

City of Tamarac

COMPREHENSIVE PLAN

2019





City of Tamarac

Comprehensive Plan

Volume I: Goals, Objectives & Policies

Volume 1: Principles, Guidelines, Goals &
Recommendations

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City of Tamarac

Comprehensive Plan

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- I. Future Land Use Element -adopted July 11, 2018, Ordinance Number 2018-08
- II. Transportation Element -adopted June 11,2008, Ordinance Number 2008-08
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INTRODUCTION

The Tamarac Comprehensive Plan is prepared in accordance with Chapter 163, Florida Statutes, as amended, and Administrative Rule 9J-5. Each Element is composed of goals, objectives and policies contained in Part 1 which is adopted by the City Commission, and support components which are contained in Part 2 including background data and analysis, inventories of existing conditions, methodologies, projections and other estimates of future conditions. Part 2 of this Comprehensive Plan is not adopted by the Tamarac City Commission pursuant to Chapter 163, Florida Statutes.

This Comprehensive Plan is organized into eight (8) Plan Elements preceded by the Plan's adopted Statement of Legislative Intent which applies to all Elements and a Future City Vision. Each adopted Element includes Goals, Objectives and Policies. The Future Land Use Map (FLUM) contained in the Future Land Use Element is the only map in this Plan which is adopted. The Capital Improvements Element contains Goals, Objectives and Policies, a Five-Year Schedule of Capital Improvements, and a Monitoring and Evaluation Section all of which are adopted.

STATEMENT OF LEGISLATIVE INTENT

This Statement expresses the legislative intent of the City Commission of the City of Tamarac with regard to the Comprehensive Plan. This Statement is applicable to the Tamarac Comprehensive Plan in its entirety and is declared to be incorporated by reference in each element thereof.

1. Nothing in this Plan shall be construed or applied to constitute a temporary or permanent taking of private property or the abrogation of vested rights as determined to exist by the City of Tamarac Code of Ordinances.
2. This Comprehensive Plan is intended to set general guidelines and principles concerning its purposes and contents. The Plan is not a substitute for specific implementation mechanisms such as land development regulations.
3. The City Commission recognizes that a particular application may bring into conflict, and necessitate a choice between, different goals, objectives, policies, priorities, and provisions of the Plan. While it is the intent of the City Commission that the Future Land Use Element be afforded a high priority, other elements must be taken into consideration given the City Commission's responsibility to provide for the multitude of needs of the city's diverse community. Recognizing that the City Commission and city agencies will be required to balance competing goals, objectives and policies of the Plan, it is the intention of the City Commission that such City Commission and city agencies consider the overall intention of the Plan as well as portions particularly applicable to a matter under consideration in order to ensure that the Plan, as applied, will protect the public health, safety and welfare.
4. The terms "shall" and "will" are to be construed as mandatory in this Plan, subject, however, to this Statement of Legislative Intent. The term "should" is construed as directory. Wherever implementation responsibility is not explicitly stated within a particular objective or policy in this Plan, that responsibility lies with the City of Tamarac to the extent that the objective or policy specifies implementation and the City has jurisdiction over the subject matter.

A VISION OF TAMARAC'S FUTURE

The residents of Tamarac have created a high-quality living and working environment in the heart of Broward County. This unique urban city has been built through a strong and dedicated community spirit, good land use planning and prudent management of municipal resources.

The future holds great promise for the enhancement of Tamarac. The new Tamarac Commerce Park has the potential to become a World Class Business Center, providing diversified employment opportunities while strengthening the tax base. The development of quality, affordable residential development, both single family and multiple family, will continue well into the future. With available public lands and selected acquisitions, the City plans to continue development of varied recreational facilities for residents of all ages.

The new millennium holds unique challenges and opportunities for this city. While Tamarac is still growing, it is also a maturing urban community. The amount of vacant land available to further develop the tax base is decreasing and traffic on our roadways, which largely originates in other places, is increasing. However, these challenging trends also provide opportunities for enhanced redevelopment of older commercial areas, and for the development of a “friendlier” transportation system which is safer and more attuned to the travel needs of city residents. Redevelopment and infill development may also give us the exciting opportunity to plan and create vibrant commercial and community centers using public and private resources.

A solid groundwork has been laid to-date by the founders and residents of Tamarac. With this great promise of local human, monetary and land resources at its disposal, Tamarac has the unmatched potential to attain its place as one of south Florida's premier communities in the 21st century.

I. FUTURE LAND USE ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

I. FUTURE LAND USE ELEMENT

GOAL

The City of Tamarac will provide land uses which will encourage the orderly growth of the community; maximize economic benefits; conserve and protect the natural environment; and minimize any threats to health, safety, and welfare.

Objective 1

The City of Tamarac intends to promote orderly growth and development through the adoption, maintenance, and implementation of its Future Land Use Element.

Monitoring and Evaluation:

- Administrate and adopt appropriate land development code revisions, amending them as needed to respond to changing conditions.

Policy 1.1 The Future Land Use Map (see Map 1.2) is hereby adopted as an integral component of this Comprehensive Plan and will continue to provide for a mix of residential land use categories including low density, low-medium density, medium density, medium-high density and high density. The Future Land Use Map (FLUM) will continue to provide the nonresidential land use categories of commercial, conservation, recreation, community recreation, community facilities, utilities and industrial as designated on the Map.

