

**Dania Beach**  
**Economic Development Strategic Blueprint**  
**April 2012**





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# Introduction

The Dania Beach Community Redevelopment Agency (DBCRA) engaged Boyette Strategic Advisors (BSA) to develop an Economic Development Strategic Blueprint (Blueprint) for the DBCRA and the city of Dania Beach. The Blueprint was developed with the involvement of more than 65 participants that included an input session, interviews/group discussions and an online resident survey during an almost five-month process. This Blueprint is meant to provide direction to Dania Beach in its economic development efforts over the next five years.

Boyette Strategic Advisors (BSA) conducted the following four-step process in development of this Blueprint:



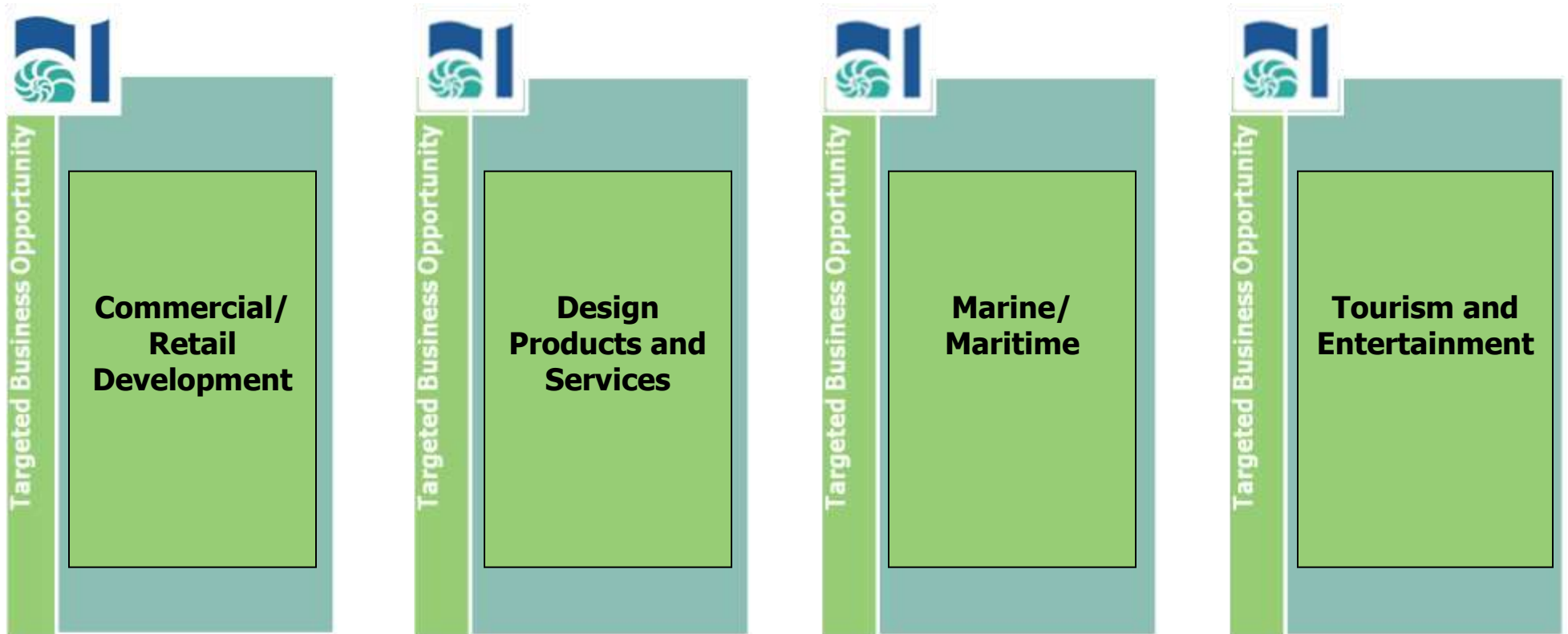
The plan includes both the identification of four targeted business opportunities for Dania Beach to focus its economic development efforts, as well as a number of recommendations with actionable strategies related to each. Many of the targets and recommendations identified are based on extensive research as well as input received from stakeholders in Dania Beach.



# Targeted Business Opportunities

# Overview

Four targeted business opportunities were identified for Dania Beach based on a review of the existing business base, including major employers, recent project activity, and emerging sectors. BSA also completed a thorough community assessment of Dania Beach to identify the strengths of the community related to each identified potential target. This included consideration of factors that can be important in the site selection process such as the strengths of the location, population, available workforce, educational attainment, business climate, incentives at the state and local level, transportation infrastructure, available property, access to higher education and quality of life factors, including cost of living and access to healthcare, as well as other key assets of the community. The identified targeted business opportunities for Dania Beach to focus its efforts over the next five years are as follows:





# Commercial/Retail Development

## GROWTH OPPORTUNITY AND TRENDS

While economic factors, including personal income, consumer confidence, job growth, and consumer spending have a significant impact on the retail sector, the output of retail trade in the United States is expected to grow at an annual rate of four percent per year between 2011 and 2016. The industry was greatly affected by the recent recession but total retail sales in the United States increased 7.8 percent in the first eleven months of 2011 compared to the same period in 2010.<sup>1</sup>

Indications that the U.S. economy is moving in the right direction is good news for retail and commercial developers, and those who have the best chance to succeed in the constantly changing economic climate are incorporating innovative approaches to design and unique planning strategies. According to *Buildings* magazine, emerging trends that are being implemented in an effort to make retail projects more successful include the utilization of green design and sustainable construction materials, the emphasis on renovating existing structures and incorporating existing architectural elements into new developments, and the development of pedestrian-friendly “Main Streets” or “Town Centers” in which each storefront has the appearance of a freestanding building with its own unique style and attractive facade. The incorporation of community space into retail design is also an emerging trend and can help attract residents who might not otherwise frequent the development. Community space can take the form of youth and senior activity centers, a rentable auditorium for local performances, a social services hub, general meeting space, or a computer lab.<sup>2</sup>

Changes in consumer shopping behavior are also leading to new opportunities in the design of retail and commercial developments. Many consumers are shopping at traditional malls less frequently and favor smaller, walkable open-air malls and mixed-use retail, business, and residential centers.<sup>3</sup> According to *Retail Traffic* magazine, consumers also do not frequent large “super center” department or discount stores as much today.<sup>4</sup>

Many traditional big-box stores, including major retailers Walmart, Target, Home Depot, Best Buy, Kohl’s and Dick’s Sporting Goods, are adding smaller format stores specifically designed for urban areas that cannot accommodate the large super center design.<sup>5</sup> A popular building design used in some cities is the Vertical Power Center that features traditional big-box retailer that are “stacked” in a three to six story structure. Just like the traditional sprawling power center found in suburban areas, each store has its’ own entrance and parking area. Consumers can move through the levels of the vertical power center using outdoor stairs or elevators.<sup>6</sup>

### Areas of Focus

- Small Retail and Big-Box Mixed-Use Development
- Regional Headquarters / Office

### Definition

**COMMERCIAL DEVELOPMENT** is any property owned to produce income and typically includes apartments, industrial real estate, as well as shopping centers, **office buildings**, hotels, and medical and educational buildings. The word **RETAIL** refers to the sale of goods to an end user. **BIG-BOX RETAIL** facilities include large, industrial-style buildings or stores that generally range in size from 20,000 square feet to 200,000 square feet. **MIXED-USE DEVELOPMENT** refers to the use of a building or set of buildings for more than one purpose and is often located in existing urban areas or as part of a new town center. Mixed-use developments typically includes some combination of residential, retail, commercial, industrial, office, institutional, or other land uses.

**REGIONAL HEADQUARTERS** refers to the primary business unit of a corporate headquarters that includes all activities of various business departments and often has managerial control over offices in the region. **OFFICE** type-businesses can include regional headquarters, as well as professional services firms such as financial and legal services, government institutions and others.



## ADVANTAGES OF DANIA BEACH

More than 16 percent of the workforce in Broward County is employed by the retail sector, making it the largest sector in terms of employment in the county. This indicates that Broward County, which includes Dania Beach, has a supply of workers with the skills and experience needed to support retail stores that locate in the community.

An important consideration as to whether a retail development will succeed is the presence of residents who are eager for new retail operations as well as the attitude of the community toward growth and change. During stakeholder interviews and input sessions conducted by BSA for this project, a number of people indicated the need for both small boutique retail stores as well as big-box stores in Dania Beach. The need for mixed-use developments that include both retail and residential living was also mentioned.

Another major consideration of retail companies and developers when searching for a new location is high traffic volume and Interstate 95 runs north-south through Dania Beach. Interstate 595 runs east-west and connects Dania Beach to Interstate 75, another major north-south route. Additionally, Dania Beach is located just south of both Fort Lauderdale-Hollywood International Airport and Port Everglades, which is one of the busiest cruise ports in the world and brings thousands of tourists to the area each year.

Financial support and incentives are also important to retail companies, as well as commercial and retail developers. Dania Beach offers several programs that may be attractive to such companies and developers.

The DBCRA Façade Grant Program is an incentive available to businesses located in the designated CRA that can be used to defray the costs of aesthetic improvements to the exterior of a commercial building and site. Examples of eligible improvements include painting of the building, addition of awnings, installation of new doors or windows, landscaping, and brick pavers.<sup>7</sup>

The DBCRA Strategic Investment Program (SIP) is available for projects that expand the tax base, create jobs, enhance the urban design and add to the quality of life for Dania Beach residents. The SIP is designed to serve as a catalyst to stimulate private investment; reduce or eliminate financial gaps in development projects; support the development of new economic generator activities in mixed-use environments/facilities; generate leasing activity for retail, office restaurant, and residential uses; and secure key anchor tenants to enhance the marketability of adjacent properties. The maximum amount available for qualified projects is \$50,000.<sup>8</sup>

Dania Beach is also a potential location for regional headquarters or other office-type businesses with its location near Fort Lauderdale Hollywood International Airport and Port Everglades, where limited office space is available.

