, as well as the remainder of Downtown Dania Beach.

The Developer Focus Group

Goals of the Developer Focus Group

The development team led a developer focus group to get the perspective of the development community on Dania Beach and the City Center Concept. The goal of the focus group was to tap the expertise of the participants to:

- Better understand Dania Beach's position within the regional economy and its brand identity;
- Gather your insight as to Dania Beach's potential — what you see as the City's greatest opportunities and vision for a sustainable, prosperous and dynamic future;
- How a redevelopment of a new City Center at the City Hall complex advances a vision of its future, and
- What a redeveloped City Center begins to look like — what are the most interesting, viable, and market responsive mix of uses it could contain.

The focus group took place on July 10, 2018 at City Hall, over 2½ hours. Over 30 participants, representing the area's largest real estate development companies, the owners and development partners of Dania Pointe, local property owners, small development companies, construction companies and construction engineers, and non-profit as well as community groups participated. The result was a spirited and thoughtful conversation on Dania Beach and the potential for the City Center concept.

The Center's Senior Fellow, Kevin Greiner and Dr. Ned Murray, the Center's Associate Director moderated the focus group. Participants were given a presentation of the key economic and development findings of the research team. Afterwards, the discussion moved to answering the following questions:

- 1) What is Dania Beach's current brand? What is its competitive position in the region? Does Dania Beach lead specific economic activities in the region?
- 2) What are Dania Beach's greatest competitive advantages and strengths? What are its greatest competitive disadvantages and weaknesses?
- 3) What's the next step for Dania Beach? What *can* it become? What is its greatest potential(s)? Give us your vision of Dania Beach's most desirable future.
- 4) Can a redevelopment project help drive broader change – for example – attracting a new demographic, creating new job opportunities, growing certain industries, creating entrepreneurial opportunity, growing wages and incomes, and/or insuring against climate change / sea level rise issues?
- 5) How does a redevelopment of the City Hall complex and surrounding properties help drive achievement of the vision outlined in Question 3? Keep in mind its relationship to major development projects underway. Should it be redeveloped at all?
- 6) What are the best and most realistic development opportunities for the complex – including, but not limited to: housing, retail, commercial, employment generating uses, entertainment, and transportation mobility? Keep in mind other major projects

in the City and County. Are there projects from Florida and/or the rest of the country that would be good models for redevelopment of the complex?

- 7) What's the best development model? Public, private, or a public-private partnership? One developer or many? Recent examples?
- 8) If the redevelopment features new private development, what value — incentives, cost reduction, grants, contribution — can the City offer to both make the project more attractive, and drive the shape of the project?

Results of the Focus Group

A summary of the answers and discussion offered by the focus group participants is as follows.

The Dania Beach Brand

- There is no Dania Beach Brand
- The City lacks its own identity
- Its old brand used to suggest antiques, small old businesses, but even that has faded
- Dania Beach is a place you travel through, but can't find a reason to stay
- The City needs a vision before it can develop a brand
- IT takes a lot to overcome a bad brand

Competitive advantages and strengths?

- Location, location, location
- Location between the port and the airports
- Limited traffic congestion
- Dania Beach's architecture, especially Florida mid-century and Florida "beach" architecture
- Access to the Beach
- Quality of the City's Beachfront and beaches
- The opportunity to create a new brand
- The speed of development in Dania Beach – much faster than the surrounding region, a major advantage, way faster than in Miami-Dade County
- Dania Beach is at the center of the highest growth area in the State

Competitive disadvantages and weaknesses?

- Why come to Dania Beach?
- New hotels need architectural character to define Dania Beach. Newer hotel design is generic, square, not distinctive
- Lack of jobs

- Lots of workers commute in, but aren't a part of the community
- Dania Beach needs a compact centralized community
- Dania Beach needs affordable housing, but financing is difficult
- Dania Beach needs affordable housing, but financing is difficult because of the City's difficult economics
- Lack of developable land
- Disconnect between City Center and the Beach – it's a challenge to connect them
- Infrastructure, parks, and a schools are a weakness that needs to be improved
- City's incentive structure is weak
- Lack of workforce housing
- The City's communication with its communities needs to improve

What's the next step for Dania Beach? What is its greatest potential(s)? Give us your vision of Dania Beach's most desirable future. Can a redevelopment project help drive broader change?

- Dania Pointe has started a renaissance for Dania Beach
- Dania Beach's brand is already changing, and Dania Pointe
- Dania can redefine its image and attractiveness by defining a different architectural style – try to develop something that is unique and distinctive
- Dania Beach could be a family-centered town
- Dania Beach could play a critical role in growing the supply of the County's workforce housing
- The City could be a super high-end beach community, a "boutique" beach community
- The City could be like Laguna Beach
- The City could have zoning that no other Florida community has – sidewalk clubs, dining
- Dania Pointe is a game changer – 6,000 jobs, residences, retail, and Dania has the potential to be the lifestyle City of the future. Connecting it with the rest of the City could create a new, different community.
- Dania Beach needs to embrace its wealth of multi-modal transportation, and provide model access for all
- The City's Marinas, waterways and marine industries provide a platform on which to build visions of new neighborhoods with greater water access and embracing living with water
- Dania Beach shouldn't be the City of the future, but the **Town** of the future – a small-scale, walkable, modern beach community
- Dania Beach could be a model for small-scale business development

- Dania Beach should be a Town of neighborhoods – increase City spending on building distinct neighborhoods and places to live
- Dania Beach could be a destination in Broward County, like South Beach in Miami-Dade
- Dania Beach could be and should be a City of choice – offer alternatives for living, working, and gathering
- Dania Beach should develop air and aeronautical industries and business
- Dania Beach could be cross-generational – Miami Lakes is a good model
- The new Dania Beach depends on multi-family housing. This is how it can compete
- Whatever it becomes, don't lose its soul – keep Dania an ***Oasis of Charm***
- Dania Beach should be something else – be in different markets – serve the middle and upper middle-income population
- Dania Beach should be as walkable as possible – build a new relationship between living and working
- Dania Beach could function on industries focused on the future – a ***Tech city*** – home to business accelerators and incubators
- “Dania Beach 5.0” needs to include ***all of the City***, and make its own image by being itself
- Dania Beach can be a quiet bedroom community, offering a controlled, quiet life
- Dania Beach needs to keep its history

How does a redevelopment of the City Hall complex and surrounding properties help drive achievement of the vision outlined in Question 3? Keep in mind its relationship to major development projects underway.

- It builds the City by connecting to Dania Pointe
- Build the City by connecting it to the south
- Build air, sea, and rail connectivity
- Beautify Dania Beach Boulevard to drive investment and change
- Stirling Road and I-95 is the new center of the County – build on that to drive growth
- Make the City Center the center of public life to drive change
- The City Center should have connected uses to drive change throughout the downtown
- Work-live is crucial to drive new development
- Develop smaller units, consider density in a different way
- Make all effort to integrate the City physically, and by income – this benefits all - bridge income gaps

- Take advantage of cultural opportunities to drive change and investment

What are the best and most realistic development opportunities for the complex?

- Small-scale conventions
- Mixed use – residential, government, commercial
- Use the Boynton Beach Government Complex as a model – government, residential, and community uses
- A mix of government, community, and restaurant uses
- Incorporate the train – stations drive office development
- City of the future theme – technology, incubators, research complex
- Incorporate a direct link to the Airport
- Use Schools to anchor the new development – use it to increase educational choice. Rail also opens school choice. Develop a school that has a Dania Beach flavor. Offer educational programming tied to development, or to local industries
- Sea level rise drives the need for higher density, especially residential
- Make the project less about cars, and more about mobility by other modes
- Provide housing for all workers.
- A marine institute for jobs
- Make the project a landmark project – something memorable
- Base the project on Smart City principles
- Add unique businesses to the mix

What's the best development model? Public, private, or a public-private partnership? One developer or many? And, If the redevelopment features new private development, what value can the City offer to both make the project more attractive, and drive the shape of the project?

- Use a Public-Private Partnership
- The appraised land price is high – use a long-term lend-lease structure where the City shares in the back-end profits on the property income
- Develop local property tax abatement
- Incentive: in a P3 deal, Sarasota FL, financed a shared parking structure as its contribution to its latest civic project
- Demand a strong Community Benefits Agreement (CBA). Make sure Dania has the local skill sets to make a CBA work otherwise you won't find the workers needed
- CBA benefits are overstated
- Re-zone the City Center properties as a Planned Unit Development (PUD)
- Use multiple developers, not a single developer as partners

The Developer Focus Group Participants

Organization	Name
1 Academica	Frankie Mestre
2 Beame Architectural	Larry Beame
3 Burk Miami	Alexander Burkhardt
4 Canterbury Square	Steven Casper
5 Carnahan Proctor Cross	Dan Tintner
6 Carnahan Proctor Cross	Freddie Vargas
7 City of Dania Beach	Colin Donnelly
8 City of Dania Beach	Marc LaFerrier
9 Coldwell Banker	Chris Evert
10 Collins Real Estate	Rodney Collins
11 Creative Workshop	Jason Wenig
12 Dania Beach CRA	Kathleen Weekes
13 Dania Beach CRA	Kisha Payen
14 Dania Beach CRA	Rickelle Williams
15 Emerald Construction	Dante Alvarez
16 Emerald Construction	Denise A. Castro
17 Fifth Avenue	Kim Ford
18 FIU	Edward Murray
19 FIU	Kevin Greiner
20 Greenspoon Marder	Steve Wherry
21 Harrison Development	Dean Harrison
22 Harrison Development	Jada Harrison
23 Keith and Associates	Steve Williams
24 Master Development Partners	Robert Shapiro
25 Master Development Partners	Thekla Salzman
26 Master Development Partners	Terry Salzamn
27 Merrimac Ventures	Dev Motwani
28 Neighborhood Renaissance	Carlos Toledo
29 Neighborhood Renaissance	Michael Pecar
30 Pumps Inc.	Fred Bloetscher
31 Related	Andrew Velo
32 Rexall Pharmacy	Cris Lowy
33 Stellar Homes	Joyce Villar
34 Zyscovich, Inc.	Suria Yaffar

The City Center Community Charette

The Residents Speak

On July 23rd, 2018, over 100 residents from Dania Beach gathered at a Community Charette to share their ideas and to produce development concepts for a New City Center. The Charette process was broken into three parts. During the introductory session, Kevin Greiner, Senior Fellow at the FIU Metropolitan Center, presented an overview of Dania Beach's economy, housing market, and trends in downtown redevelopment and new City administration complexes across the US.

During the second development "brainstorming" session, participants identified potential development uses for a new City Center, and then "voted" on seven critical issues, and ranked the development uses that came out of the brainstorming session. The results of the survey ranking was as follows.



Survey Question 1: What are the most important issues facing Dania Beach?

Participants ranked the following, in order, as the six most important issues facing the City (out of 13):

- More and improved parks & Green space (24 votes)
- Reducing traffic congestion (23 votes)
- Expanding Job Opportunity & Creating Quality jobs (21 votes)
- More Activities for youth (17 votes)
- More local Cultural Activities (16 votes)
- Lowering Crime & Improving Safety (14 votes)

Survey Question 2: What Are the Most Important Development Opportunities In a New City Center?