Policy 1.2a This Future Land Use Element establishes the following specific density and intensity standards for each future land use category:

LAND USE	DENSITY/INTENSITY	ALLOWABLE USES
Local Activity Center	<p>Residential:</p> <ul style="list-style-type: none"> • 300 townhomes • 700 garden apartments • 874 midrise apartments <p>Non-residential:</p> <ul style="list-style-type: none"> • Commercial, 122.40 acres • Community Facilities, 7.96 acres (minimum) • Recreation and Open Space, 3.21 acres (minimum) 	<p>Dwelling units from any given category (ex: townhouse, garden apartment, etc.) may be substituted for dwelling units of another type provided that the substitution results in the same or lesser student generation using the county's adopted student generation rates.</p> <p>All nonresidential properties are permitted a maximum FAR of 3.0.</p>

LAND USE	DENSITY/INTENSITY	ALLOWABLE USES
Residential: Low Density	Up to 5 du/ac	Dwelling units, hotels, motels, parks, golf courses, other outdoor recreation, community facilities serving residential areas, public utilities, communication facilities, special residential facilities, and limited offices and retail sales.
Low-Medium	Up to 10 du/ac	Same as above.
Medium	Up to 16 du/ac	Same as above.
Medium-High	Up to 25 du/ac	Same as above.
High	Up to 50 du/ac	Same as above.
Commercial	40% lot coverage maximum	Retail, office and business, storage, hotels, motels, recreation, community facilities (see Policy 1.9), public utilities, special residential facilities (see Policy 1.10), transportation and communications facilities, and residential mixed use (see Policy 1.11).
Mixed Use Medium/High	Up to 25 du/ac; non-residential FAR minimum 2.0 (Gross)	Residential use is required as a principal component. At least two non-residential uses must be permitted as a principal use: e.g. retail, office, restaurants and personal services, hotel/motel, light industrial (including "live work"), research business, civic and institutional.
Mixed Use High	Up to 50 du/ac; Non-residential FAR minimum 2.0 (Gross)	Residential use is required as a principal component. At least two non-residential uses must be permitted as a principal use: e.g. retail, office, restaurants and personal services, hotel/motel, light industrial (including "live work"), research business, civic and institutional. is a required use.

LAND USE	DENSITY/INTENSITY	ALLOWABLE USES
Industrial	Impervious area is limited to a maximum of 60% of a site	Light and heavy industrial, heavy commercial, research laboratories and facilities, offices, transportation and communication facilities, recreation, cemeteries, community facilities and utilities, non-residential agriculture, limited commercial and retail businesses not exceeding a maximum of 10% of building floor area, and hotels/motels.
Commercial Recreation	1.00 FAR	Indoor and outdoor recreation facilities, accessory facilities, ancillary hotels and motels, and other active/passive recreation uses.
Recreation	1.00 FAR	Active and passive recreation, golf courses, campgrounds, boat ramps/docks, outdoor cultural, educational and civic facilities, and accessory concessions.
Conservation	N/A	Passive recreation and open space.
Utilities	N/A	Utilities, ancillary uses, recreation, non-residential agriculture and communications facilities.
Community Facilities	1.00 FAR	Community facilities and special residential facilities.
Major Transportation	N/A	Expressways.

Policy 1.2b The City shall adhere to the following requirements governing the Local Activity Center (“LAC”), Mixed Use Medium/High and Mixed Use High land use designations:

- a. Pedestrian mobility shall be a priority. All land uses in the “LAC”, “Mixed Use Medium/High” and “Mixed Use High” shall be directly accessed via pedestrian ways and accessible within a quarter mile walk and/or within approximately quarter-mile on either side of a transit corridor, to existing or planned alternative public transportation modes, including bicycle and transit.
- b. Design guidelines shall be maintained in the land development code to ensure that all destinations within the Local Activity Center are fully connected to well-defined pedestrian paths, bicycle routes, and greenways, and transit shelters to address the transition to adjacent residential development and to promote connectivity to transit stations and stops to provide safe and comfortable service and to encourage transit usage.

- c. Park land and open space accessible to the public shall be included as a functional component of the “LAC”.
- d. All destinations within the Mixed-Use Medium/High, Mixed Use High, and Local Activity Center shall be served by the Tamarac Transit Community Bus Service. The Mixed-Use Medium/High, Mixed Use High and Local Activity Center designations will support the location of uses and internal circulation such that pedestrian mobility is a priority.
- e. Residential use is required as a principal component within a Mixed-Use Medium/High, Mixed-Use High, and Local Activity Center. Quality, affordable housing opportunities can be included as a functional component of the Local Activity Center through the allocation of public housing program funds, density bonuses, or other mechanisms available to the City.
- f. To ensure that all properties can be developed within the overall density and intensity limitations of the Local Activity Center, the City shall establish and implement a development monitoring system. The City shall promote the preservation, rehabilitation and use of historic buildings within a proposed Mixed-Use Medium/High, Mixed Use High and Local Activity Center designations.
- g. Acreage for non-residential land uses shall be assigned on a gross acreage basis to all lands included within the development parcel needed to comply with on-site land development requirements, such as, but not limited to, building footprint, setbacks, parking, outdoor pedestrian circulation, landscaping, drainage, etc. Within mixed use projects, acreage shall be assigned according to the proportion of floor area associated with each use (e.g. if 50 percent of the floor area is used for A, then 50 percent of the gross acreage of the development parcel will be assigned to A).
- h. Design guidelines shall be maintained in the Land Development Code to ensure mixed use development that promotes an urban form which creates well integrated land use combinations, balances intensity and density, and promotes safe, interconnectivity of vehicular, pedestrian and other non-motorized movement, while integrating the public realm, through open space, urban public plazas and/or recreational areas.
- i. Design guidelines shall be maintained to ensure mixed use development is compatible with adjacent land uses and adjacent Future Land Use designations.