### Location Criteria

- Availability of sites suitable for new development or redevelopment/renovation
- Market need and demand for the development
- Favorable demographic characteristics such as population, income, median age, and number of households
- Community supportive of new development
- Available workforce with required skills
- Financial incentives
- Psychographics
- Proximity to airport (regional headquarters only)





# Design Products and Services

## GROWTH OPPORTUNITY AND TRENDS

Design products and services are used to to plan and design the physical and aesthetic aspects for buildings and structures, and products needed to complete such projects may include wall and ceiling materials, flooring, fabric, furniture, lighting, appliances, cabinets, doors, accessories, and other interior design materials. Typical customers needing design services are commercial and industrial companies, homeowners, healthcare facilities, and marine vessels.<sup>9</sup>

Leading trends and growth opportunities in design include products and services for the “aging-in-place” and green or sustainable design. The term “aging-in-place” refers to retirees who plan to live in their current homes with no plans to move into a retirement community or assisted living facility. According to the American Society of Interior Designers, many retiring or retired homeowners who plan to remain in their current residence will likely need to modify their houses as they age. Statistics from the National Association of Home Builders indicates that home modification services for aging-in-place is the fastest growing segment of the residential remodeling industry. Products in high demand for aging-in-place renovation services include ramps for exterior entrances; railings; non-slip flooring materials, especially for use in bathrooms; grab bars for showers and bath tubs; surfaces with an anti-bacterial finish for use in kitchens and bathrooms to reduce the spread of germs; motion sensors that automatically turn on lights; and larger, easy to grab hardware for drawers and cupboards.<sup>10</sup>

According to the American Society of Interior Designers, products and services related to sustainable or “green” design is the fastest growing segment of the design industry. Green design involves using environmentally-friendly materials and products that come from sustainable, renewable resources and are healthy for people and the planet. Examples of products used in sustainable design include wood from ecologically sustainable forests, paints that are non-carcinogenic with minimal chemical emissions, and energy-efficient appliances that have the EnergyStar rating.<sup>11</sup>

### Area of Focus

- Existing Business Support
- New Design Businesses

### Definition

#### **DESIGN PRODUCTS AND SERVICES**

includes items such as flooring, windows, window treatments, doors, walls, wallpaper, paint, lighting, upholstery, furniture, art, and other items that are needed to design and finish the interior of a residential home, office building, healthcare facility, or marine vessel.

Designers can provide services for small projects, such as the design of a residence or yacht, or large projects such as design services for a major corporation, hotel chain or healthcare facility.





## ADVANTAGES OF DANIA BEACH

A key advantage of Dania Beach for attracting companies or professionals that provide design products and services is the presence of the Design Center of the Americas (DCOTA) in the community. DCOTA is the largest design campus of its kind in the country and includes 775,000 square feet of space. The facility is home to more than 100 design showrooms featuring items such as fabrics, plumbing supplies, upholstery, furniture, flooring, window treatments, décor and other design products. DCOTA attracts design professionals from around the world to access the finest in home, marine and office furnishings that are displayed in large theater style showrooms. DCOTA's Design Services Referral Program helps match individuals or companies with design professionals that match the scope of the project, budget and preferred style of design. DCOTA also offers a Designer Seminar Series each Thursday which includes lunch and features design experts who share their experiences in the design industry, offer tips on marketing strategies or publicity, or highlight the latest trends and innovative concepts in design.<sup>12</sup>

DCOTA is located near the Dania Beach Design District, which represents more than 1,500 of the world's finest high-end furnishing manufacturers, more than 30 premier showrooms, and design service providers. The Design District is a "one-stop shopping" destination for designers, architects, builders, developers and the public.<sup>13</sup>

The Dania Beach Design and Marine Center, also located in the Design District includes 306,000 square feet of showroom, office and warehouse space. The Center features designer fabrics, rugs, window coverings, designer doors, home décor, cabinetry, lighting, flooring, custom furniture, kitchen and bath products, and custom glass, which may be used in home or marine interior design.<sup>14</sup> The Marine Flea Market, which is held in the Design District, draws 40,000 attendees and is the world's largest nautical flea market. The Marine Flea Market includes more than 900 individual and corporate vendors who sell marine equipment, coral encrusted antiques, used boats, fishing tackle, diving gear, marine artwork and other boating related items.<sup>15</sup>

The Dania Beach Design District is located just south of both Fort Lauderdale-Hollywood International Airport and Port Everglades, which is one of the busiest cruise ports in the world and brings thousands of tourists to the area each year. This close proximity to both the airport and Port Everglades allows designers, wholesale buyers, and individual consumers to quickly and easily visit the area.

The strong cluster of designers, as well as design products and services in Dania Beach, can also support potential design needs of the community's other targeted business opportunities. Developers of commercial mixed-use areas, retail stores, hotels or casinos, as well as yacht manufacturers, have easy access to the top design professionals in the field as well as the highest quality design products.

### Location Criteria

- Proximity to customer and market demand
- Availability of needed supplies and raw materials
- Presence of other companies in the industry (Clusters)
- Available workforce with needed skills
- Cost of doing business



# Marine/Maritime

## GROWTH OPPORTUNITY AND TRENDS

Maritime transport is one of the primary modes of international transport for goods in the automotive, retail, consumer products, chemical, and industrial sectors. Container shipping trade in the United States increased 75 percent between 2000 and 2010, and container ship imports have more than doubled.<sup>16</sup> Maritime services includes cargo handling, storage or warehousing, towing and tug assistance, fueling, maintenance and repair, navigation aids, garbage collection and ballast waste disposal, and food and beverage restocking.<sup>17</sup>

Expansion projects at Port Everglades in Fort Lauderdale could create a need for more services related to maritime transport. Expansion projects include lengthening an existing deep-water turnaround area for cargo ships, adding five new cargo berths, deepening and widening a channel to 50 feet to accommodate "super-sized" vessels that will be traveling through the Panama Canal after 2014, and the addition of an Intermodal Container Transfer Facility.<sup>18</sup>

Another growth opportunity related to this sector is the increase in popularity of recreational boating and sailing. According to the National Marine Manufacturers Association (NMMA), approximately 75 million adults in the United States engaged in boating or sailing activities in 2010 compared to 58 million in 2005. This increased participation in boating and sailing could drive demand for new boats as well as the need for more services related to maintenance and repair of boats and marina or storage facilities.<sup>19</sup>

The primary purpose of marinas is to rent slips and moorings, but marinas often also sell fuel, food, clothing, personal items and provide maintenance or repair. Boaters usually stop at marinas for basic needs, such as fuel, food or maintenance, but a growing trend is the creation of "destination marinas," which may feature a unique or well-known restaurant, boutique or upscale retail store, special events, close proximity to hotels or overnight accommodations, or easy access to local attractions that may be provided by a free shuttle service or bicycle/scooter rental.<sup>20</sup>

An emerging opportunity related to marine research is the potential to develop new medicines from marine life. Approximately 25 drugs derived from marine life such as sponges, tunicates, bacteria, and other organisms found in coral reefs are currently in clinical trials. Such organisms possess antibacterial, antifungal, or anti-tumor properties and have the potential to treat a number of cancers, viruses, AIDS and Alzheimer's disease.<sup>21</sup>

### Areas of Focus

- Existing Business Support
- Marine Science and Research

### Definition

The **MARINE/MARITIME** sector includes activities such as the construction, maintenance, repair, and design of both recreational and commercial vessels as well as services related to marinas, storage/dockage facilities, training centers, and scientific research.



## ADVANTAGES OF DANIA BEACH

Dania Beach currently has a cluster of companies related to the marine/maritime industry, and such companies are involved in construction, maintenance, repair, and design of ships and boats, as well as storage and other marine services. Additionally, the American Maritime Officers S.T.A.R. Center, located in Dania Beach, trains workers for marine industry careers in areas such as navigation and radar, engineering, refurbishing, maintenance and repair, fueling, catering, dockside attendees, and security. <sup>22</sup>

Dania Beach's location just south of Port Everglades, one of the busiest ports in the world, also give it an advantage to attracting and retaining companies in the marine/maritime sector. Port Everglades has the deepest entry channel of any other port in the southeastern United States and is one of the most active cargo ports in the country. Port Everglades covers 2,190 acres and includes 25,000 lineal feet of dock and office space. <sup>23</sup> Florida East Coast Railway (FEC) is partnering with Port Everglades to build an Intermodal Container Transfer Facility that will consist of on-dock rail facilities to provide the port and its customers with direct access to the FEC rail network. <sup>24</sup>

Dania Beach also has several key advantages related to marine science and research activities. Florida Atlantic University (FAU) operates the SeaTech Institute for Ocean and Systems Engineering (SeaTech) in Dania Beach. SeaTech is located on eight acres between the Atlantic Ocean and the Intracoastal Waterway and serves as a research and educational center for programs in ocean engineering and mechanical engineering. Faculty members and students are involved in federally and industry-sponsored ocean engineering research and technology development in the areas of acoustics, marine vehicles, hydrodynamics and physical oceanography, marine materials and nanocomposites. SeaTech's annual sponsored research expenditure is around \$5 million. SeaTech also serves as headquarters for two of Florida's Centers of Excellence: Biomedical and Marine Biotechnology, which is dedicated to expediting the discovery and commercialization of new medicines derived from the ocean; and Ocean Energy Technology, which is exploring methods to harness energy from South Florida's ocean currents. <sup>25</sup>