Participants overwhelmingly ranked *Visual Arts & Arts District* (24 votes) as their preferred development use in a New City Center, followed by:

- Community Center / Auditorium (18 votes)
- Small Restaurants / Café's (15 votes)
- Co-Working Space (12 votes)
- Parks, Green Space & Gardens (12 votes)

- Sports & Recreation / Fitness Trail (11 votes)
- Tourist Attraction / Destination (10 votes)

Survey Question 3: If the development of a new City Center could be completely financed by private sources, would you favor this for the right project? (65% Yes, 35% No)

Survey Question 4: If the development of a new City Center requires City Funds to complete, would you favor this for the right project? (90% Yes, 10% No)

Survey Question 5: If the development of a new City Center requires City Funds to complete, and requires the City to raise property taxes, would you favor this for the right project? (12% Yes, 88% No)

Survey Question 6: If the operation of a new City Center requires annual City funding, would you favor this for the right project? (95% Yes, 5% No)

Survey Question 7: If development of a new City Center requires the City to sell some or all of its property at the current City Hall site, would you favor this for the right project? (10% Yes, 90% No)

In the final portion of the Charette, participants broke into small groups and produced their own master plans for a new City Center. Each group was tasked to produce 1) a project description sheet which defined their concept, gave it a name, described its development objectives, uses and proposed benefits, 2) a complete site plan showing the physical design of their concept for the City Center, and 3) a project ownership structure, financing structure, cost projection, and proposed revenue stream(s). The Charette concluded with each of the Development Planning teams presenting and “selling” their concept to the rest of the groups.

The ten plans produced within the Charette developed a wide range of thoughtful, creative ideas for a new City Center. The common themes emerging from the concept plans were as follows.

- Each planning team proposed a wide range of potential uses, including apartments and condos, office space, public space, entertainment, artistic, cultural, banquet, restaurants, and conference centers. Each plan cited the benefits of a new City Center generating foot traffic, new gathering spaces, jobs, housing choice, and new City tax revenue;
- None of the plans proposed keeping the existing City facilities, except one concept proposed keeping the Chamber of Commerce building, as it may be an historic structure;
- No plan suggested that the City Center redevelopment should be exclusively private development or exclusively public space. Instead all of the plans were specific about the need to mix **private and public uses**, and was detailed regarding the benefits of blending high-density development with public space;
- Every concept plan incorporated high-quality public space as the core organizing principle of the City Center’s physical plan. Every concept featured development

organized around a central plaza — a public “great room” that provides multiple uses. The demand for a dramatic public space for gatherings, performance, art, and distinguishing Dania Beach was consistent across every concept plan;

- While there was no single consensus regarding architectural theme (traditional versus contemporary), participants made it clear that the City Center should be architecturally distinctive, memorable, and express Dania Beach’s local “flavor;”
- An outdoor amphitheater and/or outdoor performance space was featured as an important component of nearly all of the concept plans;
- The use and incorporation of art throughout the City Center was one of the strongest themes across all of the concept plans. Each plan was either led by, or either strongly incorporates, cultural and arts uses. A number of the plans included both monumental art installations, and smaller public art, design elements, and art works throughout a new City Center. In each plan, cultural and arts uses were seen as a natural magnet for new activity, a draw, and a means to support other job and employment creating uses;
- Local transportation and mobility was a common theme among a number of the concepts, incorporating shared bicycle kiosks, electric vehicle charging stations, and multiple small-scale mobility choices provided on-site;
- Connectivity, or opening up the site by improving passage through the properties to the rest of the neighborhood, from both North-South and East-West directions, was a crucial part of each plan;
- Every proposal proposed a mix of potential financing, with a stress on private and non-City funding for redevelopment. While a number of the proposals recommended public-private-partnership financing, none proposed a redevelopment supported by a majority of City funding. Each plan recommended a clear objective to finance the project with minimal cost to the City.

Dania Beach City Center Redevelopment Community Charette

**Monday July 23, 2018
5:30 – 9:30 PM
Gallery of Amazing Things
481 S Federal Highway, Dania Beach**

The residents of Dania Beach are cordially invited to a **Community Planning & Development Charette**, hosted by the City of Dania Beach and the Dania Beach Community Redevelopment Agency, to explore the re-use of the Dania Beach City Hall properties as a new City Center.

The City has committed to complete a community driven, community responsive development process resulting in a business plan and development strategy for the redevelopment of City Hall properties. A creative, well-planned development of a new City Center is a unique opportunity to restore deliver better services to residents, bring new value to the community, stimulate new development and investment in the downtown, and help create the new Dania Beach "brand" — a success story that broadcasts Dania Beach's attractiveness as a place to live, work, and grow.

Your Voice is Needed

The development of a new City Center can't be a success without your voice and your ideas. The City is hosting the Planning & Development Charette so that City residents can voice their opinion and share their ideas for the future of City Hall and the City. Participants in the Charette will complete their own development plans for the City Hall site and build consensus around a vision that serves the best interests of its residents.

What Is A Charette?

A Charette is a structured, topic-oriented open forum where a group meets to discuss and resolve complex design issues. The primary goals of a Charette are to generate design ideas from the public in a "hands-on" way and build consensus for development and design solutions. The Charette has three goals:

- Give the public a voice in determining the future of City Hall;
- Develop consensus regarding uses and redevelopment of City Hall, and;
- Most importantly, allow the public to develop and present specific development concepts, ideas and plans for the City Center, which will be used to complete a final development plan.

A Charette is a **participatory** activity — participants will draw, map out, and sketch their best ideas. Working in small groups, participants will complete development plans which they then present and "sell" to the rest of the group. The Charette encourages a competition of ideas, so be prepared to promote your vision and win converts! You'll be given all the tools you need to express your ideas, and City staff and professional architects and planners will provide support and advice to bring your ideas to life.

Each completed development plan will become part of the official public record for the project, and will be posted to the City Website.

The Planning Workshop & Design Charette Process

The Charette will be fast-paced, fun, and even a little noisy. The Charette will last from 5:30 PM until 9:30 PM on Monday, July 23rd and requires participants to be present and participate throughout the entire process. We are asking for a four-hour commitment, but the results will be worth it. For your convenience, food and refreshments will be served for all participants.

Registration begins promptly at 4:30 PM and ends at 5:25, so don't be late. After a brief explanation of the proposed Project and an explanation of the Charette process, participants will break into small groups of 6 to 10 people to begin the development planning process.

At the end of the Charette, each planning and development group will present and "sell" its concept to the entire group. Participants will rank and comment on each of the proposed development concepts. The day's schedule is as follows:

1. Registration and Seating	4:30 PM - 5:30 PM
2. Greeting	5:30 PM - 5:40 PM
3. Dania Beach & Project Overview	5:40 PM - 6:05 PM
4. Commissioner Vision Statements	6:05 PM - 6:30 PM
5. Agenda & Instructions	6:30 PM - 6:35 PM
6. Workshop 1 - Development Opportunities Brainstorm	6:35 PM - 7:05 PM
7. Issues & Opportunity Ranking	7:05 PM - 7:20 PM
8. Workshop 2 - Complete Development Concepts	7:20 PM - 8:50 PM
9. Presentation Set-up	8:50 PM - 8:55 PM
10. Work Group Plan Presentations	8:55 PM - 9:25 PM
11. Closing	9:25 PM - 9:30 PM

How To Have a Fun and Successful Charette

Some ground rules will help to ensure everyone who takes the time to participate enjoys the experience. The Charette is not a forum for political debate, but stresses compromise and consensus building. Mutual respect is expected of all participants and all ideas will be considered.

Participants will be asked to observe the following rules of etiquette:

1. Everyone is welcome to participate
2. Everyone is entitled to share their opinion
3. All comments and ideas are welcome
4. Everyone gets a chance to speak
5. Interruptions won't be allowed
6. Open and candid discussions are desired
7. Contentious or political discussion points will be avoided

Other Ways To Offer Your Ideas

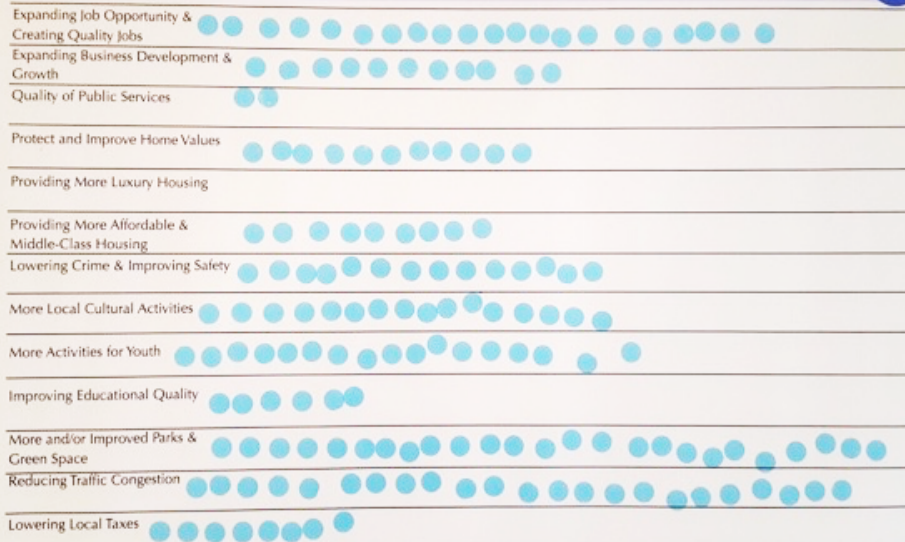
If you can't make it to the Charette but wish to contribute your ideas and opinions about the future of the City Center stay tuned to participate in future planning events. The City will also be conducting on-line surveys on the City website.

Where Participants Live



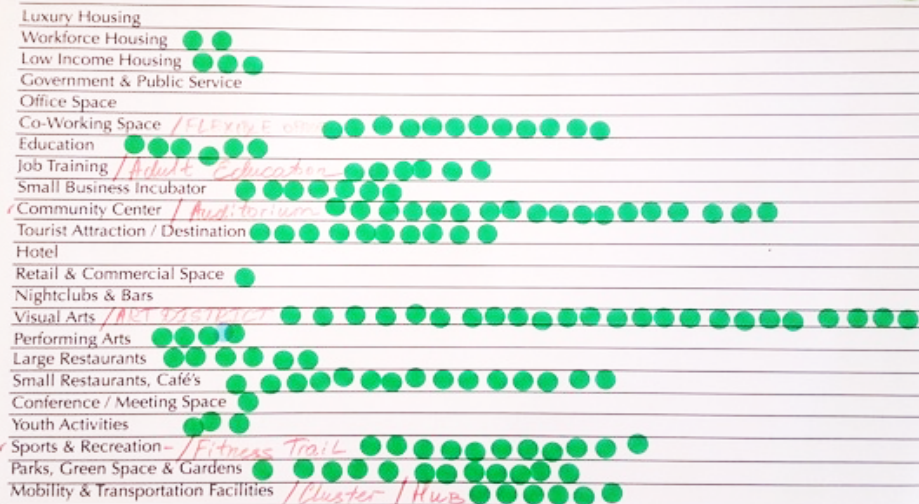
1 What Are the Most Important Issues Facing Dania Beach?