Policy 1.3 The City will continue to implement its Code of Ordinances and will amend them as required to regulate future land use through proper site planning, subdivision, and zoning provisions; and will regulate signs by implementing the sign code; and will continue to subject land development proposals to an engineering review concerning seasonal or periodic flooding.

Policy 1.4 The Community Development Department will continue to review land use plan amendments, zoning amendments, site plans, and plat approval requests for compatibility with adjacent land uses as currently required in the Code of Ordinances. The Land Development Code revisions should address criteria to be used in reviews for determining whether there is compatibility among adjacent land uses. The

Community Development Department will continue to review the Planning Commission Board agendas of surrounding cities to identify land use proposals which might affect the City of Tamarac.

- Policy 1.5 The City will continue to promote “quality development” in all land use categories by the establishment and implementation of design criteria and development standards in the Land Development Code (LDC) which promote the highest standards of urban development and community aesthetics.
- Policy 1.6 The Community Development, Building, Fire, Utilities and Public Works Departments will continue their efforts to identify areas in which reviews can be streamlined, and in which criteria for review can be improved, including the establishment of a One-Stop Permitting Center.
- Policy 1.7 The City of Tamarac shall continue to have platting regulations enforced through its Land Development Code in accordance with the Broward County Land Use Plan.
- Policy 1.8 The City shall continue to permit conservation uses as activities within land areas designated for the purpose of conserving or protecting natural resources or environmental quality and includes areas designated for such purposes as flood control, protection of quality or quantity of groundwater or surface water, floodplain management, fisheries management, or protection of vegetative communities or wildlife habitat.
- Policy 1.9 Community facilities include schools, churches, hospitals, governmental and judicial administration, police and fire stations, public utility sites, libraries, civic centers, nursing homes, cemeteries and parks and recreation facilities.
- Policy 1.10 A special residential facility is a facility licensed to serve clients of the Department of Health and Rehabilitative Services which provides a living environment for unrelated residents who operate as a functional equivalent of a family, including such supervision and care by support staff as may be necessary to meet the physical, emotional and social needs of the residents.
- Policy 1.11 In the Commercial land use category, residential uses are permitted, up to 10 acres (up to 20 acres for projects that include a minimum of 15% affordable housing restricted to such use for a minimum of 15 years), provided “flexibility units” and/or “redevelopment units” are applied to the parcel. The total residential uses shall not exceed 10% of the land area designated “Commerce” within the City. Residential units within the same structure as commerce uses for the owner, manager or caretaker of the commerce uses are also permitted.
- Policy 1.12 By 2018, the City will revise its Land Development Code to create design guidelines for all mixed-use land use categories to promote an urban form which creates well integrated land use combinations, balances intensity and density, and promotes the safe, interconnectivity of vehicular, pedestrian and other non-motorized movement, compatible with adjacent land uses and Future Land Use designations and consistent with Broward County Land Use Plan policies 2.4.1 through 2.4.20, and with the Activity Center subsection in the County Plan’s entitled ‘Permitted Uses’.

Objective 2

Enforce, and update as necessary, the adopted Land Development Regulations to maintain provisions for adequate analysis of soils, natural resources, topography, services and facilities availability before permitting development in the City of Tamarac.

Monitoring and Evaluation:

- Administrate and adopt appropriate land development code revisions, amending them as needed to respond to changing conditions.

Policy 2.1 The City of Tamarac will maintain Land Development Regulations which incorporate adequate response to soils, natural resources and topographic constraints. Further, the City's requirements with respect to the provision of adequate services and facilities before permitting development will be kept sufficient to protect the City's interest.

Policy 2.2 Facilities and services must meet the level of service standards established by this Comprehensive Plan. Facilities and services must be available concurrent with development or development orders, and permits issued by the City must be specifically conditioned on the availability of facilities and services necessary to serve the proposed development.

Policy 2.3 In order to protect its existing and future potable water supply, the City of Tamarac shall continue to be governed by Broward County's Wellfield Protection Ordinance. The Ordinance limits land uses within the zone surrounding municipal wellfields.

Policy 2.4 The City will continue to allow Broward County to enforce its Tree Preservation Ordinance.

Policy 2.5 Tamarac will protect and conserve wetlands and the natural functions of wetlands, and direct future land uses which are incompatible with the conservation and protection of wetlands away from identified wetland areas.

Policy 2.6 Incorporate Low Impact Development standards recommended by the U.S. EPA and designed to conserve the natural systems and hydrologic functions of a site into the Land Development Code by 2018.

Objective 3

The City will provide for sites on the Future Land Use Map for required community facilities.