The Nova Southeastern University (NSU) Oceanic Center is a leader in marine biological research with an emphasis on coral reef science and shark conservation. The NSU Oceanographic Center near Dania Beach includes the National Coral Reef Institute for research and training on coral reef assessment, monitoring, and restoration; the Guy Harvey Research Institute for fish research and conservation, and the Save Our Seas Shark Center specializing in shark studies. The Broward County Sea Turtle Renesting Program is implemented from the Dania Beach campus. <sup>26</sup>

### Location Criteria

- Transportation resources, including proximity to port
- Available workforce with needed skills
- Presence of other companies in the industry (Clusters)
- Available infrastructure
- Cost of doing business
- Supportive environment for R&D activities
- State/community support and financial incentives



# Tourism and Entertainment

## GROWTH OPPORTUNITY AND TRENDS

In 2010, the tourism and entertainment industry in Florida generated approximately \$62.7 billion and employed nearly one million workers. An estimated 82.3 million people visited Florida in 2010, which is the most current data available. Tourism is among the state's top industries and generated more than one-fifth of sales tax revenue.<sup>27</sup> Final statistics for the tourism and entertainment sector's impact on Florida's economy will be available in the first quarter of 2012, but it is expected the numbers will show an increase over 2010. As of the end of third quarter 2011, the number of people who had visited the state was up five percent over the same timeframe in 2010, putting Florida on track to have more than 84 million visitors in 2011.<sup>28</sup>

Travel and tourism services include activities such as providing assistance with reservations or tickets for airline flights, lodging, cruises and packaged tours. Other services may include assistance with entertainment or special event tickets, time-share exchange services, automobile clubs, convention and sightseeing services, and car rental reservations.<sup>29</sup>

According to the Cruise Lines International Association (CLIA), the cruise industry is one of the fastest growing segments of the travel industry, and an estimated 16 million passengers were expected to sail in 2011, representing a 6.6 percent increase over 2010. Growth of the industry is expected to continue as travelers look for ways to get the most value out of their vacation. Cruises often offer a great value to passengers with an opportunity to visit multiple ports, enjoy a variety of dining options on board, as well as take advantage of many services and activities. Many ships now offer features including surf pools, planetariums, movie theaters, golf simulators, water parks, bowling alleys, ice skating rinks, rock climbing walls, bungee-trampolines, luxury spas, cell phone and Wi-Fi service, and much more. CLIA estimates 80 percent of adults have never taken a cruise vacation representing a huge potential market. The average cruise passenger is 46 and has an annual household income of \$93,000. Passengers typically must travel to the port they are leaving from and often require overnight accommodations, meals, and entertainment activities prior to leaving on the cruise. Additionally, 90 percent of all cruise vacations are booked through travel agents, and as the popularity of cruise vacations continues to grow, additional travel services related to cruises may be needed.<sup>30</sup>

### Areas of Focus

- Travel and Tourism Services
- Entertainment Development

### Definition

**TOURISM** includes all activities needed by persons traveling to and staying in places outside their usual home for leisure, business or other purposes.

The **TOURISM AND ENTERTAINMENT** industry generally includes accommodations, dining establishments, recreational activities, the arts, and entertainment options such as sporting events, theme parks, cruise ships, and many others.



## ADVANTAGES OF DANIA BEACH

Dania Beach’s location in South Florida and near Port Everglades presents a number of opportunities related to the tourism and entertainment sectors. Port Everglades is one of the busiest cruise ports in the United States and serves approximately 3.6 million passengers annually. The port offers more than 2,000 cruises each year on 45 cruise ships and 12 cruise lines. Major cruise lines that sail from Port Everglades include Carnival Cruise Lines, Celebrity Cruise Line, Cunard Line, Holland America Line, MSC Cruises, Princess Cruises, Regent Seven Seas Cruises, Royal Caribbean International, Seabourn, and Silversea Cruises.<sup>31</sup>

As previously mentioned, cruise passengers often require overnight accommodations, meals, and entertainment activities prior to leaving on the cruise or upon return. Dania Beach’s close proximity to Port Everglades gives the community an opportunity to develop hotels, restaurants, entertainment amenities and special events that may attract cruise passengers to visit the community. The community’s downtown City Center project includes plans for the construction of a new hotel.

At least one company in Dania Beach is involved in activities related to travel and tourism services. Cruise.com is a travel reservation service, which specializes in booking cruise vacations. The company employs professional “cruise consultants,” many of whom are certified through CLIA’s Cruise Academy or by specific cruise lines, and can assist travelers with all aspects of selecting and booking a cruise.<sup>32</sup>

Dania Beach has several unique attractions that make it an interesting travel destination. Dania Beach Ocean Park offers beautiful beaches and also includes the Dania Beach Pier, which extends 974 feet over the Atlantic Ocean providing opportunities for walking or fishing.<sup>33</sup> The community is the location of one of the largest jai alai frontons in the United States. Dania Jai-Alai offers betting on the world’s fastest sport, which is played with a rock-hard ball that travels over 170 miles per hour. Dania Jai-Alai also includes a Poker Room featuring no-limit Texas Hold’em tournaments and simulcast greyhound and horse racing.<sup>34</sup> Dania Beach is also home to the International Game Fishing Hall of Fame and Museum, which is located at Sportsman Park Complex and includes exhibits such as the Wetlands Walk, Catch Simulation, International Game Fishing Association Theater, education programs and a gift shop.<sup>35</sup>

Broward College, which is based in Fort Lauderdale and has a campus in Dania Beach, offers a Hospitality, Restaurant and Tourism program that is designed to prepare students for positions as resort, hotel, restaurant, and bar managers; destination marketers; chefs and food service managers; travel agents, and other positions found within the restaurant, hospitality, cruise line, theme park, and related industries. The program grants Associate of Science degrees in Hospitality and Tourism Management; Travel and Tourism Industry Management; and also offers several certificate programs.<sup>36</sup>

### Location Criteria

- Transportation resources such as proximity to port and airport
- Existing base of travel, entertainment or hospitality companies
- Available workforce with required skills
- State/community support and financial incentives
- Cost of doing business

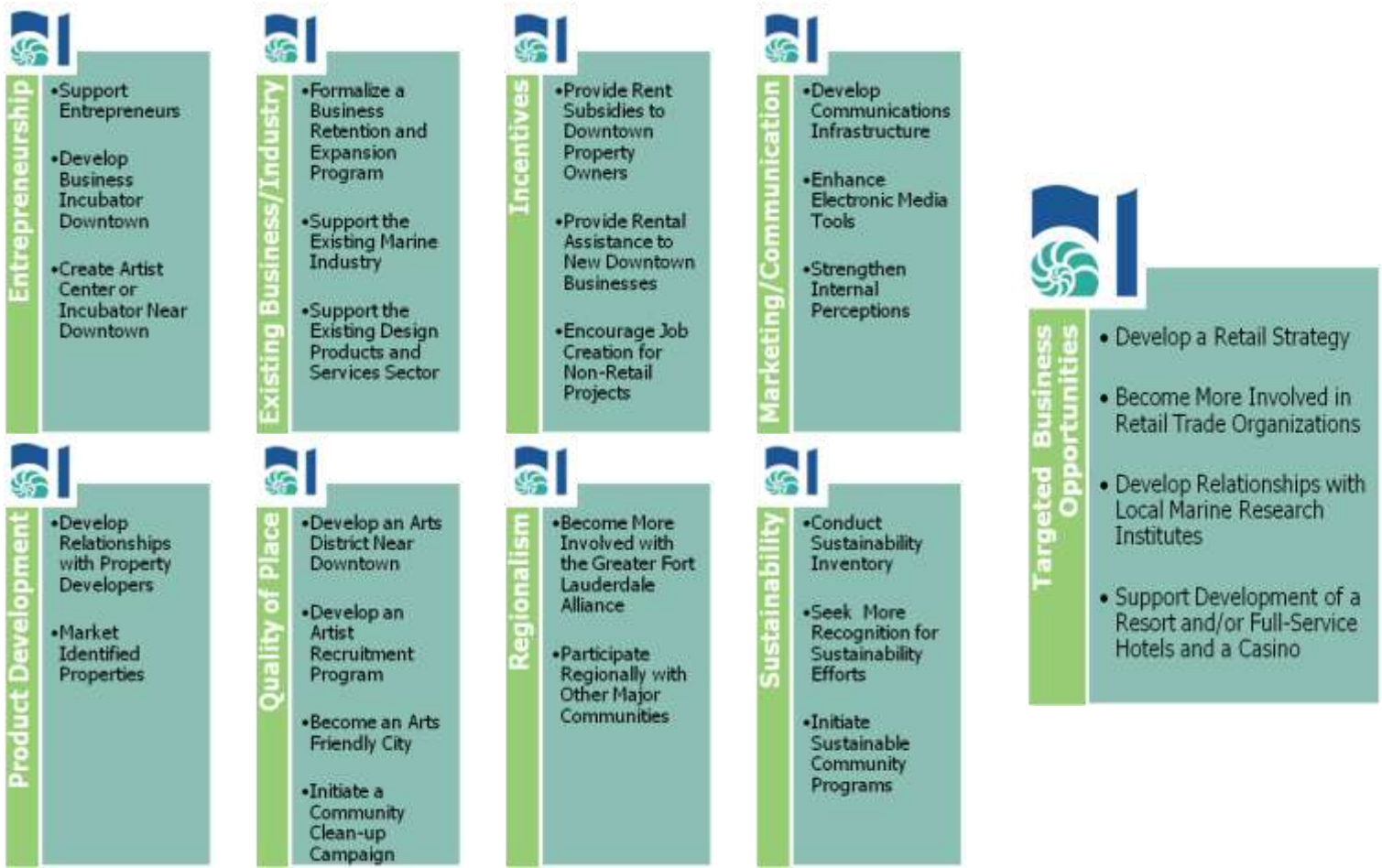


# Recommendations



# Overview

Recommendations for Dania Beach were developed in nine areas, along with an associated set of strategies and action items for each. These recommendations were developed to address any issues and capitalize on any opportunities identified in this process through in-depth research, stakeholder input and other means, as well as to support the targeted business opportunities identified for Dania Beach. The chart below outlines the nine areas of focus and strategies for each.