3 Dots



2 What Are the Most Important Development Opportunities in a New City Center?

3 Dots



Library
 Farmers Market / Tomato Festival
 Multi-generational Co-Housing
 Locally-Owned Businesses
 Gallery (Art)
 Coastal Architecture
 Daycare
 Mini-golf
 Convention Center
 Botanical Garden
 Highway over I-95
 Port-top Bar
 Dania Point Shuttle
 Buy the old Botanical Gardens on Federal B convert to City Art Center

3 If the development of a new City Center could be completely financed by private sources, would you favor this? 1 Dot

YES 

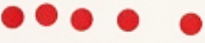
NO 

4 If the development of a new City Center requires City Funds to complete, would you favor this? 1 Dot

YES, for the right project 

NO, not for any project 

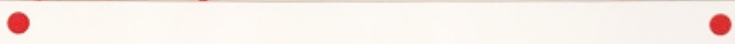
5 If the development of a new City Center requires City Funds to complete, and requires the City to raise property taxes, would you favor this? 1 Dot

YES, for the right project 

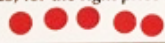
NO, not for any project 

6 If the operation of a new City Center requires annual City funding, would you favor this? 1 Dot

YES, for the right project 

NO, not for any project 

7 If development of a new City Center requires the City to sell some or all of its property at the current City Hall site, would you favor this? 1 Dot

YES, for the right price and project 

NO, not for any project 

My Back Yard

Project Tag Line: *Just Like home*

Project Name: MY BACKYARD

Description: MULTI-USE FACILITY

Uses:

<u>Gym</u>	<u>Offices</u>	<u>Condos</u>
<u>Open THEATRE</u>	<u>Food COURT</u>	<u>Music</u>
<u>LOCAL TRANSPORTATION</u>	<u>PARKING</u>	<u>ART</u>
<u>FARMERS MARKET</u>	<u>Child Daycare</u>	

Overall Density:

☐ Low (1-2 Stories) ☐ Medium (3-6 Stories) ☒ High (6+ Stories)

Architecture & Design: Theme and Elements

☒ Historic Dania Beach ☐ Contemporary Dania Beach ☐ Futuristic Dania Beach

Benefits:

<u>Revenue</u>	<u>FAMILY FRIENDLY</u>	<u>TARGET FRIENDLY</u>
<u>Affordable Housing</u>		

Project Name: MY BACKYARD

Project Ownership:

PUBLIC + PRIVATE

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☒ \$2.5 - \$10 Million ☐ \$10 Million+

Funders & Funding Sources:

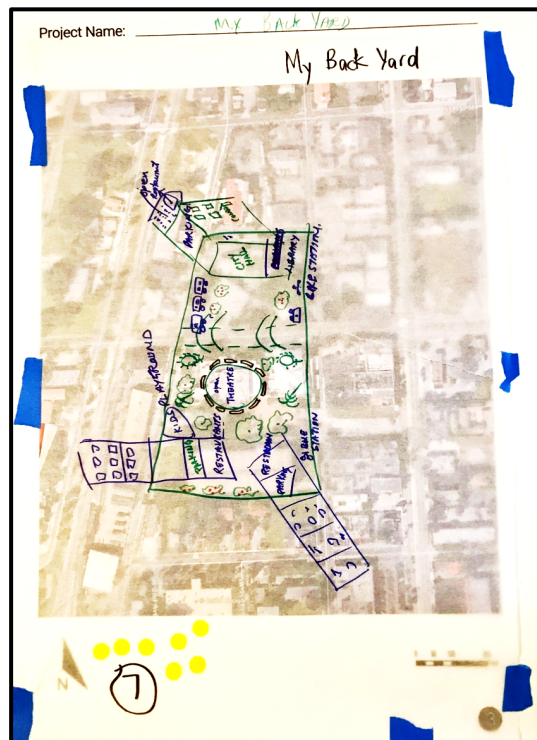
<u>BANKS</u>	<u>Habitat for Humanity</u>
<u>GRANTS</u>	<u>CRF</u>
<u>FOUNDATIONS</u>	
<u>PRIVATE</u>	
<u>FOOD TRUCKS</u>	
<u>INVESTORS</u>	

Revenue Sources (Public & Private):

<u>RENTS</u>	<u>RESTAURANTS</u>
<u>FOUNDATIONS</u>	<u>Starbucks</u>
<u>GO V. Y. GREEN</u>	
<u>MARKETING</u>	

Marketing Tag Line:

JUST LIKE HOME!



Dania Beach City Center Redevelopment

Project Tag Line: *Historical Dania Beach Moving Forward & Making History*

Project Name: Dania Beach City Center Redevelopment

Description: Redesign Town Space for City's Residents

Uses:

<u>Green Space</u>	<u>bicycle Station</u>	
<u>Dog Park</u>	<u>Upscale Shops</u>	
<u>Gallery</u>	<u>Asphalted</u>	
<u>Train Station / Trolley</u>	<u>Electric Car Charging</u>	
<u>Walking Space</u>		
<u>City Hall</u>		
<u>Fire Dining</u>		

Overall Density:

☐ Low (1-2 Stories) ☒ Medium (3-6 Stories) ☐ High (6+ Stories)

Architecture & Design: Theme and Elements

☐ Historic Dania Beach ☐ Contemporary Dania Beach ☒ Futuristic Dania Beach

Function & Convenient
Community
Green

Benefits:

Convenient Transportation - Trains, Trolleys, Bikes,
Revenue from Retail
Arts & Entertainment
Family Community Space
Eco-Friendly
Exercise

1

Project Name: Dania Beach City Center Redevelopment

Project Ownership:

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☒ \$2.5 - \$10 Million ☐ \$10 Million+

Funders & Funding Sources:

Private

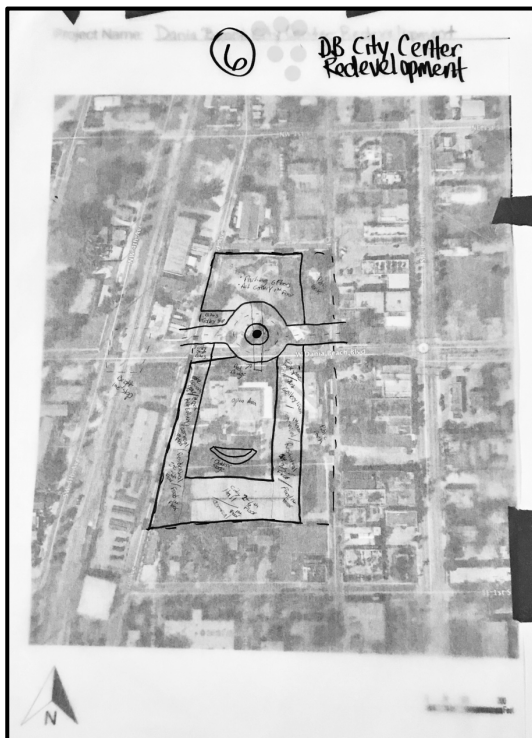
Revenue Sources (Public & Private):

Both

Marketing Tag Line:

Historical Dania Beach moving forward and making history

2



Project Tag Line: *You Dream It, We Got It*

Project Name: Dania Dreams

Description: Multifunction Business & Rec Center

Uses:

- City Hall
- Movie Theater
- Library
- Children's Activities
- Restaurants/Cafe
- Active & Guarded Space
- Water Recreational Activities
- Playground
- Best top area/Viewing
- Spa/Relaxation
- Movie/Screening Area
- Game & Sports
- on outside wall
- Recreation
- Senior
- Children
- Disability
- Reading

Overall Density:

☐ Low (1-2 Stories) ☐ Medium (3-6 Stories) ☒ High (6+ Stories)

Architecture & Design: Theme and Elements

☐ Historic Dania Beach ☐ Contemporary Dania Beach ☒ Futuristic Dania Beach

Clear off 3 streets

Half Moon Bay, CA

except Dania B. Blvd.

for park/Art walk & Festivals

Central Point

into

Children- Library
- Social
- Adaptation
- computer
- multi input
- Artistic
- 2nd floor
- 3rd floor
- 4th floor
- 5th floor
- 6th floor
- 7th floor
- 8th floor
- 9th floor
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- 99th floor
- 100th floor

Project Name: Dania D'Amico

Project Ownership:

Design & Learning

Dr. Silver

Angie & Hugo Chiles

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☐ \$2.5 - \$10 Million ☒ \$10 Million+

Funders & Funding Sources:

private & public

private sponsors like

Dining & Red bull

Revenue Sources (Public & Private):

Professional buyers

Parents, etc. pay

with tax deductions / Profits - low interest loans

Movie theater sales

Marketing Tag Line:

you own it, we got it

Project Name: DANIA DREAMS

74

Dania Dreams

Dania Dream

get inspired

TOD
more GREEN SPACE

BLOG
AM

RESTAURANT
SUN

0 50 100 200
feet

3



Dania Beach Hub

Project Name: Dania Beach Hub

Description: Art district + Co-working space

Uses:

<u>neighbor interaction</u>		
<u>↑ revenue</u>		
<u>city character</u>		
<u>affordable creative space</u>		

Overall Density:

☐ Low (1-2 Stories) ☒ Medium (3-6 Stories) ☐ High (6+ Stories)

also 4 stories
also 4 stories

Architecture & Design: Theme and Elements

☐ Historic Dania Beach ☒ Contemporary Dania Beach ☐ Futuristic Dania Beach

Benefits:

<u>↑ revenue</u>	<u>Art traffic</u>
<u>small business dist</u>	<u>Perkins in crime</u>
<u>much needed creative dist</u>	<u>↑ green space</u>
<u>space</u>	<u>educational programs</u>
<u>collaboration</u>	<u>coding classes for kids</u>
<u>affordable living</u>	<u>Public art</u>
<u>adding culture</u>	<u>community</u>

1

Project Name: _____

Project Ownership:

Public/Private Partnership

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☒ \$2.5 - \$10 Million ☐ \$10 Million+

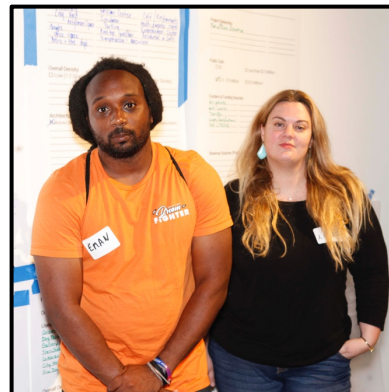
Funders & Funding Sources:

Art grants
govt. grants
bonds
private foundation
tax credits

Revenue Sources (Public & Private):

Marketing Tag Line:

2



Dania Beach Isles

Project Tag Line: *Dania Beach: Indulge in Our Isles*

Project Name: Dania Beach Isles

Description: Improvement Enhancements

Uses:

- Public Arts - murals - Bus stops, benches, sidewalks
- Multi-Park environment - stages, film theatre, bicycle & art sculpture
- Brand identity for
- Services for elderly & disabled art

Overall Density:

☐ Low (1-2 Stories) ☒ Medium (3-6 Stories) ☐ High (6+ Stories)

Architecture & Design: Theme and Elements

☒ Historic Dania Beach ☒ Contemporary Dania Beach ☐ Futuristic Dania Beach

BLEND Swimming pool complex

Library & arena landscape for millions of startups

CHAMBER

MUSEUM

Benefits:

History Remembrance - progressive history

Memorial & current benches & restaurants & public places

Marketing to millennials & generation Z

Project Name: Dania Beach Isles

Project Ownership:

City & Private Collaboration

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☒ \$2.5 - \$10 Million ☐ \$10 Million+

Funders & Funding Sources:

Grants

Business

Sponsorships

Music venues

Revenue Sources (Public & Private):

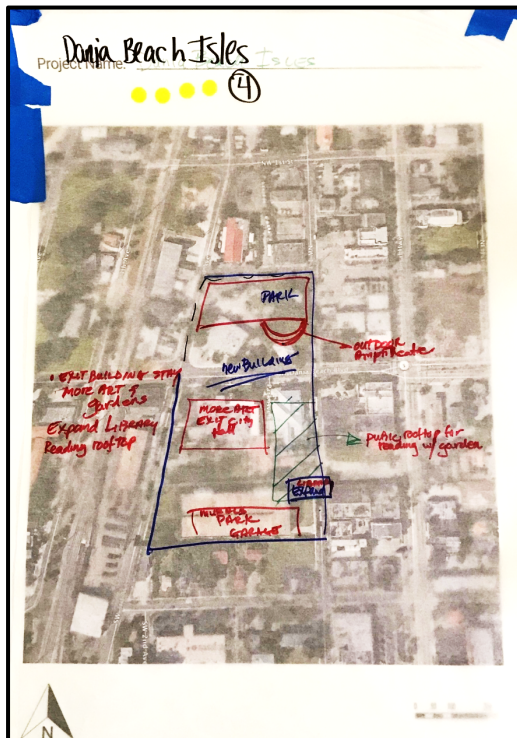
City Bonds

Limited Sales Tax

Marketing Tag Line:

Dania Beach

Indulge in our Isles



Dania Park

Project Name: Dania Park

Description: Mix Use Arts, City Hall, Business, Entertainment + Art Park.