Monitoring and Evaluation:

- Implement, and update as needed, the adopted Land Development Regulations to require that development provide, as required by the City of Tamarac or other service providers, adequate sites for community facilities, including, but not limited to, school sites, parks and recreation sites, public utility sites, and others by December 2009.

- Policy 3.1 The Utilities and Community Development Department, through the Development Review Committee, based on utility master plans, will identify utility and community facilities sites required to serve new development.
- Policy 3.2 The Development Review Committee, Planning Board and the City Commission will continue to enforce the Land Development Code requirements concerning the dedication of land or fees for park and recreation sites, as well as for local streets.
- Policy 3.3 The City shall consider the individual and cumulative impacts of land use plan amendments on existing and planned public elementary and secondary education facilities.
- Policy 3.4 The City shall support the development of a local community cultural/ performing arts facility readily accessible to residents.

Objective 4

The City will provide for land use categories in the Future Land Use Element and Map which allow for the continued development of housing at a variety of densities, for a variety of lifestyles.

Monitoring and Evaluation:

- This objective shall be implemented by its policies to provide sufficient affordable housing.

- Policy 4.1 The City of Tamarac will continue to have a commitment to direct interaction with its citizens. The Planning Board, Public Information Committee, Code Enforcement Board, Parks and Recreation Board, and others all afford direct participation to the public.
- Policy 4.2 The Community Development Department will continue to review the zoning, plat, and site plan requirements in order to identify Code improvements which would not limit the variety of housing in the City.
- Policy 4.3 The City shall continue existing programs and encourage the development of affordable housing, which assists low and moderate-income households to meet the needs of the City's existing and future residential population and economic activities.
- Policy 4.4 The City shall evaluate its land development regulations and permitting processes to support affordable housing, by including incentives, expedited permitting, and/or fee waivers.
- Policy 4.5 The City's land development code shall include provisions to encourage or enable a variety of housing opportunities in varying price ranges, to include housing for low and moderate-income families.
- Policy 4.6 The City will continue to evaluate its existing housing stock conditions and encourage affordability in identified areas.
- Policy 4.7 The City shall encourage developers to make use of the City's "Flexibility Units" as determined by the Broward County Land Use Plan.

Objective 5

The City of Tamarac will continue throughout the planning period to perform adequate maintenance, upkeep, and updating of its utilities, streets, and drainage systems in order to prevent blight. In addition, the City will continue and enhance throughout the planning period, its Code Enforcement Division to prevent and remove blight. The City will continue to monitor through its Community Development Department demographic and economic data concerning all neighborhoods in the City, and will apply for grants in aid for beautification, safe neighborhoods, parks and recreation improvements, and other facilities and service improvements throughout the planning period.

Monitoring and Evaluation:

- This objective shall be implemented by its policies to prevent and remove blight.

Policy 5.1 The City, through its Land Development Code will continue to require that adequate storm water management and drainage facilities be provided before development can be permitted. The City will continue throughout the planning period to operate and maintain parks, recreation, and open space system.

Policy 5.2 The City will throughout the planning period continue to operate an effective Code Compliance Division, which is empowered to enforce the Zoning Code. And will continue to include an assessment of whether proposed land uses are consistent with the City's character.

Objective 6

The City will continue to monitor and protect natural and historic resources.

Monitoring and Evaluation:

- By December 2009, the City Commission shall review and establish criteria for the future preservation of natural areas and potentially historic properties and resources, so that potential future resources are not lost.

Policy 6.1 The City will continue to implement the Citywide Master Landscape Plan approved by the City Commission.

Policy 6.2 Promote the acquisition, retention and management of unique natural areas in order to preserve their environment, recreational, and other public benefits.

Policy 6.3 The City shall continue to preserve and protect any existing historic resources located in the City and periodically assess environmental, architectural and archaeological resources in need of future preservation.

Policy 6.4 The City shall continue to promote the rehabilitation and use of historic buildings in the City.

Objective 7

Establish land use regulations which improve quality of air, preserve surface waters, enhance ground waters, and protect identified floodplains and areas subject to seasonal or periodic flooding, while eliminating future flood problems through planned growth.

Monitoring and Evaluation:

- The land development code should reflect updated Comprehensive Plan policies by December 2009.

- Policy 7.1 The City's Land Development Code shall provide for the protection and creation of surface waters in conformance with State and South Florida Water Management District Policies.
- Policy 7.2 New development adjacent to or in the vicinity of surface waters shall be designed so as to minimize the direct discharge of stormwater runoff into such bodies of water.
- Policy 7.3 The City shall coordinate development review and permitting programs with the wetlands permitting and mitigation programs of the appropriate local, state, and federal jurisdictional agencies.
- Policy 7.4 Tamarac shall consider the impact of land use plan amendments on wetland resources and minimize those impacts to the maximum extent practicable.
- Policy 7.5 The City's Land Development Code shall contain floodplain protection provisions consistent with the criteria and mapping of the Federal Emergency Management Agency (FEMA).
- Policy 7.6 The City shall require redevelopment within identified floodplains to address existing flooding problems.
- Policy 7.7 New non-residential developments shall provide pre-treatment for stormwater runoff through grassy swales, wetlands filtration, ex-filtration trenches or other means consistent with the Best Management Practices of the South Florida Water Management District.
- Policy 7.8 Regulate development on flood prone soils, as defined by the U.S. Department of Agriculture Natural Resource Conservation Service, consistent with the criteria and mapping of the FEMA.
- Policy 7.9 The City's Land Development Regulations and Zoning will coordinate the land uses and future land use changes with the availability of water supplies and water supply facilities.