# Entrepreneurship

Entrepreneurs help build communities by providing jobs, local business opportunities, investing in community projects and participating in entrepreneurial networks. As such, it is important that entrepreneurs be supported and provided the infrastructure needed to further grow and develop their business.

## STRATEGY 1 SUPPORT ENTREPRENEURS

### *Action Item:* Organize networking events for entrepreneurs

Consider hosting a networking event twice annually that brings local entrepreneurs together allowing them to network and discuss solutions to any local or state business issues. Launch an online survey requesting information on any issues the entrepreneurial community is facing in Dania Beach and should try to arrange for a speaker at these events that can help address the issues identified.

### *Action Item:* Connect entrepreneurs to support services available in Florida and Broward County

The Florida Virtual Entrepreneur Center is a free web portal focused on connecting entrepreneurs with business organizations, programs and service providers that can support their business.<sup>37</sup> GrowFL is an economic development initiative that provides loans and technical assistance to second stage businesses in the state.<sup>38</sup> The Broward County Office of Economic and Small Business Development provides a wide variety of local business seminars, workshops and networking opportunities targeted to entrepreneurs and growing small businesses.<sup>39</sup> The MetroBroward Small Business Success Center, a Certified Community Development Financial Institution (CDFI), serves as a catalyst for the growth and expansion of small business in Broward County by providing mentoring services and financial capital.<sup>40</sup>

An inventory of these and other services available to entrepreneurs in the area should be taken and ensure information on such services is posted in an Entrepreneurial section of the DBCRA website.



## STRATEGY 2 DEVELOP A BUSINESS INCUBATOR NEAR DOWNTOWN

*Action Item:* Determine a potential location in the downtown area

A business incubator can provide the location for the successful launch and operation of early stage businesses. The location of a business incubator in the downtown area will assist in attracting entrepreneurs or start-up companies and provide support for local restaurants and retail establishments as well.

The DBCRA has already identified potential sites and buildings for development. Such potential property should be reviewed and a location identified in the downtown area that would be a good location for a business incubator to support the growth of local small businesses.

*Action Item:* Seek support from state and local sources

The Florida Incubation Association (FBIA) can provide support in the development and growth of business incubators located in the state by providing networking opportunities and program development ideas.<sup>41</sup> In addition, other local incubators such as TED described to the right in Del Ray Beach and MetroBroward in Lauderhill, which has a small business incubator that houses emerging companies for up to three years, should be visited to gather information on how best to develop the business incubator in Dania Beach.<sup>42</sup>

### The Center for Technology Enterprise & Development (TED)

The TED Center Business Incubator in Del Ray Beach, Florida is a multi-tenant facility that provides services focused on improving the viability and growth potential of small business. The program provides rental space, shared office support services, professional consultation, access to management and/or technical assistance, computer training and educational workshops.

An estimated 35 training seminars and workshops were conducted last year involving more than 400 entrepreneurs, and networking events are held each month.

The incubator serves diverse communities throughout the Palm Beach County region, encouraging small companies to locate within its targeted area resulting in job creation.



### STRATEGY 3 CREATE AN ARTS CENTER OR INCUBATOR NEAR DOWNTOWN.

*Action Item:* Determine location in the downtown area for an Arts Center or Incubator

The development of the arts is an important and effective strategy for increasing activity in the downtown area. The DBCRA must implement programs to support Dania Beach in becoming a thriving arts community. Providing an environment where artists can collaborate and support each other that can also serve to provide entertainment to attract more people to downtown may be a good mechanism to jump start this effort.

The DBCRA has already identified potential sites and buildings for development. Such potential property should be reviewed and a location identified in the downtown area that would be a good location for an artist center or incubator to support the development of the arts in Dania Beach. It may be possible to locate the proposed business incubator and artist center/incubator in the same space.

This Arts Center or Incubator should be in the designated Dania Beach Arts District discussed in the Quality of Place section below.

*Action Item:* Visit other artist centers or incubators in the region

Dania Beach representatives should visit the ArtCenter in Miami and the Arts Garage in Del Ray Beach to gather ideas for the development of a smaller scale Arts Center or Incubator in Dania Beach. The possibility of a performing venue as part of the proposed Arts Center or Incubator in Dania Beach should also be considered.

The DBCRA Board members/Commissioners should eventually visit ArtCenter and Arts Garage so they will support a similar development in Dania Beach.

*Action Item:* Pursue funding for the project

The Ford Foundation announced a \$100 million, 10-year program in April 2010 to support a new generation of arts spaces. The initiative, called Supporting Diverse Arts Spaces will provide grant funds to support both new projects and revitalization and expansion of existing arts spaces.<sup>43</sup> Dania Beach representatives should explore the possibility of applying for funding under this program to develop an Arts Center or Incubator.

#### The ArtCenter

ArtCenter, established in 1984, is an incubator located on Lincoln Road in Miami for emerging art talent that offers affordable studio space, as well as teaching and exhibition opportunities, to more than 250 artists each year. The ArtCenter also offers public art classes and workshops.

#### The Arts Garage

In February 2010, the Del Ray Beach CRA purchased a more than 15,000 square foot warehouse in the Pineapple Grove Arts District that was envisioned to become an arts center or incubator that would include galleries, studio space, a performing venue, as well as educational space.

The mission of the Arts Garage is to collaborate with emerging artists and cultural innovators to facilitate an exchange of art and ideas and to present cutting-edge performances and exhibitions. The Arts Garage has evolved into a multi-disciplinary cultural hub for visual artists, musicians, performers, film presenters and arts educators.



## Existing Business/Industry

According to a study conducted by the U.S. Chamber of Commerce, more than 80 percent of the economic growth in an average community results from the creation and expansion of locally owned and operated businesses. Therefore, while it is important to attract new business to a community, it is equally or possibly more important to work with existing companies to ensure they continue to grow and expand locally. The purposes of a Business Retention & Expansion Program is to demonstrate community support for local businesses, identify and solve immediate short-term problems of such businesses, as well as to increase the competitiveness of the business to ensure it continues to grow and expand in Dania Beach.

### STRATEGY 1      FORMALIZE A BUSINESS RETENTION & EXPANSION PROGRAM

#### *Action Item:*      Identify key existing companies

While it is important to develop relationships and provide assistance to all companies in Dania Beach, there may be certain ones that are critical to the economic success of the community. Such companies should be identified and should be the primary focus of business retention and expansion efforts. This will definitely include a number of companies in the marine/maritime sector and design products and services sector that should be targets of this effort, as well as other high-growth companies in the community.

#### *Action Item:*      Develop a standard process for company visits

Each identified company should be visited on at least an annual basis to learn more about the company, their growth plans and any issues they are having in the community. A list of questions should be developed, that should include the question "How can we help your business grow and make your life easier?" Such questions should be asked during every company visit and a process developed for reporting the outcome from the visit to ensure that any issues that arise are addressed in a prompt manner.



## STRATEGY 2 SUPPORT THE EXISTING MARINE INDUSTRY

### *Action Item:* Continue memberships in regional/local marine industry organizations

The Marine Industries Association of South Florida (MIASF) is comprised of more than 800 members that include marinas, boatyards, boat builders, megayacht manufacturers, yacht and charter brokers, craftsmen, technicians, marine suppliers, wholesalers, retailers and many other marine-related businesses. The MIASF advocates on behalf of its members on issues affecting the industry and is also the founder and owner of the Fort Lauderdale International Boat Show®, which is the largest boat show in the world.<sup>44</sup> The city of Dania Beach is already an Anchor Member of the MIASF and should continue its membership.

The Marina Mile 84 Association promotes economic development in the Marina Mile corridor on and near State Road 84. Meetings are held once each month. The city of Dania Beach is also a member of the Marina Mile 84 Association and the city should also continue this membership.

### *Action Item:* Dania Beach economic development professionals should become more active in MIASF and the Marine Mile Association

Dania Beach economic development professionals should become more involved in the MIASF and the Marine Mile 84 Association by attending meetings on a regular basis to develop more relationships with representatives of the local marine industry, to gain a better understanding of any local challenges they are facing.

Dania Beach economic development professionals should also consider attending the Fort Lauderdale International Boat Show®.

## STRATEGY 3 SUPPORT THE EXISTING DESIGN PRODUCTS AND SERVICES SECTOR

### *Action Item:* Continue to support the Dania Beach Design District

The Dania Beach Design District represents more than 1,500 of the world's finest furnishing and home decorator manufacturers, more than 30 design-related showrooms, services and products, trade events and educational seminars and other services. It serves as a one-stop shopping resource for designers, architects, builders, developers and the public.<sup>45</sup>



The city of Dania Beach approved \$10,000 in funding for the Dania Beach Design District event last November. Financial and other support such as this should continue.

*Action Item:*      **Develop relationships with representatives of the Dania Beach Design District**

Dania Beach economic development professionals should develop relationships with representatives of the Dania Beach Design District and offer assistance in supporting the existing design-related businesses that are located there, as well as the recruitment of new design-related business.

*Action Item:*      **Develop relationships with representatives of the Design Center of the Americas**

The Design Center of the Americas (DCOTA) is the largest design and office center campus of its kind comprised of 775,000 square feet of design products for homes, yachts or office projects. There are more than 100 showrooms at DCOTA featuring products such as accessories, appliances, bath, decorative hardware,, fabrics, fine furniture, flooring, kitchen, lighting, paint, surfacing, and window treatments.<sup>46</sup> DCOTA Design Services LLC provides the public with a Designer Referral Program and a Consulting & Buying Program.<sup>47</sup>

Dania Beach economic development professionals should meet with representatives of DCOTA and develop relationships to determine how it can assist in supporting the existing design-related businesses that are located there.