Uses:

<u>shows / theater</u>	<u>Keep old house</u>
<u>community clubs</u>	<u>2 Trickey Shops</u>
<u>coffee shops</u>	<u>hanger parking</u>
<u>shared work spaces</u>	
<u>city hall</u>	
<u>parking</u>	
<u>green spaces</u>	

Overall Density:

☐ Low (1-2 Stories) ☒ Medium (3-6 Stories) ☐ High (6+ Stories)

Architecture & Design: Theme and Elements

☒ Historic Dania Beach ☒ Contemporary Dania Beach ☐ Futuristic Dania Beach

Benefits:

<u>public space</u>	<u>community space</u>
<u>more businesses</u>	
<u>memory benches</u>	
<u>memory bricks</u>	
<u>more money</u>	

Project Name: Dania Park

Project Ownership: Public / Private

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☒ \$2.5 - \$10 Million ☐ \$10 Million+

Funders & Funding Sources:

City
Private Investors
Bank
Memory Benches
Memory Bricks
more money

Revenue Sources (Public & Private):

Shared Spaces
Office Space
Reservations
Concerts
Rentals

Marketing Tag Line:



The Dania Wave

Project Tag Line: Sea the Dania Wave

Project Name: The Dania Wave

Description: _____

Uses:

-Transport Hub/Station	-City Hall	-Outdoor gym closer to C. Center
-Work/Co-Work Space	-Cafe	
-Child Care / Day Care	-Convention Ctr.	-Banquet Hall / Kitchen
-Children's Art Center	-Museum / Art Center	
-Public Library	-Splash Pond	
-Green Space / Park		

Overall Density:

☐ Low (1-2 Stories) ☒ Medium (3-6 Stories) ☐ High (6+ Stories)

One story mixed use

Architecture & Design: Theme and Elements

☐ Historic Dania Beach ☒ Contemporary Dania Beach ☐ Futuristic Dania Beach

Coastal Modern

Green Energy Art

Inclusive (Multi-Use)

Transition from Day to Night (Work to Play)

Resilient Space - Eco-Friendly Green/Single Modern

Benefits:

Green Energy Water / Solar

Self Sustainability

A Place for Every age & Dem to meet

Increased Comm Engagement

Art. Arts - Show's Collectors

Project Name: The Dania Wave

Project Ownership:

Co-Work space Spk.

Community Art

Retail Devel.

Pop Up Museum

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☐ \$2.5 - \$10 Million ☒ \$10 Million+

Funders & Funding Sources:

Comm Grants

Private Artisans

Brow County

CLT Grants

Public Kinetics Wave

Revenue Sources (Public & Private):

Barker Museum Grant

Artist Rentals

Restaurant Rents

Show Prices / Revenue

Co-Work / Meet Space Rent

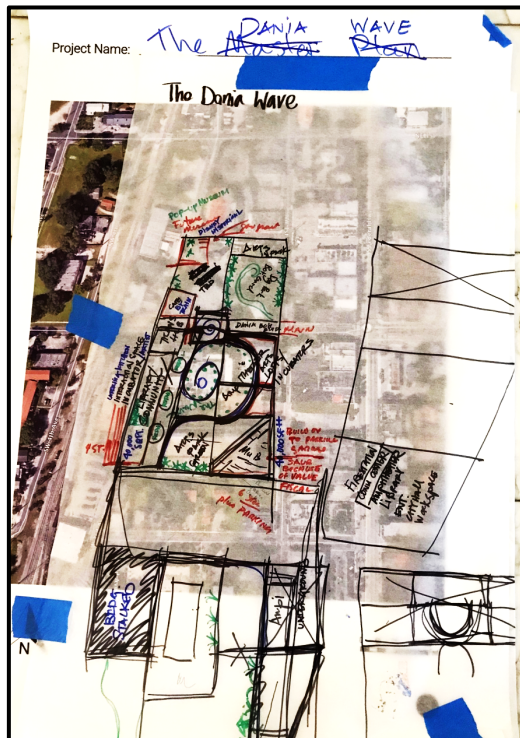
Green Energy Grants

Conv. Ctr. Meet space Rev.

Banquet Rev.

Marketing Tag Line:

"Sea the Dania Wave"



Dania Beach Civic Center

Project Tag Line: *Sea It, Live It, Love It*

Project Name: Dania Beach Civic Center

Description: Civic + Cultural District

Uses:

* City Hall	Mixed Use
* Library	Restaurants
* Amphitheatre	Historic District
* Fire Dept.	and Art Gallery
	Botanical Garden
	Bike Path

Overall Density:

☐ Low (1-2 Stories) ☒ Medium (3-6 Stories) ☒ High (6+ Stories)

Architecture & Design: Theme and Elements

☒ Historic Dania Beach ☐ Contemporary Dania Beach ☐ Futuristic Dania Beach

Benefits:

Tourist Attraction - All Developers should be asked to invest in infrastructure rebuilding & refurbishing roads, schools, parks.

Local Interest - Historic Preservation - Educational Value - Revenue for residents

* Look at buying historical land on East Dania Beach Blvd. hard to get too, out of way, Marina will most likely pay good price for property.

Project Name: Dania Beach Civic Center

Project Ownership: Public / Private Partnerships

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☒ \$2.5 - \$10 Million ☒ \$10 Million+

Funders & Funding Sources:

State Grants	Developer Contributions
Federal Grants	Sell I.T. Parker to Marina (Harbor)
County Grants	Bond Issues
Red Trolley 1st	
GAS TAXES	

Revenue Sources (Public & Private):

State of FLA	Parking Garage
U.S. Gov't	Parking Meters on Beach
Developer Fees	
Fundraising - Public	

Marketing Tag Line:

SEA IT! Live IT! Love IT!

A Vibrant Dania Beach Civic Center

Build it. Sea it. Love Livin it!



First City Center

Project Tag Line: *Bring the Old & New Together to the First City Center*

Project Name: FIRST CITY CENTER

Description: _____

Uses:

Library	Welcome Center	Cafe/Restaurants
City Hall	Incubator	Multi-purpose events
Art/green space	Parking	Entertainment Center
Ample office space	Roof-top pool/bar	Residential + Lofts
Police + Fire dept.	Transportation: Mass + local	

Overall Density:

☐ Low (1-2 Stories) ☒ Medium (3-6 Stories) ☐ High (6+ Stories)

Architecture & Design: Theme and Elements

☒ Historic Dania Beach ☒ Contemporary Dania Beach ☐ Futuristic Dania Beach

Benefits:

Civic Pride		
Culture - arts / music		
Consolidated city center		
Jobs		
Transportation		
Centrally located		

Project Name: First City Center

Project Ownership:

Public Cost:

☐ \$0 ☐ Less than \$2.5 Million

☒ \$2.5 - \$10 Million ☐ \$10 Million+

Funders & Funding Sources:

Revenue Sources (Public & Private):

Marketing Tag Line:

Bring the new + old together to the "First City Center"



Sea It, Live It, Love It

Project Tag Line: Sea It, Live It, Love It

Project Name: SEA IT - LIVE IT - LOVE IT

Description: ARTSY BEACHSIDE CONTEMPORARY

Uses:

flex office space	community ctr indoor	Transportation Hub
open space	" outdoor	open symposium - for artists
city services	amphitheatre	
residential	park + green space	
library	youth ctr	
farmers market	entertainment	
city hall		

Overall Density:

☒ Low (1-2 Stories)	☒ Medium (3-6 Stories)	☒ High (6+ Stories)
open space	youth ctr	multi-use office
transportation hub	community ctr/library	city hall
fire station		parking
amphitheatre		

Architecture & Design: Theme and Elements

☒ Historic Dania Beach	☒ Contemporary Dania Beach	☐ Futuristic Dania Beach
dedicated area for local artists	local artistic elements	
	style - represent local community	
	coastal	

Benefits:

serves all ages	more access to local beaches
promoting local businesses to tourists	
functional for residents + tourists	provide access to space in businesses (one space as gallery)
eliminates blight	
improvement for city management	
community relations	
govt relations	

TABLE 1

Project Name: SEA IT - LIVE IT - LOVE IT

Project Ownership:

multi partner ownership	
public, private + govt funding	

Public Cost:

☐ \$0	☐ Less than \$2.5 Million
☐ \$2.5 - \$10 Million	☒ \$10 Million+

Funders & Funding Sources:

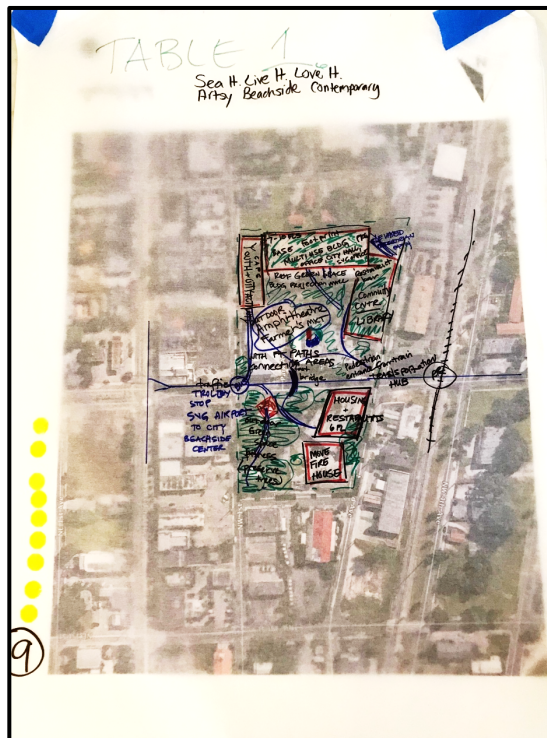
investors	
private	

Revenue Sources (Public & Private):

restaurants	amphitheatre
tax	parking garage
grants	
housing	
trolley	

Marketing Tag Line:

SEA IT - LIVE IT - LOVE IT



Community Charette Participants

1 Anderson, Wayne	51 Honore, Kendall
2 Anzalone, Nancy	52 James, Mayor Tamara
3 Arnold, Henriette	53 Johnston, Chris
4 Aube, Rich	54 Kaine, Brad
5 Avellan, Andrea	55 Kitchen, Doris
6 Bain, Jim	56 LaFerrier, Marc
7 Baker, Lia	57 Lauer, Kathie
8 Barber, Linda	58 Lewellen, Lori
9 Bathard, Lourdes	59 Lombardo, Laura
10 Black, Gloria	60 Mabbitt, Brenda
11 Blaize, Marie	61 Malone, Sharon
12 Blaize, Miles	62 McDonough, Debra
13 Boliver, Adriana	63 Miskell, Jane
14 Brenns, Dianne	64 Moore, Michael
15 Buchan, Judy	65 Mortone, A.
16 Campion, Ed	66 Nicholls, Karen
17 Campion, Karen	67 Nikula, Gina
18 Carolan, Karen	68 Odman, Lauren
19 Carson, Denise	69 Palacios, Jorge
20 Cohen, Daryl	70 Payen, Kisha
21 Collins, Rodney	71 Perera, Carlos
22 Corso, Charlene	72 Perl bong, Robert
23 Dalzovi, John	73 Rueda, Jaime
24 DeRosa, Shawn	74 Commissioner Marco A. Salvino Sr.
25 Diaz, Amado	75 Sanders, John
26 Diaz, Irene	76 Sanders, Nikki
27 Donly, Bo	77 Sartin, Michael
28 Donly, Mimi	78 Segal, Arlene
29 Draughn, Carmen H.	79 Shaley, Cherie
30 Dutcher, Judy	80 Shane, Randie
31 Ellis, Austine	81 Shapiro, Robert
32 Ewing, Diana	82 Smith, Ken
33 George, Emmanuel	83 Solana, Gerardo
34 Getreidea, Lance	84 Sonkhavav, Dennis
35 Golanopoulos, Christine	85 Spahn, Cindy
36 Goldwire, Herbert	86 Spahn, Michael
37 Grace, Commissioner Bobbie H.	87 Spradley, DeAndrae
38 Greiner, Kevin	88 Stokrochi, Carol
39 Gringer, Joan	89 Thomas, Michael
40 Gupta, Chandler	90 Unknown last name, Brenda
41 Haber, Kim	91 Unknown last name, Jim
42 Hankerson, Derrick	92 Urdaneta, Amy
43 Harris, Brenda	93 Velo-Aris, Andrew
44 Harris, Vice Mayor Bill	94 Viclestron, Todd
45 Harrison, Rodney	95 Weekes, Kathleen
46 Hart, Patricia	96 White-Davis, Kha
47 Herhgee, Yaa	97 Williams, Rickelle
48 Hogan, Charlene	98 Wilson, Doug
49 Hollis, Claudia	99 Wilson, Linda
50 Honore, Christiana	