Objective 8

The Community Development Department will include revisions to the Zoning Code which would allow mixed-use transit-oriented type zoning districts for land uses and which would specifically require site

plans as part of the approval. Further, the Department will solicit input from the development community in the preparation of all innovative land development regulations.

Monitoring and Evaluation:

- Adopt a mixed-use transit-oriented master plan by December 2009.

Policy 8.1 The Community Development Department will develop a mixed use and transit oriented ordinances in response to changing demographics and characteristics.

Policy 8.2 Encourage mixed use developments to enhance livability of the City through encouragement of an attractive and functional mix of living, working, shopping, and recreational activities.

Policy 8.3 The City shall encourage the development of a portion of NW 57th Street as a mixed-use zoning district in support of the “Main Street” concept and to promote new economic development opportunities.

Policy 8.4 Improve bicycle, pedestrian, vehicle and transit facilities by promoting mixed use buildings, transit-oriented development and additional facilities such as sidewalks, walkways to transit stops and bike paths in all new and redevelopment projects.

Objective 9

The City of Tamarac will continue to keep in place subdivision and other land development regulations which promote well planned, orderly, and attractive development which is consistent with the City’s adopted Capital Improvement Element and with the policies of the Broward County Land Use Plan.

Monitoring and Evaluation:

- Identify areas appropriate for mixed use transit-oriented development.

Policy 9.1 City of Tamarac Subdivision and Site Plan Regulations shall continue to incorporate a review process for assessing the adequacy of public services and facilities. New development shall be established only within those areas where adequate public services and facilities exist, or are scheduled to be available, in accordance with the City’s adopted Capital Improvement Element.

Policy 9.2 The City’s Land Development Code shall continue to provide for both timely completion and regular maintenance of all required capital improvements and amenities.

Policy 9.3 The City’s Land Development Code shall protect, whenever possible, existing and planned residential areas, including single family neighborhoods, from disruptive land uses and nuisances.

Policy 9.4 The City shall continue to account for the City’s tourist and seasonal populations when making projections or sizing infrastructure or facilities.

- Policy 9.5 The City shall continue to implement its Land Development review procedures to assure that facilities and services meet the City of Tamarac and Broward County level of service standards and that these are available concurrent with the impact of development.
- Policy 9.6 The City of Tamarac development review permits shall be consistent with the “Development Review Requirements” section of the Broward County Land Use Plan.
- Policy 9.7 The City of Tamarac shall institute procedures to identify the cumulative effect of proposed development on public services and facilities.
- Policy 9.8 The City of Tamarac shall encourage source separation and recycling of solid waste in accordance with the Florida Solid Waste Act of 1988, as amended as of 1993.
- Policy 9.9 The City shall develop and implement post-disaster redevelopment and hazard mitigation land use controls and develop regulations including strong preventative measures, to protect the health, safety and welfare of Tamarac’s current and future residents.
- Policy 9.10 The City of Tamarac shall continue to apply the minimum floor elevation standards for building sites for new constructions defined by the FEMA.

Objective 10

The City will continue to lead by example and implement land use controls which promote ‘green practices’ and communities that are attractive, well maintained, and that contribute to the health, safety, and welfare of residents and users.

Monitoring and Evaluation:

- This objective shall be implemented by its policies.

- Policy 10.1 The Tamarac Future Land Use Element shall continue to contain land use policies for commercial development which will act as the basis for the Land Development Code provisions which are written to protect residential areas.
- Policy 10.2 The Tamarac Land Development Code shall continue to provide for differing intensities of commercial development which are compatible with adjacent and surrounding land uses.
- Policy 10.3 The Commercial and Industrial Policies of this Land Use Element are the basis for the City’s commercial and industrial zoning categories.
- Policy 10.4 The City shall continue to implement its Land Development regulations which address the noise, vibration, air pollution, glare, heat, solid waste, hazardous waste, fire, and explosion impacts of industry.
- Policy 10.5 All new commercial and industrial development in the City of Tamarac shall be serviced

by centralized wastewater systems.