## Incentives

Dania Beach already has a number of incentive programs in place to support local businesses located or locating in the boundaries of the CRA. The Façade and Exterior Grant Program provides grants of up to \$20,000 with a 20 percent match from the business for aesthetic improvements to the exterior of a commercial building and site, which can include painting of the building, installation of awnings, new doors/windows, landscaping, brick pavers and others. The Merchant Assistance Program may provide grants of up to \$15,000 to restaurants or retail businesses and is focused on increasing sales through design, merchandising and marketing techniques. The Strategic Investment Program (SIP) has a maximum allotment of \$50,000 and is focused on serving as a catalyst to stimulate private investment, reducing or eliminating financial gaps in development projects, supporting the development of new economic generator activities in mixed-use facilities, generating leasing activity for retail, office, restaurant and residential uses, and encouraging quality design and key anchor tenants in property developments. There is also the Dania Beach Economic Lending Partnership, which serves to streamline access to capital to local businesses.<sup>48</sup>

These are all good programs that should continue. The strategies below are meant to complement the incentives already in place and ensure all such incentives are marketed properly

### STRATEGY 1 PROVIDE RENT SUBSIDIES TO DOWNTOWN PROPERTY OWNERS

*Action Item:* Develop program description, guidelines and application

A rent subsidy program in Dania Beach should be focused on promoting and encouraging the recruitment of retail, including restaurants, to existing buildings located in downtown. The incentive could be set up to provide cash grants to property owners to assist in the buy-down of lease rates to attract new retail tenants or the expansion of existing retail tenants. The DBCRA could provide property owners with 20 percent of the annual rent up to a cap of \$5,000 for the first year of occupancy as long as the retail tenant remains in the building during that period. The property owner would need to submit an application to the DBCRA that includes a copy of the lease agreement with the new tenant. If the building owned by the property owner is in need of significant aesthetic improvements, the DBCRA may require that the owner apply for additional assistance under the Façade and Exterior Grant Program in order to be eligible for this program. This requirement would help encourage the renovation of downtown buildings and improve the overall look of the downtown area.





*Action Item:* Seek approval for the program from the DBCRA Board/City Commission

Once the program description, guidelines and application have been prepared and approved internally, seek approval from the DBCRA Board/City Commission.

*Action Item:* Market this program and other incentive programs that may be of interest to downtown property owners

Once the DBCRA Board/City Commission has approved the program, market the new program and existing programs to downtown property owners to encourage use of the programs resulting in a better aesthetic appearance of the downtown areas, as well as more retail, restaurants and other businesses in the downtown area. Also ensure the program description, guidelines and application is posted on the DBCRA website where appropriate.

**STRATEGY 2 PROVIDE RENTAL ASSISTANCE TO NEW DOWNTOWN BUSINESSES**

*Action Item:* Develop program description, guidelines and application

In addition to providing rent subsidies to property owners to assist them in attracting retail tenants to downtown, the DBCRA should consider providing rental assistance to new retail businesses, including restaurants locating in the DBCRA, of up to \$500 per month for the first 12 months of operation. A program description, guidelines and an application should be prepared by the DBCRA for such a program.

*Action Item:* Seek approval for the program from the DBCRA Board/City Commission

Once the program description, guidelines and application have been prepared and approved internally, seek approval from the DBCRA Board/City Commission.

*Action Item:* Market this program to potential retail tenants/brokers and ensure downtown property owners are aware

Once the DBCRA Board/City Commission has approved the program, market the new program to potential retail tenants and brokers, and ensure that downtown property owners are aware of the program so that they can market to potential tenants. Also ensure the program description, guidelines and application is posted on the DBCRA website where appropriate.



### STRATEGY 3 ENCOURAGE JOB CREATION FOR NON-RETAIL PROJECTS

#### *Action Item:* Consider a Job Creation Incentive Program Tied to Wages

Although it is important that Dania Beach attract more commercial/retail development, it is also important that the city create other types of jobs for the residents of the city locally. As such, Dania Beach should consider an incentive program that provides a local incentive to new or existing non-retail business creating at least five new jobs in the DBCRA District. The incentive benefit would be tied to the wages of such employees and could be equal to 5, 10 or 20 percent of annual wages depending on the number of jobs created, which could be paid out over a five-year period.

This program should eventually be rolled out to other targeted areas in Dania Beach, such as designated Enterprise Zones.

This program would have the effect of encouraging new and existing non-retail businesses to create jobs in Dania Beach. In addition, it would serve as the funding mechanism for the Florida Qualified Target Industry Tax Refund, a state incentive program that requires a 20 percent local match for eligibility, as well as the Quick Action Closing Fund, a state funded grant program, which gives priority in funding to communities that provide a local match.

#### *Action Item:* Develop program description, guidelines and application

The program description, guidelines and application will need to be prepared and approved internally.

#### *Action Item:* Seek approval for the program from the DBCRA Board/City Commission

Once the program description, guidelines and application have been prepared and approved internally, seek approval from the DBCRA Board/City Commission.

#### *Action Item:* Market this program to existing business/industry as well as to prospects

Once the DBCRA Board/City Commission has approved the program, it should be marketed to existing business/industry in Dania Beach that might consider expanding in the DBCRA or other areas of Dania Beach, as well as to potential prospects. Also ensure the program description, guidelines and application is posted on the DBCRA website where appropriate.



# Marketing/Communications

Marketing and communications is a key support function for any effective economic development effort. It is critical that marketing tactics are used to communicate Dania Beach's strengths to both internal and external audiences who impact the area's economic development efforts. Internal audiences are just as important as prospects and other external stakeholders, because the most effective marketing programs are those that start within an organization. The following recommended marketing tactics touch on a variety of programs that will increase the area's overall awareness and enhance effectiveness of economic development efforts.

Note that there are recommendations related to marketing in the DBCRA Community Redevelopment Plan published in 2009, and the DBCRA developed a Marketing Plan for fiscal year 2010/2011. The marketing and communications recommendations outlined below in some cases further elaborates on these recommendations and provides additional recommendations designed to support the targeted business opportunities and other recommendations in this Blueprint.

## STRATEGY 1 DEVELOP COMMUNICATIONS INFRASTRUCTURE

### *Action Item:* Develop and adopt key messages

To communicate effectively with internal and external stakeholders, it is important to develop a core group of concise, clearly defined key messages that will guide all economic development communications initiatives. These messages will serve as a framework to convey the benefits of Dania Beach as a business location in all facets of marketing and communications.

The messages need to focus on factors that differentiate Dania Beach from other communities – underscoring the community's proximity to Fort Lauderdale and Miami, its fishing heritage, DCOTA and the design district, and its overall resources for living. In addition the key messages should position the community as a prime and unique location for businesses in the identified targeted sectors to locate, relocate and grow. Recommended key messages to promote Dania Beach from an economic development perspective are found to the right.

### Key Messages

- Located between Fort Lauderdale and Miami, Dania Beach offers businesses access to major metropolitan areas, combined with the atmosphere of a quaint beach community.
- Dania Beach is home to a comprehensive marine services industry that offers construction, supply, design and technology services to boat owners from around the world.
- A comprehensive transportation infrastructure allows Dania Beach residents and employers easy access to international air travel, interstate highways connecting South Florida to Maine, deep water ports, and mainline rail service.
- Dania Beach serves as the center of the South Florida design industry with the Design Center of the Americas and many other showrooms in the Design District attracting top design professionals from around the world.
- The community's beachfront has been recognized as a Blue Wave Beach by the Clean Beaches Coalition and is the centerpiece of an outstanding waterfront community that attracts residents and visitors from throughout the world.
- Dania Beach is at the forefront of sustainability efforts with a new parking garage in the City Center that includes charging stations for electric and hybrid-electric vehicles, a LEED certified library, and the Dania Beach Nanofiltration Facility, which is expected to become the first water treatment plant in the world to receive LEED Gold certification.



*Action Item:* Design a presentation template

Opportunities to make presentations to regional partners, commercial and retail developers, as well as other business prospects should be pursued. The most efficient and effective way to do this would be development of a presentation template that incorporates the Dania Beach logo and has a design compatible with other marketing materials. This presentation template should be adaptable to various types of presentations and be able to accommodate presentations that include significant amounts of data, maps and other types of information that will be important to include in presentations to prospect audiences. It might also have the option of including the prospect's logo and/or name in the cover design when that is available and appropriate.

*Action Item:* Use the new DBCRA/City of Dania Beach logo in all marketing materials

The DBCRA/City of Dania Beach has a new logo that has been approved by the Board/City Commission. This logo needs to be rolled-out and used in all marketing materials.

## STRATEGY 2 ENHANCE ELECTRONIC MEDIA TOOLS

*Action Item:* Expand and update the DBCRA website

An effective website presence is critical to economic development marketing. As use of the Internet has evolved in recent years, it is increasingly important to provide thorough and accurate information to site location consultants and corporate real estate executives as they begin to research potential new locations.

Dania Beach currently has some economic development information on the DBCRA website. However, there is some need for updating the website and making it easier to navigate. Following are specific recommendations for enhancing the community's web presence:

- Ensure that the site is developed to allow staff to quickly and easily make site revisions.
- Include Community Profile and Targeted Business Opportunity Profiles as PDF documents.
- Provide relevant data for retail/commercial development, as well as other targeted sectors.



- Create lists of available buildings and sites that link to a page specific to each building or site. The individual pages would include detailed information on the location, as well as appropriate maps and photos.
- Include contact information on every page of the site.
- Develop home page copy to include key words that will drive traffic to the site through Google searches. Introductory copy will highlight Dania Beach's key location factors, based on the recommended key messages, and should also include a direct link to additional information on the site.
- Include rollover menus for each of the primary navigation buttons.
- Include links to partner organizations including Enterprise Florida, the City of Dania Beach, Broward County, the Greater Fort Lauderdale Alliance and others to be determined.