Best Practices Analysis

Dania Beach's proposed City Center could encompass a wide range of uses, as well as a number of different development and ownership options. The study considers three aspects of best practices that need to be considered in a final plan for the Project: 1) the trend of City Halls used to anchor downtown revitalization, 2) Transit Oriented Development (TOD) projects, and 3) Public-Private-Partnership (P3) structures and financing. The analysis concludes with a short list of exemplary projects demonstrating aspects of each issue.

City Halls and Downtown Revitalization

Traditional City Halls, even for small cities, have been developed as stand-alone buildings, usually in the City Center, accessible by multiple modes of transportation. City Halls have evolved over the last century, incorporating a wide range of public uses and/or public facilities as a part of a municipal complex, including recreation, parks and green space, libraries, entertainment, schools, fire and/or police stations, or other public and government buildings.

Reflecting a growing national trend, City Hall is being used as an anchor for mixed-use redevelopments that may include other public and government facilities, but can include residential, commercial, office, retail, restaurants, entertainment, and/or transportation uses. The newest thinking regarding City Hall treats municipal buildings more like traditional development anchors that are used to 1) increase daily foot traffic that generates spending for surrounding uses, 2) pioneer and stimulate redevelopment of a distressed neighborhood, 3) provide a vehicle to enhance financing of a larger development project, 4) create operating efficiencies by clustering supporting uses near each other, and 5) save public development and operating costs over time.

The best new City Hall redevelopment projects, shown below, have been used to significantly change the character of formerly underutilized downtown districts, and have been successful by embodying three main characteristics:

- They provide quality, accessible new office facilities for City staff and governance, providing private-sector quality public service space;
- The most successful City Hall anchored redevelopment projects encapsulate new government space in a dense mix of complementary uses — stand-alone City/town Hall facilities, unless they are very large, fail to generate enough daily foot traffic and spending to stimulate nearby real estate development; and
- They deliver value and significant cost savings through construction efficiencies only possible when new government facilities are built as part of a larger project. Stand-alone government facilities tend to be very expensive on a per-foot construction cost basis.

Transit Oriented Development (TOD) Projects

By virtue of the fact that the City Center properties are adjacent to the FEC Coastal Link and has been identified as a preferred location for a new Coastal Link station means that the City Center should be conceived and planned as one of the region's premier TOD projects. The

competitive advantages of developing the City Center as a fully conceived TOD have been discussed above, and represents a major opportunity to distinguish the Project as well as Dania Beach within the region.

TOD integrates non-automobile mobility, primarily mass transit, into a development. The goals of TOD are to provide living and work choices using transit instead of the automobile, and by developing significant density at major transit nodes, build increased ridership into the transit system.

According to *Reconnecting America*, TOD is a “type of community development that includes a mixture of housing, office, retail and/or other commercial development and amenities integrated into a walkable neighborhood located within a half-mile of quality public transportation.” TOD works best when it is compact, dense, and designed to maximize ridership by making the use of public transit as convenient and as easy as possible.

TOD typically has a mix of uses creating a 24/7 use environment, a quality pedestrian environment, a defined center, and uses that are conveniently and safely walkable from a major transit station. The major benefits of TOD include:

- Reduced household driving and thus lowered regional congestion, air pollution and greenhouse gas emissions. Studies by Robert Cervero of UC-Berkeley, the Urban Land Institute and the Center for TOD show that transit-oriented housing produces just half as many car trips as conventional suburban development;
- Increased transit ridership and fare revenue, and taking advantage of non-peak direction transit capacity; - average of 49 percent of residents of multi-family housing within ¼ mile use transit as primary transportation mode;
- Added value created through increased and/or sustained property values where transit investments have occurred. The Urban Land Institute has also noted the changing real estate market: ULI’s annual “Emerging Trends in Real Estate” report has ranked locations near transit as a best bet for investors five years in a row;
- Improved access to jobs and economic opportunity for low-income people and working families;
- Expanded mobility choices that reduce dependence on the automobile, reduce transportation costs and free up household income for other purposes;
- Health benefits — increased walking creates more healthy and active lifestyles;
- Providing market housing in a variety of forms and price ranges, and creating opportunities for affordable housing;
- Creating more street activity and a safer station environment; and
- Revitalizing commercial corridors and older communities by catalyzing private investment and development.

TOD Best Practice Characteristics

The common characteristics of successful TOD projects are as follows.

Integral Transit Design and Development

The key to making transit more convenient is to have clustered uses within walking distance or biking distance of stations. Walking distance is considered $\frac{1}{4}$ to a maximum of $\frac{1}{2}$ mile of a station. Park and ride or drop and ride stations without residential or employment uses nearby perform well only where they have very high demand, such as at major multi-modal transport nodes.

Stations with compact, high density land uses in close proximity, or better yet, the station built into a mixed-use complex, consistently have higher ridership, positively affect real estate demand, and stimulate nearby development than stand-alone transit stations. The national data indicates that developing land uses in coordination with the transit system — uses that utilize and enhance transit use — create more sustainable transit networks, and are increasingly becoming high demand places to live and work.

Higher Land Use Densities

TOD relies on high density compact development to drive ridership and the economic sustainability of the transit line it is connected to. Current national research indicates that ridership, and therefore economic sustainability of TOD projects increases directly with the density of residential development and employment. It is generally recognized that 30 dwelling units per acre is a bare minimum to support bus transit system stops, but rail transit ridership functions best at **minimum** densities from 100 to 150 units per acre or more within $\frac{1}{4}$ mile of the station. Similarly, if a TOD serves employment uses, transit ridership functions best when land uses within $\frac{1}{4}$ mile of stations deliver employment densities of 50 jobs per acre or more.

Connecting Multiple Transportation Modes

The most successful TOD projects connect multiple transportation modes at one location. The ability to provide “first and last mile” mobility, or convenient transport to a station at both the start and end of a trip is crucial to making transit work. Good TOD functions by providing easy connection to buses, cabs and shared ride vehicles. Increasingly, transit stations provide access to shared vehicle services, shared bikes, scooters, and charging stations for electric vehicles. In all cases good TOD design provides easy, convenient, continuous and unimpeded pedestrian access by designing not just the station, but the entire development with a quality pedestrian experience.

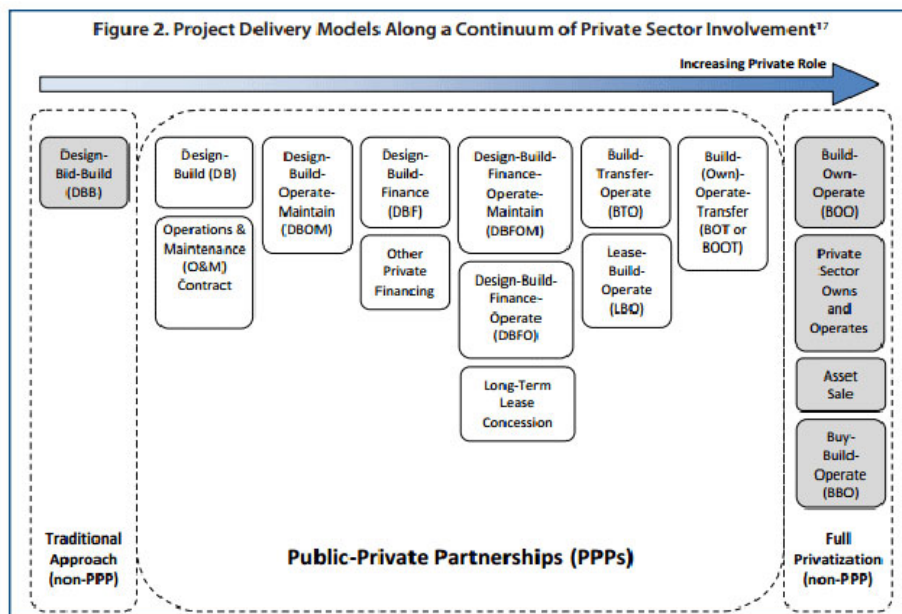
Public Private Partnerships

Public-Private Partnerships (P3) are agreements between public agencies and the private sector to deliver services, or to develop, construct and/or operate infrastructure or public facilities. P3 arrangements have been used over the last 20 years to deliver major pieces of infrastructure, all types of public facilities including schools, libraries, recreation centers, and government offices. Increasingly, P3 structures are being used to cooperatively develop mixed-use real estate projects.

The goals of P3 agreements are to 1) make use of expertise that may not be internal to a government agency, 2) gain design and/or development speed and efficiency, 3) cost reduction, 4) better long-term maintenance and lifecycle costs, and 5) public sector risk reduction.

P3 evolved as an alternative procurement method to utilize private sector expertise to develop, maintain and operate traditionally public facilities. Most importantly, P3 combines what used to be separate phases of procurement into a single process. Rather than contracting private business to just design or design-build a project, a true P3 engages the resources of the private sector to engage in all phases of a project, from design, through construction, and into ownership and maintenance. The full-blown P3 model, in which private resources are used from start to finish has been called the **Design-Build-Finance-Operate-Maintain (DBFOM)** model.

P3 agreements are now well-established practice. Europe and Canada make greater use of P3 development and financing than in the US, but P3 development, ownership, and maintenance is growing quickly nationwide. According to Price Waterhouse Cooper, \$2.4 Billion worth of P3 agreements were closed in the US in 2015, and nine agreements closed nationwide in the first three quarters of 2016, including the redevelopment of LaGuardia airport Terminal B (\$3.9 Billion) and Maryland's light rail Purple Line (\$2 billion).



Source: Buxbaum and Ortiz, *Public Sector Decision Making*, 8; NCSL Partners Project, *Meeting Summary* (April), 26, 65–66; Zhirong (Jerry) Zhao, *Understanding Public-Private Partnerships in State Highway Development* (Minneapolis: University of Minnesota, May 2010).

Deal structure varies based on need, capacity, and financing conditions. P3's have been successfully used in the US to develop, own and maintain local and Federal and state parks with the US Forest Service (including Yosemite), public schools, airports, roads, bridges, water treatment plants, transit systems, and other major pieces of infrastructure. A number of municipalities have even created internal offices to deal specifically with structuring and negotiating P3 agreements.

As of February 2016, 38 states have enacted some form of P3 enabling legislation. Florida's P3 enabling legislation began in 1996, authorizing private development, finance of wastewater facilities. Florida has since expanded the scope of local government P3 authority — Fla. Stat.