- Policy 10.6 Amendments to the City of Tamarac Future Land Use Map which proposed land use categories within wellfield protection zones of influence which are in conflict with the provisions of the Broward County Wellfield Protection Ordinance shall not be granted.
- Policy 10.7 Mining operations, except for onsite dredge and fill for permitted projects in the City of Tamarac, are not permitted in the City of Tamarac.
- Policy 10.8 Facilitate the development of commercial, industrial, utilities, and other nonresidential land uses to ensure they are located in a manner compatible with adjacent land uses and does not adversely affect the health, safety, welfare, or aesthetics of existing or future residential areas.
- Policy 10.9 The City shall continue and upgrade as necessary its Land Development Code requirements for buffering and setbacks for incompatible uses, including, but not limited to, overhead electric lines and electric substations and power lines.
- Policy 10.10 Continue to establish land development regulations that employ Crime Prevention Through Environmental Design (CPTED) principles to reduce the incidence of crime.
- Policy 10.11 To allow both the public and private sectors to respond to changing conditions and permit the appropriate location of neighborhood commercial uses within or adjacent to established residential neighborhoods, the City shall use that flexibility outlined in the Broward County Land Use Plan which shall permit up to 5% of the area designated residential within a flexibility zone to be used for neighborhood commercial uses subject to Policy 2.10.1 and the restrictions identified within the Residential Permitted Uses subsection of the Permitted Uses section of the Broward County Land Use Plan.
- Policy 10.12 Amendments to the Land Use Plan which would result in the loss of open space, including golf courses, shall not be encouraged. In those cases where necessary and applicable and which support the vitality of the surrounding area, the applicant shall submit a study which demonstrates the necessity and how the recreation and open space needs of the existing and projected residents of the community will be met, including how the negative impacts of the loss of open space on surrounding neighborhoods will be minimized or mitigated.
- Policy 10.13 Continue to implement 'green' practices and activities which qualify the City of Tamarac as a Green Community certified at the silver level by the Florida Green Building Coalition.
- Policy 10.14 By 2018, consider the provision of incentives in the Land Development Code such as expedited review, reduced fees, bonus floor area and/or additional dwelling units for buildings that are intended to achieve a State or nationally-recognized green building certification.
- Policy 10.15 By 2018, incorporate "green" building and site practices into the quality development design criteria and development standards contained in the Land Development Code.

Policy 10.16 By 2019, establish an action plan to initiate a city-wide Blue Zone Project to transform the environments in which Tamarac residents live, work and play to improve their emotional, physical and social health. High priorities should include a strategic partnership with University Hospital, and improvements to pedestrian and bicycle facilities.

Objective 11

The City will continue to enforce its Land Development regulations which address controlled access to adjacent traffic circulation facilities, adequate onsite traffic circulation, and off-street parking for existing and planned commercial development.

Monitoring and Evaluation:

- This objective shall be implemented by its policies.

Policy 11.1 The regional roadway network and the Broward County Trafficways Plan shall be protected in the City of Tamarac by continuing to enforce the City's Land Development regulations concerning access control to those facilities.

Policy 11.2 The City's Land Development regulations shall continue to require safe and convenient onsite traffic circulation and adequate off-street parking.

Policy 11.3 Future industrial land uses shall be located with access to major transportation facilities including the arterial streets and the Sawgrass Expressway.

Policy 11.4 The lands designated "industrial" on the City's Land Use Element Map shall not be utilized for non-industrial uses.

Policy 11.5 Through provisions in the Land Development Code, public roads and parking lots shall be designed consistent with the criteria of the South Florida Water Management District.

Policy 11.6 The City of Tamarac shall continue to apply the minimum road crown elevation standard of the South Florida Water Management District.

Objective 12

The City shall identify methods of creating a sense of place, enhancing aesthetics, and encouraging citywide implementation of urban design guidelines.

Monitoring and Evaluation:

- Adopt urban design guidelines by December 2018.
- Adoption of corridor plans that address streetscape improvements.

Policy 12.1 By December 2018, the City shall adopt guidelines for unified urban design, architectural, and landscape regulations for major corridors to further assist in creating

a sense of place and enhancing aesthetics throughout the City.

- Policy 12.2 Parks, plazas, pedestrian access, civic and cultural activities and amenities shall be employed along major corridors.
- Policy 12.3 The City shall enhance way finding markers in the City by providing gateway and entrance features to announce arrival into the City
- Policy 12.4 By December 2009, the City should conduct a feasibility study on burying all utility lines.
- Policy 12.5 By December 2018, the City shall address landscape and streetscape requirements as it applies to the beautification of the City and existing development and redevelopment.
- Policy 12.6 By December 2010 the City will coordinate with the South Florida Regional Planning Council to identify opportunities for Tamarac to participate in the State Road 7 collaboration process.
- Policy 12.7 The City should ensure that development proposals utilize design standards in the land development regulations to maintain and enhance the design aesthetic and create a sense of place.
- Policy 12.8 Update the City's Landscape Code by 2018 to include Florida-friendly and xeriscape landscape materials and practices, and require shaded, walkable streets.
- Policy 12.9 Prepare and adopt design guidelines by 2019 designed to create well-crafted and dynamic public spaces by prohibiting blank walls and incorporating building entrances facing the street, hardscape standards, high-quality architectural materials and finishes, and amenities that provide shade and rain protection.

Objective 13

Direct growth through transit-oriented and redevelopment policies in order to discourage urban sprawl, maximize the use of existing public facilities and centralized commercial, governmental, retail, residential, and cultural activities.

Monitoring and Evaluation:

- This objective shall be implemented by its policies.

- Policy 13.1 Except for schools, all allowed regional and community facilities shall be located close to major arterials and mass transit lines which are demonstrated to be adequate to serve these facilities.
- Policy 13.2 The City of Tamarac shall encourage parcel assembly, replatting, and higher residential density with design standards in areas identified for mixed use zoning and when a proposed is compatible with adjacent development and maximizes property values to

the maximum extent possible.

Policy 13.3 The City of Tamarac shall utilize standards for redevelopment along major thoroughfares, to encourage transit oriented designs and residential densities which will in turn serve as a buffer between major roadways and low-density neighborhoods.