An effective economic development website includes information in the following categories: demographic, economic and workforce data; available real estate; education and workforce development offerings; transportation and infrastructure; major employers; community profiles; targeted industries; business climate/incentives; and quality of place. These categories could be integrated into the existing DBCRA website, but it is important that the site is easy to navigate to allow prospects to easily locate the information they are seeking.

*Action Item:* Explore social media opportunities

Many economic development organizations have begun to utilize social media as a cost effective communications and marketing tool. Sites like LinkedIn, Facebook, Google +, and Twitter, as well as YouTube and blogs, can be used to create and enhance relationships, promote news and events, disseminate timely information, and engage with a wider audience. Any social media presence should be promoted through the DBCRA website, as well as on any appropriate partner sites.

Content sharing on social media allows economic development organizations to keep key audiences informed without waiting for coverage by more traditional media. Dania Beach should determine the most effective use of social media in promoting key components of the community. For example, because tourism is a vital part of the Dania Beach economy, the DBCRA might create a Facebook page and a Twitter feed focused on tourism activities and amenities. However, these would not preclude having a more business focused presence as well. Twitter might be used to share information related to the community's targeted sectors – locations, expansions or other successes related to a target, a local perspective on national or international trends within a specific sector, or information gathered from participation in an industry event.



As the community's social media presence develops further, the DBCRA might work to develop a "digital ambassador" program, which would utilize area residents to share their perspectives on the benefits of living and working in Dania Beach. These ambassadors should be people who already have a significant social network community through Google +, Facebook, LinkedIn or Twitter.

Note that there are recommendations on social media in the DBCRA Marketing Plan FY 2010/2011 as well, so any efforts in this area should be coordinated internally.

### STRATEGY 3      STRENGTHEN INTERNAL PERCEPTIONS

#### *Action Item:*      Develop partnerships to expand marketing reach

Several partner organizations offer Dania Beach officials good opportunities for expanding their marketing reach. Strong relationships should be developed and maintained with the state of Florida economic development officials and utility partners that service the area.

These relationships may lead to a variety of partnership opportunities. For example, as previously recommended, links between the websites of many of these groups and the Dania Beach website would provide greater access to online information. In addition, as prospects contact any of these partners and they determine that Dania Beach might be a better fit for a project, they are more likely to hand off the prospect if a strong relationship already exists. There might also be opportunities for joint marketing trips or participation in key industry events.

One idea for strengthening relations with state officials would include inviting one of them to speak at a major DBCRA event. Another opportunity to strengthen relationships with partners would be to host tours for two to three economic development representatives on a regular basis. Once a quarter, Dania Beach officials might invite a small group of partner representatives for a tour of the community, followed by dinner. This would provide an opportunity for the visitors to learn more about what Dania Beach has to offer potential prospects, while also developing stronger relationships with them.

#### *Action Item:*      Participate in Make a Difference Day

Make a Difference Day is celebrated each year on the fourth Saturday in October. Created by USA WEEKEND Magazine, it is the nation's largest day of volunteering. Communities across the nation identify problems or opportunities in their communities and take action to address it on this day each year. In 2011, more than three million volunteers participated in Make a Difference Day.<sup>49</sup>



Creating a Dania Beach Make a Difference Day should be explored. The community could identify one or more local organizations that need assistance and focus the volunteer efforts on those programs. It would provide an opportunity to bring together residents in Dania Beach to address a problem or challenge within the community, which would not only solve the issue, but would also enhance community pride. This could include a clean-up campaign in the downtown and beach areas, or other activities.





# Product Development

The identification and marketing of available product or buildings and sites in a community is critical. The DBCRA has already identified potential development sites, and there are several buildings that could be redeveloped as well. The strategies below are meant to provide guidance to Dania Beach in the next steps to take in encouraging future product development in Dania Beach.

## STRATEGY 1 DEVELOP RELATIONSHIPS WITH PROPERTY DEVELOPERS

*Action Item:* Identify key developers to target

Dania Beach should identify property developers, both local and in the state/region, that have completed commercial/retail developments in other locations that could be emulated in Dania Beach. Two potential developments/redevelopments to review include Miami Lakes – Main Street<sup>50</sup>, which was developed by Graham Companies, and The Shoppes of Wilton Manors Redevelopment Project<sup>51</sup>, which was developed by Redevco. More information on each of these developments can be found to the right.

*Action Item:* Invite such developers to tour the primary identified sites

Once the list of key developers is compiled, invite such developers one at a time to come and tour the community, as well as the primary identified sites for development, which should be the ones that present the most opportunity for Dania Beach.

*Action Item:* Consider a public-private partnership with the developer

The DBCRA and the City of Dania Beach is already considering public-private partnerships with developers and should continue on this path to potentially bring the project to fruition. This may involve a significant financial and time commitment by the DBCRA and the city.

The Shoppes of Wilton Manors Redevelopment Project was a public/private partnership with Redevco that transformed the property and revitalized the area. The Shoppes of Wilton Manors now boasts full occupancy and rental rates of \$32 per square foot (up from \$8 per square foot), accounting for an increase in total annual rental income of \$26 million, or 12 times its former rental income. In addition, the project has stimulated additional

### Miami Lakes – Main Street

Main Street, the centerpiece of Miami Lakes Town Center, is an open-air mall in the center of Miami Lakes, which offers shopping, dining and entertainment, including a movie theater. It is home to a number of residents and businesses and also Don Shula’s Hotel for business and leisure travelers. It is also the location of a number of weekend events or festivals.

### The Shoppes of Wilton Manors

A financially deteriorating neighborhood shopping center was redeveloped into a successful mixed-used development that includes restaurants, art galleries and other entertainment venues, as well as professional office space. Due to the fact a number of big-box retail stores had recently located in nearby areas, the redevelopment did not focus on retail development. The city created a new zoning overlay district that not only changed zoning requirements to allow arts and entertainment uses, but also exempted the developer from standard parking requirements and allowed outside cafes and seating.



development in the area, including a law firm with 100 employees in an adjacent building, and resulted in increased property values and rental rates in the surrounding area. The increased property value of the Shoppes of Wilton Manors itself has increased by more than 10 times the initial value, from \$226,000 to over \$3.3 million, adding an estimated \$80,000 in property tax revenues to the city, and other private investments in the area have increased city-wide property tax revenues by 10 percent. Criminal activity has also dropped due to the increased activity and vibrancy of the area.

To accommodate redevelopment of the shopping center and revitalize the area, the city teamed with a private development company, Redevco, creating a public/private partnership to transform the property.

## STRATEGY 2 MARKET IDENTIFIED PROPERTIES

*Action Item:* Ensure that identified property is posted on the DBCRA website

The website of the DBCRA is a prime marketing tool. A property section should be developed on the DBCRA website that outlines available buildings and identified properties for development.



# Quality of Place

People and companies want to locate in a place that offers culture and entertainment. Across this country, small and mid-sized cities are recruiting artists to rehabilitate blighted downtown neighborhoods, often resulting in the attraction of businesses, tourists and new residents to those areas. Over the past five years, the nonprofit arts and culture industry in the United States has grown by 24 percent generating more than \$166 billion in economic activity each year. Programs should be developed to establish Dania Beach as an artist-friendly city and as a desirable location for galleries, studios, and artists’ residences.

A clean, attractive community is not only a more pleasant place to live, but the value of the good impression it makes on prospective employers, professionals and others who visit your community cannot be underestimated. One thing that was heard over and over in the interviews, input session and surveys conducted during this process was the need to clean-up the city of Dania Beach.

The recommendations below provide direction on both of these areas, which can greatly improve the quality of place attracting more business, residents and tourists to the community.

## STRATEGY 1 DEVELOP AN ARTS DISTRICT NEAR DOWNTOWN

### *Action Item:* Designate the Dania Beach Creative Arts District

Identify an area in downtown to be deemed the Dania Beach Creative Arts District.

### *Action Item:* Market the Dania Beach Creative Arts District to ensure awareness

Add signage in the downtown and other areas of town to let people know the location of the Dania Beach Creative Arts District. This should also be marketed on the DBCRA website, any social media tools and other means.

### Long Beach East Village Arts District

The East Village Arts District is the name of the eastern half of Downtown Long Beach, California. The East Village is a mix of many different housing types, including high-rise condos, artist lofts and small craftsman cottages. Home to the Museum of Latin American Art, the nation's only museum to exclusively feature art from Latin America, the East Village offers galleries which exhibit work by Long Beach and Southern California artists, exhibits, one-of-a-kind galleries, unique retailers, and chatty sidewalk cafes. The East Village is also home to Long Beach's only fully certified organic Farmer's Market.

The East Village Arts District is home to the Second Saturday Art Walk every month, featuring art receptions and special events in the shop and galleries of the District. The East Village Arts District is also home to Soundwalk, a unique sound art festival which is a series of site-specific sound installations and sound art performances and attracts renowned sound artists from around the world.



## STRATEGY 2 DEVELOP AN ARTIST RECRUITMENT PROGRAM

### *Action Item:* Identify an area of town to be the focus of the program

Artist Recruitment or Relocation Programs, such as the ones in Chattanooga, Tennessee and Paducah, Kentucky described at the right, have demonstrated the ability of such programs to revitalize blighted urban neighborhoods. Dania Beach needs to identify areas or neighborhoods in the downtown area that should be the focus of this program.

### *Action Item:* Determine the definition of an “artist” for the program

Artist can be defined broadly like the program in Chattanooga or more narrowly. Dania Beach must decide what types of “artists” it wants to recruit to the area.