Ann. §287.05712 (2013) provides that “A responsible public entity may receive unsolicited proposals or may solicit proposals for qualifying projects and may thereafter enter into an agreement with a private entity, or a consortium of private entities, for the building, upgrading, operating, ownership, or financing of facilities.”

Best Practice Examples

Increasingly, P3 agreements are being used to develop mixed-use projects which may use publicly owned land and include government and/or public facilities within them. The following short list of projects represent some of the best recent P3 projects combining either 1) new and improved government facilities, 2) public facilities and parks, 3) transit or TOD, and/or 4) private real estate development. These examples have also been selected as examples of using municipal facilities as anchors to revitalize a downtown or distressed neighborhood.

Long Beach Civic Center, City Hall, and Port Headquarters

The Long Beach, California Civic Center project is one of the largest municipal P23 projects in the US. Faced with long-term decline, City officials embarked on a major rethinking of the City’s core and used the development of a new City Hall and associated municipal facilities to anchor a 22-acre mixed-use development project.

The new downtown civic center includes a 93,500 square foot Main Library, a 270,000 square foot City Hall, and a 232,000 square foot Port Headquarters. The City Center puts a wide range of uses in close proximity, including a 35-story residential tower, 50,000 square feet of commercial development, a luxury hotel, a redesigned Lincoln Park, pedestrian passageways, plazas, promenades, and green space.

The project has been entirely privately financed. The \$520 Million phase 1 was raised through equity and debt financing from institutional investors, REITs, and the sale of Commercial mortgage-backed securities (CMBS). Under the agreement with the City, the consortium of nine private developers design, finance and develop the public facilities in exchange for land to develop for-profit projects. The developer owns all of the property. The City makes an annual payment covering development and maintenance for all of the public buildings and public space equal to what they paid in just debt service for the former City Hall building. After 40 years ownership of all public buildings and grounds transfers to the City.

Sugar Land Town Square

19 Minutes from Houston, Sugar Land Town Square is a mixed-use 32 acre development including 560,000 square feet of office space, 240,000 square feet of retail, a 300-room hotel and conference center, 167 residential units, three parking garages, the corporate headquarters of Minute Maid, CVR Energy and the North American operations of the Cosentino Group, Sugar Land City Hall and the Sugar Land Town Square Plaza.

The development on a former empty field began in 2003. The focal point for development is the 1.1-acre central plaza that is a venue for events including concerts, talent shows, movies and watch parties, children’s events, exercise classes and civic events. The Town Square Plaza hosts over 278 events per year, attracting more than 150,000 attendees.

The project is a P3 developed by Planned Community Developers Inc., the City of Sugar Land, the Sugar Land 4B Corporation, Sugar Land Development Corporation, the LGC and Tax

Increment Reinvestment Zone No. 1, Fort Bend County and Fort Bend County Levee Improvement District No. 2. The project shared investment in infrastructure, with the private developers financing and developing the for-profit components of the project. The City formed the Sugar Land Town Square Development Authority to own the public components of the project. However, the Plaza is publicly owned, but privately maintained and operated by the Town Square Property Owners' Association.

Oakland Park Square

Oakland Park, Florida is completing plans for **Oakland Park** Square, a downtown mixed-use development anchored by a new City Hall located at the edge of its new culinary district. Developed on two City-owned properties across from the Funky Buddha Brewery, the project includes two six-story buildings with a mix of offices, 1010 residential units, spaces for retailers and restaurants. In one of the buildings, the new City Hall would locate on two floors, include ground-floor retail, 343 parking spaces, and 11 rental apartments.

Miami-based Integra Investments was chosen through a competitive bid as the Project's preferred private developer and is managing planning, design, financing, construction, and building management. The terms of the P3 deal include:

- Integra purchases the property for \$2,550,000;
- The Conditions Precedent to Closing include 1) Final Site Plan and Building Permit Approval, 2) Approval of an Environmental Remediation Plan, and 3) a Binding Construction Loan Commitment;
- Integra will develop the parking structure, but 116 spaces will be designated to City Hall;
- The City will lease the completed City Hall Space (in the completed mixed-use building) under a 15-year renewable lease (two renewable terms) starting at \$26.07 per foot, with an increasing sliding scale that reaches market rate after 10 years, remaining at a fixed rate after year 15; and
- Integra develops and lease the remainder of the property privately.

Boynton Beach Town Square

The City of Boynton Beach owns 16.5 acres within its CRA that is home to its City Hall, Police Station, Historic High School, Library, and Civic Center. The **Town Square Boynton Mixed-Use Redevelopment & Historic High School Reconstruction Project** is being developed as a catalyst to the redevelopment of the City Downtown, cultural district and beach district.

The plan for the Project includes the construction of a new City Hall/Library building, a new fire stations, a renovated and repurposed historic High School building for civic and private uses, two new parking garages and a 40,000 square foot amphitheater. The Private portion of the P3 Project will include 705 residential units including workforce housing, a 120-room hotel, mixed use commercial/office/residential building, YMCA building and parking garage.

The Project is a partnership between the City, CRA and private developers JKM Developers and E2L Real Estate Solutions. The City and developers are funding their respective component separately, with costs estimated for the public buildings at \$133 Million, to be paid through bond financing. The city and CRA have already committed \$2,100,000 to begin the estimated

\$10,000,000 renovation of the former High School building. The private, for-profit elements of the project will be financed, constructed and owned by the JKM Team.

Chapel Hill Fire Station

The Station at East 54 in Chapel Hill North Carolina is part of a mixed-use development that includes the East 54 hotel, office, retail and urban village of luxury condos, shops, dining and office suites. Phase 1 of the project is complete – the hotel and residences. Within Phase 2, the developer will build a four-story \$20 million mixed-use office building with a two-story parking deck, and the City's new \$3 million fire station.

A P3 project between the Town of Chapel Hill and East West Partners, the developer will pay \$1.75 million of the \$3 million construction cost for an 11,000-square-foot, three-bay fire station. In exchange, the town will give part of the land – appraised at \$665,000 – to the developer and contribute \$750,000 of its own funds and \$500,000 from Orange County to complete construction. The developer will also be allowed to lease out the remaining 55,000 square feet of office space.

Creative Village

The **Creative Village** in downtown Orlando, Florida is a 68-acre mixed use development including affordable and market-rate housing, office space for high-tech, digital media and creative companies, and educational facilities. The Project is anchored by the new UCF and Valencia College 7,700 student Downtown Campus. The project goal is to create a new educational and business development campus focusing on the digital arts and hospitality industries.

On completion, the new urban community will contain up to 1,200,000 square feet of office/creative space, 750,000 square feet of higher education space, 1,500 residential units, 1,500 student housing beds, 150,000 square feet of retail/commercial space and 225 hotel rooms. Details of the program, already under construction, are:

- A new \$60 million, 148,000-square-foot academic building where UCF will offer programs in fields such as communication, digital media, public service and health-related programs;
- Valencia College will offer programs in digital media, health-information technology, and culinary and hospitality;
- Workforce training facilities;
- The Center for Emerging Media which is home UCF's top-ranked graduate video gaming school in North America;
- A new \$105 million, 15-story, 600-bed student housing development and Valencia College's 50,000 square foot culinary school;
- A \$9 million, 600 space parking garage;
- A mix of affordable, attainable and market-rate housing, including 256-unit multi-family housing development, and a 300-unit market-rate apartment. 103 units, or more than 12% will be affordable units; and

- Creative Village is one of the largest transit-oriented developments in the southeast United States, located adjacent to LYNX Central Station, SunRail and being served by the LYMMO bus rapid transit system.

Creative village is a P3 between partners UCF, Valencia College, the City of Orlando, and Creative Village Development, LLC (CVD), which is a joint venture between Bank of America Community Development Corporation (BACDC) and a local team led by Craig Ustler with development partners Tim Baker and Brooke Myers. CVD has been designated as the Master Developer, as which it manages all property development, sales, and long-term maintenance. The City owns the property, which it sells at market rate for each part of the overall project. CVD receives a profit share on land sales over a set amount, and develops and owns the private components of the Project. Infrastructure funding has been provided through Federal, state and local grants.

Other Notable Projects

St. Cloud, Minnesota City Hall: Sale of existing City Hall to developer for \$1, in exchange for a 99-year, \$1 per year lease. Developer makes all improvements to the City Hall building, and in exchange gains rights to privately develop the rest of the property.

Royal Oak, Michigan City Hall: The City of Royal Oak has traded property on which its current City Hall sits in exchange for a private developer to build a new \$58 Million office building in which the City will lease space for its new City Hall. The new complex will also include recreational facilities and a public park.

Napa Civic Center, California: The City entered into negotiations with a private developer to design, build and own a new municipal complex including City administration and public safety facilities. The City will lease the new buildings from the developer. The selected developer also has the right to purchase any leftover City land at market rates, and develop them for private uses.

Sandusky City Hall, Ohio: City has agreed to vacate its current City Hall and move into three privately owned buildings in its downtown. The private developer will spend \$23 Million to improve the buildings, and the City will enter a 30-year lease. The City will sell the old property. The City retains the right to purchase the buildings after seven years, and will supply short-term financing to support the Project. The developer is using tax credit financing to lower development costs that get passed along to the City in the lease. 18 apartments and three storefronts will also be developed as part of the new Project.

The **City of New York** leased 1.5 acres of city property to a private developer in exchange for the developer including space for two public schools in a 12-story private development that also houses a grocery store. This \$700 million mixed-use P3 project will result in the two school floors being built at no cost to the City. The City will retain ownership of the property. The developer will be granted a 75-year lease and will make annual payments in lieu of taxes.

Appleton, Wisconsin: A mixed-use facility is under consideration that would involve a new Appleton Public Library and another development like a community center, housing and retail and/or commercial space.

The State of Florida University Board of Governors currently lists 26 separate P3 projects as part of its budget, ranging from privately developed on and off-campus student housing, hotel

and conference centers, educational and training facilities, athletic facilities, parking and innovation campuses

Notable TOD Projects:

- Dadeland South (Downtown Kendall), Miami
- Hudson Yards, New York
- Fruitvale Station, Oakland
- Rosslyn Station, Washington DC
- Ohlone-Chynoweth Commons, Santa Clara
- Mockingbird Station, Dallas
- The South Boston Waterfront, Boston
- Battery Park City, New York
- Owings Mills, Baltimore
- Gables Station, Coral Gables

City Center Development Strategies & Preliminary Action Agenda

The decision to build a new City Hall is a once in a generation decision, and will have lasting impacts on the City for the next 50 years. It is a decision that represents a significant opportunity, but also comes with risk. This study reaches eight major conclusions:

1. The potential scale and impacts of a new City Center Project is considerable. Under the City's existing City Center (CC) zoning, the three properties combined are approved as-of-right for near or over 1 Million square feet of new construction. CC zoning allows for the development of 956 residential units, even with a generous allowance for public space. If developed exclusively as office space, the site could accommodate up to 2,000 office workers;
2. Growing evidence exists nationwide, and from similarly sized cities, that using redeveloped government administration buildings and public facilities to anchor larger mixed-use development projects can be a successful strategy to improve facilities, lower costs, deliver successful real estate development projects, and stimulate downtown and neighborhood redevelopment;
3. A growing list of examples nationwide also demonstrate that government administration facilities can successfully co-exist with a wide range of land uses including residential, offices, entertainment, hospitality, and retail businesses. The growing trend of incorporating public facilities within larger private redevelopment projects delivers a number of crucial additional benefits including a better user experience, greater worker satisfaction, cost savings to the public (both construction and long-term maintenance), and new tax revenue;
4. The growing number of successful Public-Private-Partnership (P3) agreements to develop public facilities in Florida and the US demonstrate that they can be mutually beneficial for all parties, and are becoming a commonly accepted way to develop public facilities using private development expertise;
5. Our research indicates strong market demand to support residential development, as new development would be drawing from regional market demand. Additionally, Dania Beach is a proven market for multi-family residential development;
6. The high level of developer interest, and the results of the Developer Focus group further supports our conclusion that market demand for residential and mixed-use development at that site is strong;
7. If the Charette is an accurate indicator, public support for a reconceived, vibrant, and active City Center complex is also very high; and
8. Based on purely order-of-magnitude cost estimates and a very general estimate of the City's facilities space program, ***indicates that the total economic advantages of opening the proposed City Center site(s) to private redevelopment (incorporating City Hall and City facilities) are far more favorable than if the City were to redevelop the properties as a purely publicly owned and operated site.***

Overall, a redevelopment of the properties is a singular opportunity for the City. Properly executed, a new City Center Complex could: 1) provide better service to City residents through improved government facilities, 2) stimulate and jumpstart redevelopment of the City's downtown core, 3) address broader community and economic development needs, 4) generate new City tax revenue, 5) advance the City's region-wide competitive position, and 6) significantly advance the City's image and brand identity.