Objective 14

Maintain a concurrency management system to assure the availability of facilities and services, which meet the adopted level of service standards as identified in the City's Comprehensive Plan, concurrent with the impacts of new development.

Monitoring and Evaluation:

- Ensure adequate facilities and services are available prior to development approval.

Policy 14.1 The City shall continue to ensure that adequate facilities and services are in place to accommodate proposed development and to assess the impacts which proposed development will have on existing public facilities and services and monitor ongoing concurrency findings for cumulative impacts on public services and facilities.

Policy 14.2 The City of Tamarac Land Development Code site plan approval process shall require that the necessary regional and municipal facilities and services are available concurrent with the impacts of development through any of the following scenarios:

1. The necessary facilities are in place at the time the City of Tamarac issues site plan approval; or
2. The necessary facilities are under construction at the time of issuance of a site plan approval; or
3. The necessary facilities are the subject of a binding contract executed for the construction of those necessary facilities at the time the City of Tamarac issues site plan approval; or
4. The necessary facilities have been included in the City of Tamarac or Broward County annual budget at the time the City of Tamarac issues site plan approval, although the facilities are not yet the subject of a binding contract for their construction, the City shall make the determination that it will not remove the budgetary provision for the necessary facilities from its budget.
In addition, applicants for development approval will demonstrate such determination from Broward County before the City will approve a site plan in cases where county services or facilities are necessary.

Policy 14.3 The City will discourage any activities in the vicinity of the Local Area of Particular Concern (LAPC) which would have a detrimental effect on it.

Objective 15

The City will ensure that its public facilities and services meet those applicable level of service standards established by the City Comprehensive Plan.

Monitoring and Evaluation:

- Provide for and maintain level of service standards.

Policy 15.1 The following level of service standards are established by the City of Tamarac for each public facility within the municipal boundary.

1. Public Parks, Recreation, and Open Space: 3.0 acres/1,000 population
2. Private Parks, Recreation, and Open Space: 3.5 acres of improved private park land per 1,000 population, exclusive of stormwater management areas; up to fifteen percent of this may be met by golf course land.
3. Potable Water: 110 gpcd, Tamarac Public Services
 115 gpcd, Broward County
 179 gpcd, Fort Lauderdale
4. Sanitary Sewer: 131 gpcd, Tamarac Utilities

 124 cd, Broward County
5. Solid Waste: 8.9 pounds per capita per year.
(Contractually available capacity at the Broward County Landfill and Resource Recovery Facility.)
6. Transportation: In addition to Broward County's Transit Oriented Concurrency System, the City will maintain the following LOS standards:

 LOS "D" for:
 Florida Turnpike – two-way peak hour
 Sawgrass Expressway – two-way peak hour
 County collector roadways – two-way peak hour
 City collector roadways – two-way peak hour

 LOS "C" for:
 City local roadways – two-way peak hour
7. Drainage:
 - FEMA criteria for minimum floor elevation and protection of floodplains;
 - Standards as established by the Broward County Environmental Protection and Growth Management, South Florida Water Management

District, Broward County Water Management Division and the City of Tamarac for off-site discharge, on-site retention and best management practices for pollutant discharge; and

- Ten (10) year storm will produce a headwater no higher than four (4") inches above the lowest catch basin rim in parking lots of two (2") inches below the edge of pavement in subdivisions.

Policy 15.2 Prior to issuance of building permits, the City shall ensure that the public facilities and services necessary to meet the level of service standards established within the City of Tamarac Comprehensive Plan will be available concurrent with the impact of development, consistent with Chapter 163.3202(g), Florida Statutes.

Policy 15.3 The City of Tamarac shall coordinate its land use planning and implementation activities with those of adjacent cities in order to enhance consistency and compatibility among the cities' plans.

Policy 15.4 The City will continue to work with Broward County, other local municipalities, and the School Board of Broward County to establish joint processes for collaborative planning and decision making on population projections and public school siting to accomplish coordination between the City's adopted Comprehensive Plan and the long range plans of the School Board and in compliance with the Interlocal Agreement.

Objective 16

The City of Tamarac Land Use Element and Land Use Plan amendments shall successfully complete the Chapter 163, Florida Statutes, Local Comprehensive Plan requirements and maintain Recertification by the Broward County Planning Council.

Monitoring and Evaluation:

- This objective shall be implemented by its policies.

Policy 16.1 The compatibility of existing and future land uses shall be a primary consideration by the Community Development Department in review and approval of amendments to the City Land Use Element.

Policy 16.2 Tamarac's utilization of the Broward County Land Use Plan "Flexibility Rules," as per Policy 2.10.1 of Broward County Land Use Plan, shall be subject to a determination by the Broward County Commission that such allocation is compatible with adjacent land uses, and that impacts on public school facilities have been adequately considered.

Allocations of "Flexibility Units" or "Redevelopment Units", "as defined within the Broward County Land Use Plan shall be exempt from this Policy, consistent with the conditions outlined in Broward County Land Use Plan.

Objective 17

Development in the Tamarac Commerce Park shall comply with goals and objectives of the City's Economic Development Strategy.

Monitoring and Evaluation:

- Ensure development in the Tamarac Commerce Park complies with goals and objectives of the City's Economic Development Strategy.