### *Action Item:* Offer incentives for artist relocation

The incentive can include a forgivable loan or mortgage, reimbursement of moving/relocation expenses up to a certain amount, and/or funding toward architectural services.

Paducah funded their fully-financed loan program through an innovative financing arrangement with locally-owned Paducah Bank.<sup>52</sup> Another way to approach financing is to involve outside developers, some of which will work on a nonprofit basis, to renovate anything from one building to an entire city block. Artspace got its start in 1979 when it developed a live-work space for artists in St. Paul, Minnesota from empty warehouses that were converted into 118 live-work artists’ lofts, along with 50,000 square feet of commercial space, serving as a catalyst for other nearby development. That development was valued at \$715,000 in 1987 and more than \$4 million in 2008. Since then, Artspace has completed more than 25 developments all over the country. Unlike the model in Paducah in which the artist owns the property, Artspace retains ownership of the buildings it renovates, ensuring below-market rental rates for artists.<sup>53</sup>

If Dania Beach decides to pursue a forgivable loan or mortgage program to attract artists, it may determine which approach to take from a financing/ownership perspective.

#### ArtsMove – Chattanooga, Tennessee

ArtsMove provides financial incentives to qualified artists moving to five identified urban neighborhoods in Chattanooga’s Southside. The incentive first took the form of a forgivable mortgage and 24 working artists purchased properties in the ArtsMove area. The incentive was later modified to appeal to a broader audience of artists offering a reimbursement for moving expenses. There are currently 30 ArtsMove artists, who include landscape architects, chocolatiers, painters, musicians, storytellers, graphic designers, sculptors and DJs.

#### Artist Relocation Program – Paducah, Kentucky

This program centered on the revitalization of a 30-square block in a downtown blighted neighborhood known as LowerTown in 2000. Artists were lured to LowerTown by the prospect of free home ownership through fully financed loans, \$2,500 toward architecture services or related fees and creative autonomy in developing their properties. Today, more than 100 artists live and work in the neighborhood, which has transformed into a community of galleries, shops and cafes. Property values in Paducah increased, tourism grew and the tax base went up significantly as a result of the program.



### STRATEGY 3 BECOME AN ARTS FRIENDLY CITY

#### *Action Item:* Establish an Arts Committee

An Arts Committee should be established comprised of artists, art professionals and community members to assist in the implementation and development of programs to make Dania Beach a more artist friendly city. The City Commission should appoint and approve the initial committee members.

#### *Action Item:* Organize a monthly Art Walk

Many cities sponsor art walks in their downtown or designated arts district to encourage more people to visit the area supporting retail, restaurants and other businesses in the area. The city of Wilton Manors, Florida and Long Beach, California are two examples as outlined to the right.

Dania Beach should sponsor a monthly art walk in the designated Dania Beach Creative Arts District. The DBCRA should work with local businesses in the area to determine the best day/time to have the art walk.

#### *Action Item:* Incorporate public art throughout Dania Beach

Dania Beach should feature the work of local artists in different locations throughout the city with the work of a different artist being featured each quarter. The Arts Committee will be responsible for selecting the artist to be featured each quarter.

### STRATEGY 4 INITIATE A COMMUNITY CLEAN-UP CAMPAIGN

#### *Action Item:* Select areas of focus and specific projects

The city of Dania Beach should determine areas of town and specific projects to be the focus of the clean-up campaign.

#### *Action Item:* Determine the timing of the clean-up campaign

The city of Dania Beach should determine whether the clean-up campaign should be a one-day organized event or occur over a weekend or a longer time period. The event could coincide and be the driving factor for the first organized Make a Difference Day previously recommended in the Marketing/Communications section of this

#### Island City Art Walk – Wilton Manors, Florida

The Island City Art Walk is a public event held on the 3rd Friday of each month from 7:00 to 10:00 p.m. in November through April. The walk is held in the Wilton Manors Art and Entertainment District, and includes participation from galleries, stores, cafes, boutiques and upscale restaurants, who host more than 40 local artists.

#### Long Beach Second Saturday Art Walk – Long Beach, California

The Art Walk takes place in the East Village on the second Saturday of each month from 4:00 pm to 10:00 pm. Local art galleries and retail businesses including gift shops, boutiques, restaurants and coffee shops stay open until late evening. The main street is closed to traffic and transformed into a street art fair by local artists. There are also two stages that are dedicated to street performances and live music.



Blueprint.

*Action Item:* Invite members from community organizations to participate

Clean-up campaigns often involve a large number of citizens and can give them a sense of accomplishment and pride in the community. The Dania Beach should engage civic and service clubs, youth groups, local schools and businesses, community leaders and others to participate in the clean-up campaign.

*Action Item:* Publicize the program

Publicize the program to get even more volunteers involved in the effort.



## Regionalism

### STRATEGY 1 BECOME MORE INVOLVED WITH THE GREATER FORT LAUDERDALE ALLIANCE

*Action Item:* Continue membership in the Greater Fort Lauderdale Alliance (Alliance)

The DBCRA is already a member of the Alliance and should continue this membership.

*Action Item:* Present this Blueprint to the Alliance Staff

As recommended in the Marketing/Communications section, a Powerpoint should be developed on the Blueprint and presented to Alliance staff. An annual update of the progress in completing the strategies/action items in the Blueprint should also be provided.

### STRATEGY 2 PARTICIPATE REGIONALLY WITH OTHER MAJOR COMMUNITIES/ORGANIZATIONS

*Action Item:* Identify Other Partner Organizations in the Region

Other partner organizations in the region may include but are not limited to the City of Hollywood, Port Everglades and others to be determined. Representatives of each of these organizations should be made aware of the Blueprint.





# Sustainability

Sustainability is an issue embraced by corporations worldwide for a variety of reasons, including the fact that many view it as the “right thing” to do, and more importantly, because it positively impacts their bottom line. This corporate commitment to sustainability has tremendous implications for economic development. A recent survey conducted by Jones Lange LaSalle for CoreNet Global showed that sustainability is a primary consideration in corporate location decisions more than 90 percent of the time. In addition, almost 90 percent of the corporate real estate executives who participated in the survey say that green building certifications and energy labels are considered, while half say they are willing to pay more for green buildings. Given this level of commitment, communities must take steps to demonstrate their own commitment to sustainability as part of an overall economic development strategy.

Sustainability is about changing habits, values and priorities, as well as acknowledging true costs of ignoring sustainable practices. It often includes a wide variety of activities encompassing the economy, the environment and overall livability of a community. Dania Beach has already demonstrated a significant commitment to sustainability with construction of a LEED certified library, a community recycling program, the development of a parking deck with vehicle charging stations, and the recent opening of the Dania Beach Nanofiltration Facility, which is expected to become the first water treatment plant in the world to receive LEED Gold certification. Additional sustainability recommendations were also included in the CRA Community Redevelopment Plan published in 2009. The following recommendations related to sustainability are designed to enhance activities already initiated in the community and continue pushing forward to ensure Dania Beach is well-positioned to be recognized as a sustainable community.

## STRATEGY 1 CONDUCT SUSTAINABILITY INVENTORY

### *Action Item:* Determine and track sustainability indicators

Determine sustainability indicators and track performance around such indicators.

### *Action Item:* Continue to compile and implement list of sustainability policies and programs

As mentioned earlier, the Dania Beach Community Redevelopment Plan of 2009 outlined a number of sustainability initiatives. Local economic development officials have already been compiling a comprehensive list of all such policies and programs and have begun to implement such policies and programs in the community. This list and the implementation of the sustainability



policies and programs should serve as the basis for communicating both internally and externally about Dania Beach as a sustainable community, in addition to guiding the community in determining next steps toward increased sustainability efforts.

## STRATEGY 2 SEEK MORE RECOGNITION FOR SUSTAINABILITY EFFORTS

Dania Beach should continue to seek recognition at the national, state and local level for its sustainability efforts. As previously mentioned, Dania Beach is already at the forefront of sustainability efforts with a new parking garage in the City Center that includes charging stations for electric and hybrid-electric vehicles, a LEED certified library, and the Dania Beach Nanofiltration Facility, which is expected to become the first water treatment plant in the world to receive LEED Gold certification.

Dania Beach was also recognized in 2011 as a Blue Wave Beach by the Clean Beaches Coalition. Beaches included on the list have been certified as clean, healthy and environmentally well managed. Blue Wave, the first environmental certification program for beaches in the U.S., is recognized as a reliable benchmark for well-maintained beaches and eco-friendly tourism.<sup>54</sup> Other similar programs exist to help communities protect and promote their waterfront resources. Below are two other programs which Dania Beach might pursue as part of its sustainability effort.

### *Action Item:* Participate in Waterfronts Florida program

The Waterfronts Florida Program offers help to coastal local governments in Florida to revitalize their working waterfronts by providing resources and technical assistance for planning. The program was designed to address the physical and economic decline of traditional working waterfront areas.

To be designated as a Waterfronts Florida program, a community completes a designation process that includes intensive technical assistance for development of a special area management plan to guide the revitalization of the community's designated waterfront area. During the first phase of designation, a community establishes its Waterfronts Florida Partnership, prepares a community-designed vision plan to guide the revitalization of the traditional working waterfront area, and begins implementation of the vision plan, as appropriate. It addresses the following priority areas:<sup>55</sup>

- Public access to the waterfront area
- Hazard mitigation
- Environmental and cultural resource protection
- Enhancement of the viable traditional economy or economic restructuring



During the second phase, the community continues to implement its vision plan, focusing on incorporating its vision into the comprehensive plan and undertaking priority projects that will further its efforts to revitalize and preserve the working waterfront. The public dialogue and the partnerships developed with state agencies, private organizations and other Waterfronts Florida communities across the state enables a designated community to identify proactive solutions to address community concerns and to implement them.