This study recommends the following series of steps, or **Preliminary Action Agenda**, to advance a City Center Concept into a concrete development project, including testing the development market for interest, and finally, structure a solicitation (Request for Proposals) that maximizes benefit and minimizes cost to the City and its residents.

1. Decide on a Development Structure Early

A Commitment to Pursue P3 Redevelopment

This study looked extensively at trends and best practices of public-private-partnership (P3) agreements to complete a wide range of development projects, and their growing successful use across the country. We recommend the City commit early to pursuing the City Center redevelopment as a *Design-Build-Finance-Operate-Maintain (DBFOM)* project, in which the City negotiates a P3 agreement for a third party to finance, build, and maintain a City Center Redevelopment project. This conclusion is based on the following:

- Regardless of its final development program, development of a future City Center complex will require considerable planning, design, financing, infrastructure, construction and marketing skills to complete. It could be a complex project requiring comprehensive professional design, development and construction services;
- The City's dedicated, but limited resources;
- The pool of available real estate development talent in the region, which is some of the best in the world, and the early interest of the development community in the project;
- An extensive record of P3 experience across the nation on which the City can build its project agreement;
- A properly structured DBFOM P3 agreement would have the greatest possibility of delivering not only new government facilities, but additional development benefiting the City and stimulating broader development of the City's Downtown;
- A properly structured P3 development agreement would have the greatest financial benefit, present the lowest risk to the City, in the shortest possible time; and
- A quality solicitation process would have the advantages of getting a wider range of development solutions, insure that redevelopment is market-responsive, and do so with very low upfront cost to the City.

Economic Benefits of a P3 Agreement

The City's ownership of the subject properties and their rising appraised value puts the City in a position where it can extract favorable terms regarding the development and occupancy of new facilities in a City Center complex. If developed under a P3 agreement, the **additional** economic benefits to the City are considerable:

- The value of the property provides the City with significant cash value that can be used to construct its new facilities. Construction costs beyond its \$12 Million property value can be raised through a variety of non-City funding sources;
- Allowing the site to be converted to privately developed property would place it on the City's tax roll. 500,000 square feet of new development would generate between \$524,000 and \$600,000 of new annual property tax revenue to the City;
- The creation of 300 to 500 new housing units on-site would put households with \$11 to \$20 Million of spending capacity in close daily proximity to downtown retailers and service businesses;
- The addition of new workers on site would bring an additional daily influx of spending for downtown businesses;
- If a significant new small business development program (accelerator and incubator programs) can be developed on site, new business will further grow the City's employment and tax base;
- Developed to the density allowed under CC zoning the site would create a significant number of construction jobs and permanent service jobs on-site. This creates extensive local employment, permanent business creation and local contracting opportunities using a **Community Benefits Agreement** as part of the project; and
- Higher employment and residential density on-site dramatically improves the economic sustainability of a future Coastal Link Rail station.

In essence, given the balancing of the allowable intensity of development and the current value of the City's properties, a win-win deal can be solicited and negotiated that could be close to revenue neutral for the City that also provides extensive public benefits, space, and access.

2. Finalize a Commitment to Maximize Public Value

The City Commission has indicated its clear desire to redevelop the City Center properties in a way that captures the greatest opportunity and delivers the best value to constituents. However, the City Commission needs to formally adopt its own guiding principles that will shape the final scope of the City Center Concept, and proposals received by the development community.

The first priority in a reconceived City Center is to cost effectively deliver new City administration facilities that improve service, internal function, and an improved constituent City Hall experience. It's clear from this study that there is significant market and developer demand for a mixed-use residential project on site. However, the most successful publicly led redevelopment projects also manage to address broader community and economic development needs. Based on the research findings, the City's highest priority needs that can potentially be addressed as part of a new City Center Complex are:

- Creating opportunity for City residents by supporting the growth of higher skilled, higher paying jobs-paying jobs;
- Expanding resident access to higher skilled occupations and jobs as they develop through greater access to education, advanced job training, and continuous education;
- Improving City resident educational attainment rates, which are below the County and US;
- Improving the downtown core's rate of new business formation, especially new small businesses. The central City business formation rate lags well behind the County, despite the region having the highest rate of per capita entrepreneurial activity in the nation;
- Expanding housing choice and the City's supply of affordable housing. Despite low median household incomes, home sale prices and rents are approaching those of the County, and are already beyond the rest of the US. Providing a significant new supply of workforce housing is crucial in maintaining and growing the City's workforce, especially its younger workers;
- New high quality, memorable public space and public event space;
- Design and architecture that distinguishes Dania Beach, builds on its history, and/or expresses something unique about the City; and
- Structuring a development that changes the City's regional brand identity, that reinforces its qualities as a place to live and prosper.

The development and formal adoption of the key objectives is crucial, as they will guide the development program what the City wants from a new a City Center, and provide the means to compare development proposals.

3. Get on Board the Train!!

The expansion of passenger service on the FEC rail line is a potentially game-changing development for the City Center site. The expansion of **Coastal Link** passenger service is planned for 2020, so that planning for the eventual connection of the City Center properties to new light rail service has to be considered now. ***Dania Beach is an established regional crossroads location, and its proximity to all of South Florida's major transportation assets only amplifies the potential value of a new Coastal Link station.*** The value of a new station, its impact on neighboring properties, the City Center, and the City, cannot be understated.

As one of only eight locations in the County, a City Center designed and built around passenger rail service, or **Transit Oriented Development (TOD)**, would have significant benefits. This study noted the multiple benefits of TOD projects. For Dania Beach, planning and developing a new City Center as a TOD could be game changing. First, Dania Beach's location directly between Ft Lauderdale and Downtown Miami provides a built-in competitive advantage in, as it would be a convenient ride to both of South Florida's largest employment destinations. Second, designed to provide convenient and direct access to passenger rail, a TOD oriented City Center would also drive demand and the economic sustainability of residential and employment uses within the complex, and go a long way toward building a new Dania Beach brand.

However, commuter rail stops only work with high residential and job density, a dense mix of uses, and a design that integrates residential and commercial spaces into the station itself. Most high-quality TOD projects drive development of adjoining real estate, by planning an integrated project designed to capture the value of convenient commuter rail. ***It is our opinion that the development of the City Center as a high-quality, unified, TOD project, will significantly improve its value, success, and economic sustainability, regardless of the final City Center development program. All future plans or development proposals should incorporate future connections or integration of a future coastal link station within them.***

The start of rail passenger service on the FEC is not that far away. Given that construction of a new City Center Complex will take at least two to three years, the opening of rail service and the beginning of new construction could closely overlap. Planning for, and leveraging the value of Coastal Link has to begin now. The City can expedite this process by beginning conversations with the FEC Rail Corporation and the private owners of the proposed rail station property.

4. Embrace a Dense, Highly Mixed-Use Development Plan

The City took an important forward-looking step by adopting its Center City zoning district. The CC zoning, as discussed, allows the development of up to 14 story buildings including as much as 1.5 Million square feet of building space and additional public space, or the development of over 950 housing units. A clear commitment to the development of a compact, dense mix of uses has significant benefits:

- The best potential impact to drive redevelopment of surrounding properties and improve property values downtown;
- The best program to incorporate the range of uses that best meet the City's critical needs (jobs, business development, housing, etc.);
- The best project economics, including lowest cost to the City, best return on investment, and highest additional tax revenue potential;
- The best strategy for taking cars off the road, and developing and sustaining alternative mobility solutions, especially light-rail transit;
- The best strategy for distinguishing Dania Beach in the regional market of places to locate, live, work, and play; and
- Drives a larger range of developer interest.

5. Distinguish From and Leverage Dania Pointe

Dania Pointe is a major regional scale mixed-use development project that will significantly increase the City's total inventory of housing units, retail, commercial, office, and restaurant space. Given this scale of development, the smartest development strategy the City can adopt for development of the City Center Complex is to position its development program, price points, markets served and employment objectives as complementary, not competitive, to Dania Pointe.

Dania Pointe is selling its residential and commercial products to a regional and international market, focused on market-rate and above-market rate rents. It will be a regional and

international dining, shopping, and entertainment draw. Every effort should be made to think of the Center City complex as complementary to Dania Beach — a smaller-scale, locally flavored, authentically urbane, neighborhood which supports the growth of **local** businesses, entrepreneurs, and retailers. Positioned properly, the City Center becomes a new, **affordable** urban neighborhood providing high-quality job and business development opportunities.

At the same time, Dania Pointe could help market central and downtown Dania Beach, increase its regional visibility, and build its image as a living, business development and investment location. As a part of the City Center project solicitation, as well as independently, the City should:

- Develop the uses, pricing, and employment targets for City Center as complementary, rather than competitive to, Dania Pointe;
- Make every effort to physically connect downtown with Dania Pointe, insuring convenient and easy transportation between them. Options could include shuttle services in a loop between both locations, and the development of alternative mode connections (bikes, etc.);
- Develop a joint high-impact, regional marketing program that 1) positively markets Dania Pointe, Dania Beach and Downtown Dania Beach as complementary and connected living, working, visitation and entertainment experiences, 2) highlights the Dania Pointe Project as proof of the City's viability as an investment, business, and residential location, and 3) highlights the variety of businesses, cultures, food, art, and entertainment in the City Downtown Core.

6. Complete a Space Program for all Government Functions

The City needs to complete 1) A final decision on the government functions that will remain on site, 2) a space program detailing the total rooms, square feet, and adjacencies of all government functions that will be a part of a new City Center, and 3) a cost estimate of their construction using both a stand-alone design and as uses included in a larger single building. The space plan is not a building design nor a site plan, but a highly detailed inventory of the City's space needs. It is necessary to determine the City's bargaining position, and will be necessary regardless of the development model eventually selected.

7. Structure a Flexible High-Quality Development Program

One of the keys to preparing the City Center properties for redevelopment and to generating high-quality developer response is to include a clear development program that the City is wants and is willing to negotiate. However, that does not mean completing a detailed development **plan**. The City should not try to design the City Center Project on its own, the result will be too restrictive — let developers responding to a competitive solicitation do the work of delivering a plan that works for the City.

The key to providing a quality development program is to balance specific and detailed space plans for elements of the final project the City must have, and more general requirements for accessory uses and design considerations. We suggest the following development program as the basis for a competitive development solicitation:

The Government Function Space Program

Give developers the flexibility to locate the remaining government functions, based on the best functionality and economics. As shown, government functions (even Fire Stations) are effectively and economically developed throughout the US in mixed-use buildings. Generally, locating government functions in buildings with other uses saves construction cost through efficiencies of scale, as well as free up space on site for revenue (and tax) generating uses for the developer. The density and height allowances under CC zoning could provide for considerable stacking of uses; and

Also, give developers the flexibility of retaining, expanding, or redeveloping the City Parking structure, recognizing that any loss of spaces will have to be purchased from the City.

Residential Development Specifications

The lead private element of the City Center Concept is the provision of new housing. Maximum allowed density on site could include as many as 950 dwelling units. Also, strongest demand for new development in the City is for new multi-family housing. The City's suggested development for housing on site should include the following:

- A minimum target of 350 units of new housing, with a maximum up to the allowable under current CC District Zoning;
- A minimum of 25 percent of proposed housing units delivered at workforce affordable prices — rents or purchase price affordable to households earning 80 to 160 percent of the Area Median Income. Attempting to incorporate low-income housing into the City Center program would be challenging, and may limit the development of other uses within the complex. Development proposals should receive higher scores for developing affordable housing beyond the 25 percent minimum;
- Provisions for a range of unit types, including live-work units, or live-work flexibility in the residential building and unit design. How will the prospective developer support the growth of non-employer (solo owner) businesses?

Office & Co-Working Space

New job creation is one of the City's crucial needs. The suggested development program should include provisions for supporting significant employment generating uses on site. Given the City's needs, the size of the site, and future rail connections, the City Center should space to accommodate a minimum of 350 workers on site. However, this space does not have to be provided as traditional office space, but can be delivered using more efficient alternative office development. Every 10,000 square feet of traditional office space accommodates 50 workers, while the same 10,000 square feet of co-working space accommodates 200 workers and small business owners. Regional demand for co-working space leads the nation.

Business Development & Support

The City's downtown core lags the region in new business formation. The preferred development program should include either specific or generic space for a targeted business accelerator. A 10,000 square foot accelerator, based on regional averages, could host as many as 80 small businesses and start-ups per year. A preferred development program could also

include not only the provision of space, but include an experienced business accelerator operator and developer in the proposed development team.

High-Quality Multi-Use Public Space

Central Plazas are historically urban focal points for public gathering and exchange. As we have shown, they are also important to civic life, and properly designed, can be a revenue generating entertainment venue. Great public gathering space are also architecturally memorable.

Pedestrian Connectivity and Walkability

A core value of great spaces and urban development is that they provide extensive and safe pedestrian connectivity within them as well as to the rest of the neighborhood. A preferred development proposal should show how its pedestrian circulation space(s) provide ease of use, access and **continuous** walkability and connection to the surrounding neighborhood as part of a proposed Project.

Retail Space

In order to distinguish itself in the market from Dania Pointe, as well as provide new small business opportunities, the City Center program would be wise to consider developing accessory and ground-floor retail space as flexibly as possible, with the ability to be able to subdivide and rent spaces as small as 350 square feet.

Dania Pointe will be accommodating large retailers, national chains, and may have rents out of reach for the City's smaller retailers. This strategy of "micro-retailing" is being increasingly used to support and grow **local** retail businesses across south Florida.

Planned Connection or Integrated Development with Future Coastal Link Rail

This study has emphasized the opportunity and value that a TOD approach to the City Center brings to the project. A preferred development program should be specific about how it plans to provide convenient, safe, and easy direct pedestrian access from City Center to a new Coastal Link station next door. Better yet, a preferred development program will either plan for, or develop from the start, an integrated station as part of the overall Project.

Art, Art, and More Art

The clearest consistent thread throughout the Community Charette was both the community's demand for a unique and high-quality arts experience as part of a future City Center, regardless of other uses. Programming suggestions included space for galleries, artist studios, multiple-scaled performance venues, and the ability to accommodate cultural, visual and performing arts festivals on site.

In addition, specific concepts were presented for memorable and unique public art elements and experiences built into the project's landscape, public, and private spaces. In addition to supporting the City's growing arts scene, a major emphasis on not only design, but supporting flexible arts programming throughout the year in a new City Center has considerable strategic value, including:

- The development of arts venues can proceed ahead of more intensive development, as they can be established on informal sites, open spaces, or repurposed properties, bringing early energy to a new City Center;
- The arts can also be an effective vehicle for marketing and accelerating investment in the Downtown cores and large development projects. Street art installations, art festivals, and the development of early permanent open-space performance venues are effective vehicles for marketing a neighborhood to potential residents, investors, and developers; and
- Permanent arts and cultural venues are an important part of a mix of uses that make TOD, Innovation Districts, and downtowns desirable to both residents and businesses.

Distinctive Architectural Theme

Both the public and developers were clear on the need, and value of Dania Beach to develop a more distinctive architectural style that set is apart from neighboring communities. No single style prevailed as preferred. Development proposals should be required to develop and demonstrate a clear architectural theme, and the sub-elements that define it, as part of an overall development plan.

8. A Potential Redevelopment Deal Structure

The City's Bargaining Position

The potential economics of a well-structured P3 Agreement are compelling. To begin with, offered for private-public redevelopment, the City has over \$12 Million in real estate value to leverage for new facilities, public space, and other community development objectives.

As noted, the development potential of the site is considerable under existing zoning — over 950 housing units, or 1 Million square feet or more of new development, and the possibility for dramatic new public space, educational facilities, commercial, retail, and art spaces.

A **very** rough estimate of the total area of the City facilities that need to be replaced and upgraded — City Hall, the DeMaio Library, and Parks/Chamber of Commerce — is 58,141 square feet. This number might be larger than is really required, as City Hall includes a large entry lobby that probably can be downsized in a new configuration. Assume that a new City Hall, configured for future growth, would need to expand by another 35% — that's a total of 72,491 square feet. Using current construction prices for an 11 to 20-story office building, the order of magnitude construction cost build all new unfinished space within a single office building is between \$8.3 Million to just over \$11 Million. An additional \$2 Million to \$3.3 Million would be require to fit-out the interiors. Based on these loose order-of magnitude estimates, the total construction cost of new City facilities would be between \$10.4 Million to \$14.3 Million.

The City's Bargaining Position

The value of the City properties approaches the cost to build out new City facilities. However, additional value considerations enhance the City's bargaining position further. First, a general rule of thumb for large real estate projects is that the land cost should be no more than 20

percent of the total project cost. Here, the City's CC zoning allows a total order of magnitude project value of over \$200 Million. The value of the City's land represents only 4 to 5 percent of a total project cost, or less. The value of the City's parking structure is also significant. The appraisal for the property assumed an "as-if vacant" value for the properties, but did not address the value of the parking structure remaining.

A Simple Suggested Deal Structure

The City's ownership of the proposed City Center properties is the key to structuring a P3 redevelopment agreement. The simplest deal structure to offer prospective developers is to swap the value of the property for new space within a redeveloped City Center complex. This is both the City's bargaining chip and key to driving the specifics of a new City Center. Using successful examples elsewhere, the simplest deal structure to maximize value and minimize risk for the City would have five points:

1. After selecting a preferred developer through a competitive solicitation, the City and preferred developer would cooperatively complete a design and construction cost estimate for its new facilities within the City Center complex, specifying all details of design and occupancy.
2. After agreeing on a price (value) for the construction of the City's new facilities, the City would enter into a purchase contract under which the developer acquires the City Center sites from the City for \$1, or executes a ground lease (typically 99 years, and subsequent renewals), for \$1 per year.
3. In exchange, the developer develops, finances, and completes construction of the City's new facilities, which may be stand-alone or part of a larger building, based on the City's approval. The City receives a credit of \$12.3 Million (the appraised value of the properties) to be applied against the cost of construction of its facilities.
4. The City would assume its new space for a Triple-Net Lease (NNN) of \$1 per year, and would be responsible for fit-out, utilities, insurance and annual maintenance of its new space. The developer would be responsible for maintenance, management, leasing and improvement of the remainder of the complex.
5. The developer also gains the right to develop the remainder of the property according to a detailed development agreement with the City, specifying exact design, construction details, operating costs, and rent schedules, according to the agreed upon adherence to the development program listed above.

There could be variations on this approach, but the fundamental advantages are that the city gains new space at a significantly reduced cost than it would otherwise incur building new facilities on its own and gains the benefits of a significant development project delivering project elements it dictates with little additional risk. Other elements to consider as part of a final deal could include:

- Shared profits for the City on revenues above an agreed-upon amount;
- Given the possible range of uses, engaging a single developer as a **Master Developer** might make sense. A single developer bringing other specialist developer into the project to build-out specific components might provide additional benefits including lower development costs; and

- Not releasing the City's land all at once, but based on the completion of agreed-upon benchmarks.

9. Consider Engaging Professional Representation

The solicitation and negotiation of a P3 agreement of this kind requires extensive experience. The City would be well advised to hire experienced outside representation to undertake what is essentially a large tenant-representation program. The region has a host of national brokerage and other real estate professionals who have completed similar assignment nationwide.

10. Other RFP Elements

A good competitive solicitation is clear in its goals and very specific about how it will be evaluated (scored). It also makes the proposers do the work of figuring out major issues, problems, or opportunities. In addition, to specifying the basics including a clear development plan, site plan, and design, a solicitation for the City's purposes should also include other key elements:

- City Hall needs to stay on-site during the redevelopment process, unless proposers can demonstrate a cost-effective temporary relocation of City Hall. Proposers should provide a detailed relocation and/or development plan that stages the movement of City facilities into their new location on site;
- All proposals should demonstrate current success financing projects of \$50 Million or more, and include financial partners and investing institutions as part of the development team;
- All proposals should complete their own Economic analysis, estimating the City's cost to construct and operate its proposed space program, employment created by their project, and a projection of all private and public costs for the next 30 years;
- A detailed financial proposal showing the breakdown of, allocation or sharing of project development and long-term operating costs;
- A commitment to a **Community Benefits Agreement** (CBA), where the developer gives first preference to hiring City businesses and residents for all project development, construction, and operating functions;
- Consider Forming A Development Authority to Own City Center. A common practice to reduce risk to the City is to create a separate corporate entity to retain and manage the elements of the City Center that remain publicly owned. This places a corporate barrier between the City and future risk associated with the project; and
- Consider Minor Zoning Modification. Current national research indicates that ridership, and therefore economic sustainability of TOD projects increases directly with the density of residential development and employment. It is generally recognized that 30 dwelling units per acre is a bare minimum to support bus transit system stops, but rail transit ridership functions best at **minimum** densities from 100 to 150 units per acre or more. Similarly, if a TOD serves employment uses, transit ridership functions best when uses within ¼ mile of stations is a minimum of 50 jobs per acre. The CC zoning for the core center area of the CC District

meets these standards, and provides opportunity to develop a high-density mixed-use project. However, the transition zone on the western edge of the CC District, along the east edge of the FEC Rail line, allows only 8 stories maximum height. The study team's only recommendation would be reconsider recasting this strip of properties to match densities in the core of the CC, as they are directly along the rail line, and higher densities would benefit ridership and station development considerably at this location.

Development Checklist and Timetable

Completing the Process to Release a Competitive Development Proposal Solicitation

The City's stated goal is to test the market by developing the best possible competitive solicitation that increases the quality and number of development proposals from the private development market. The decision to proceed is not an easy one, as it will impact the City for decades. The process to move down the path toward a City Center redevelopment requires a thoughtful, informed and deliberative process. This study has been structured as a resource to assist City leaders make the important decisions required to move through this process.

The timetable below projects the Action Plan recommendations into a process playing out over the course of one year — from a formal decision to proceed to the execution of an agreement with a preferred developer. It is a conservative estimate, as some of the tasks can be either compressed or run on closer parallel tracks. Many tasks also anticipate that a formal vote from the Commission will be required in order to be adopted and/or completed, so that the Commission meeting schedule extends much of the process.