Dania Beach should consider pursuing designation as a Waterfronts Florida community, which will enhance the community's efforts to preserve and protect its waterfront areas as part of both an economic development and a sustainable community effort.

*Action Item:*      **Seek Clean Marina designation**

The Florida Clean Marina program is a voluntary designation program with a proactive approach to environmental stewardship. Participants receive assistance in implementing Best Management Practices through on-site and distance technical assistance, mentoring by other Clean Marinas, and continuing education. To become designated as a Clean Marina, the facility must implement a set of environmental Best Management Practices designed to protect Florida's waterways. These practices address environmental issues such as sensitive habitat, waste management, storm water control, spill prevention, and emergency preparedness.<sup>56</sup>

The Dania Beach Marina should explore how the Clean Marina program might help provide a mechanism for protecting the Dania Beach waterfront through sound environmental practices at the marina.

### STRATEGY 3      INITIATE SUSTAINABLE COMMUNITY PROGRAMS

*Action Item:*      **Expand community recycling efforts**

While the 2009 Community Redevelopment Plan calls for a community recycling program in Dania Beach, it is currently available only at the residential level. It is recommended that this recycling program be expanded to include services for commercial businesses in the community. This program might include providing recycling containers to area businesses to ensure maximum collection of recyclable materials. Weekly pickups of the containers would then be provided by the city, with materials combined with residential recycling pickup. Acceptable items for the program might include:<sup>57</sup>

- Computer Paper



- White Ledger Paper
- Color Ledger Paper
- Windowed Envelopes
- Magazines
- Glossy Papers
- Newspapers
- File Stock
- Cardboard
- Plastic
- Glass

In addition, Dania Beach should consider providing recycling services for construction and demolition materials.

*Action Item:*      Establish a community garden

The DBCRA is already working on a community garden. Community gardening provides a catalyst for neighborhood and community development, stimulates social interaction, encourages self-reliance, beautifies neighborhoods, produces nutritious food, reduces family food budgets, conserves resources and creates opportunities for recreation, exercise, therapy and education. Community gardens involve all aspects of community food and ornamental gardening, urban forestry, preservation and management of open space, and integrated planning and management of developing urban and rural lands. These gardens may grow flowers or vegetables; may be one community plot or many individual plots, and may be found at a school, hospital, or in a neighborhood. It can also be a series of plots dedicated to "urban agriculture" where the produce is grown for a market.<sup>58</sup>

Dania Beach should consider development of a community garden to provide residents with an opportunity to come together to grow local produce and/or flowers. This effort will help beautify the community, while also offering fresh food and a



recreational outlet for citizens.

*Action Item:* Continue to participate in Beach Sweep programs

Marine debris is often the result of deliberate or accidental actions by people on land or at sea. For example, uncovered trash bins, litter, debris left in streets and on beaches, and items thrown overboard can all become marine debris. Items can travel far before landing on shorelines or settling in the ocean. Keep Broward Beautiful sponsors monthly Beach Sweeps with local partner agencies to keep the county's beaches clean.<sup>59</sup> Dania Beach has already been recognized for its clean beach and participated in a Beach Sweep Program recently. Dania Beach should continue to participate in such program and may want to consider the Broward County Beach Sweep Program as well.

*Action Item:* Consider incentives for private developers and business/industry achieving Leadership in Energy or Environmental Design (LEED) or other similar certifications

Many cities/counties are now offering incentives to encourage green/sustainable building in their communities. Such incentives may take the form of structural incentives such as expedited review/permitting process or density bonuses or financial incentives such as tax credits/abatements, fee reductions/waivers, grants or revolving loan funds, targeted at businesses achieving LEED or other similar certifications. Other jurisdictions provide technical or marketing assistance to such businesses.<sup>60</sup>

Dania Beach should consider some type of incentive for developers/businesses achieving LEED silver or other certification. Such incentive could take the form of a Sustainable Building Grant Program that provides \$15,000 to \$25,000 in grant funding to building owners/developers who meet at least LEED Silver certification for new construction or major renovations.



# Targeted Business Opportunities

## COMMERCIAL/RETAIL DEVELOPMENT

### STRATEGY 1 DEVELOP A RETAIL STRATEGY

*Action Item:* Assign staff time to focusing on retail

A DBCRA/city of Dania Beach staff member should be designated the primary retail contact and focus his/her attention on retail on at least a part-time basis.

*Action Item:* Consider hiring a consultant to develop a retail strategy

Dania Beach should consider engaging a consulting firm to develop a retail strategy and assist in the targeting of retail companies/developers.

*Action Item:* Gather data important to retail developers and post on the DBCRA website

Retail developers often have relationships with national retail stores, and national retail stores open new locations in sites built by that developer. When selecting a location for a new retail development, developers often consider the following:

- Growing population with Buying Power
  - Location decisions for retail developers are primarily driven by demographics, including population, employment and income in the area.
  - Data on local income and spending habits is critical to making a good retail match.
- Supportive Community
  - An important factor to whether a retail development will thrive is the attitude of the community toward growth and change.
  - Another important factor is the presence of residents who are eager for new retail operations.



- Presence of Other Retailers
  - Another critical need for retailers making a location decision is other retailers located in the development.
  - National retailers tend to cluster near one another and many have a pre-determined list of retailers with whom they prefer to co-locate.
- Incentives and Other Local Support
  - Another critical need for retail development is a city environment that supports it through infrastructure, amenities and government support.
  - Providing incentives for the developer of the overall retail project may provide this support better than incentives given directly to the retailer.
- Additional Factors
  - Available and affordable land
  - Highway infrastructure
  - Labor availability
  - Low costs of doing business

## STRATEGY 2      BECOME MORE INVOLVED IN APPROPRIATE RETAIL TRADE ORGANIZATIONS

*Action Item:*      Continue to be a member of the International Council of Shopping Centers (ICSC)

ICSC, founded in 1957, is the global trade association of the shopping center industry. It is comprised of more than 60,000 members in the U.S., Canada and more than 80 other countries who are shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers and other professionals.<sup>61</sup> Dania Beach is already a member of ICSC and should continue its membership.





*Action Item:* Attend ICSC events or conferences

Dania Beach already attends some ICSC events or conferences and should continue to attend local events in Florida and the annual show in Atlanta, as well as other appropriate conferences.

*Action Item:* Join the International Franchise Association (IFA)

IFA is the world's oldest and largest organization representing franchising worldwide. The mission of IFA is to "protect, enhance and promote franchising through government relations, public relations and educational programs." <sup>62</sup> The DBCRA should consider joining IFA.

*Action Item:* Attend IFA events or conferences

Consider attending the annual IFA conference or other IFA events.

## **DESIGN PRODUCTS AND SERVICES**

Recommendations to support this sector, including developing better relationships with Design District and DCOTA representatives, may be found in the Existing Business and Industry section of this Blueprint.

## **MARINE/MARITIME**

Recommendations to support this sector, including developing better relationships with the marine industry by becoming more involved with the Marine Association of South Florida and the Marine Mile 84 Association may be found in the Existing Business and Industry section of this Blueprint. Other important recommendations to ensure success in this sector include the following:

### **STRATEGY 1 DEVELOP RELATIONSHIPS WITH LOCAL MARINE RESEARCH INSTITUTES**

*Action Item:* Work with the Seatech Institute for Ocean and Systems Engineering (SeaTech)

Florida Atlantic University (FAU) is a state research university with an enrollment of 27,000 students that offers more than 170 degree programs. FAU's main campus is located in Boca Raton and the university operates six other campuses including the Seatech Institute for Ocean and Systems Engineering (SeaTech) in Dania Beach. SeaTech is located on eight acres between the Atlantic Ocean and the Intracoastal Waterway and serves as a research and educational center for programs in ocean



engineering. Faculty members and students are involved in federally and industry-sponsored ocean engineering research and technology development in the areas of acoustics, marine vehicles, hydrodynamics and physical oceanography, marine materials and nanocomposites. SeaTech also serves as headquarters for two of Florida's Centers of Excellence: Biomedical and Marine Biotechnology, which is dedicated to expediting the discovery and commercialization of new medicines from the sea; and Ocean Energy Technology, which is exploring methods to harness energy from South Florida's ocean currents.<sup>63</sup>

Dania Beach economic development representatives should pursue a relationship with representatives of SeaTech to identify whether there are business development opportunities with the research being conducted in Biomedical and Marine Biotechnology, as well as Ocean Energy Technology. This could potentially tie in with the proposed business incubator, which could house any start-up businesses that result from the research being conducted at SeaTech.

*Action Item:*      **Work with the Nova Southeastern University Oceanic Center Campus**

The Nova Southeastern University Oceanic Center Campus in Dania Beach includes the National Coral Reef Institute for research and training on coral reef assessment, monitoring, and restoration; the Guy Harvey Research Institute for fish research and conservation, and the Save Our Seas Shark Center specializing in shark studies. The Broward County Sea Turtle Renesting Program is implemented from the Dania Beach campus.<sup>64</sup>

Dania Beach economic development professionals should pursue a relationship with representatives of the Nova Southeastern University Oceanic Center Campus to identify whether there are business development opportunities with the research being conducted there.

## **TOURISM/ENTERTAINMENT**

*Action Item:*      **Support the development of resort and/or full-service hotels and a casino**

The Seminole Hard Rock Hotel & Casino in Hollywood operates a four star resort that includes restaurants, bars and lounges, a pool with theme-park-style water slides, poolside cabanas, a café, meeting room space, spas and fitness centers, an auto salon, boutique shops, nightclubs, and a concert arena, as well as a casino that features various gaming machines.<sup>65</sup>

The city of Dania Beach and the DBCRA have already had some discussions with developers about the possibility of developing a resort and/or full-service hotels and a casino. These discussions should continue.



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