Policy 17.1 The Community Development Department will work with the property owners, developers, Planning Board, City Commission and interested members of the public to ensure the proper planning of this area with the goal of establishing a world class Business Center.

Policy 17.2 The City Commission, Planning Board, City Manager and the Community Development Department will continue to promote the economic development of the Tamarac Commerce Park, by actively recruiting business and industry to provide employment opportunities for Tamarac residents while building the community's tax base.

Objective 18

Maintain an extensive system of public and private open space areas including natural reservations, parks, and waterways compatible with the tropical character of Broward County.

Monitoring and Evaluation:

- This objective shall be implemented by its policies to preserve open space areas.

Policy 18.1 The City shall pursue programs that will ensure the provisions, of and access to open space areas consistent with the adopted comprehensive plan and the Broward County Land Use Plan.

Objective 19

The City of Tamarac recognizes the over-riding need for the provision of public school facilities equipped to support the existing and future student population and their educational needs, and is committed to working with the Broward County School Board in locating appropriate sites to accommodate these new facilities.

Monitoring and Evaluation:

- Coordinate with the Broward County School Board by City staff's attendance at Staff Working Group meetings and compliance with the Interlocal Agreement.

Policy 19.1 The City shall utilize the following guidelines for land areas designated for individual school facilities, as identified by the School Board of Broward County:

Elementary school

Student Capacity: 995
Site Size: 12 Acres
Dimensions (Feet): 720 x 720

Elementary Schools generally serve a neighborhood or a small group of neighborhoods where students have a short distance to walk. Land uses should be predominantly residential with housing types and densities to meet the school's enrollment capacity. Playgrounds can be collocated with elementary schools. In higher density areas, neighborhood parks with elderly facilities, neighborhood recreation centers, and library branches can be included.

Middle school

Student Capacity: 1,719
Site Size: 20 Acres
Dimensions (Feet): 1,250 (front) x 730 (depth)

Middle schools have a community orientation, and a limited mix of commercial and residential uses nearby is acceptable. Community parks, athletic fields, community centers, and libraries are appropriate for collocation.

High school

Student Capacity: 2,677
Site Size: 45 Acres
Dimensions (Feet): 1,300 (front) x 1,500 (depth)

High schools should be buffered from residential areas. The campus should be large enough to encourage students to remain onsite and to ensure sufficient parking and traffic controls to avoid disruptive offsite parking and dangerous driving situations on neighborhood roads. Collocated public facilities can include community centers, community or district parks, athletic fields, and libraries.

Policy 19.2 In order to provide as many siting opportunities for locating new schools as possible, and recognizing public schools as an important community commodity, public schools shall be consistent with the following land use categories:

1. Low (0-5) Residential
2. Low Medium (5-10) Residential
3. Medium (10-16) Residential
4. Medium High (16-245) Residential
5. High (25-50) Residential
6. Commercial

7. Community Facilities

8. Industrial

The City consists of approximately 7,142 total acres, of which 5,481 acres (78 percent) will have a future land use designation that allows public schools upon adoption of the school siting and collocation Future Land Use Element. Given that approximately 78 percent of all lands within Tamarac have future land use designations that permit public schools, it is reasonable to assume that future land use designations will not be an impediment in location and development of new public school sites.

- Policy 19.3 The City of Tamarac, in its effort to assist in providing suitable locations for new public schools, shall encourage collocation of new schools with existing and new public facilities, including libraries, parks, and community centers. The following criteria shall be used in selecting appropriate sites:
1. Availability of vacant land and adjacent land use patterns;
 2. Demographics;
 3. Applicable health, safety, and welfare issues impacting the proposed site(s) (i.e., contaminated sites, wellfield protection);
 4. Level of service standards for existing infrastructure and necessary upgrades to accommodate new educational facility; and
 5. Proximity to existing residential neighborhoods and mass transit.
- Policy 19.4 Any proposed collocation of new schools and public facilities shall be compatible with surrounding land development patterns, and shall be an enhancement to the community as a whole.
- Policy 19.5 In assessing its Capital Improvement Plan and project funding schedule, the City shall give consideration to collocation of proposed community facilities with public schools.
- Policy 19.6 The City shall incorporate provisions in its Land Development Code to require new residential and non-residential development adjacent to educational facilities to install features which will enhance compatibility, including but not limited to walls, solid hedges or increased building setbacks.
- Policy 19.7 The City shall incorporate provisions in its Land Development Code to encourage provision of safe pedestrian and bicycle access to public schools.
- Policy 19.8 The City shall encourage siting of new public schools in locations with convenient access to mass transit.

Objective 20

Identify, conserve and protect all water conservation and recharge areas and endangered and threatened species consistent with the requirements of the State Comprehensive Plan.

Monitoring and Evaluation:

- This objective shall be implemented by its policies.

- Policy 20.1 No solid-fill transportation facilities or similar structures shall be permitted within the City's identified water conservation areas without provisions for maintaining the freshwater sheet flow.
- Policy 20.2 Protect the minimum seasonal flows and levels of surface watercourses, as established by the South Florida Water Management District.
- Policy 20.3 Protect and conserve those area known to be reproduction, nesting, and feeding areas for animals listed as endangered or threatened species or species of special concern.
- Policy 20.4 Protect and conserve those areas known to contain plant species listed in the Regulated Plant Index for protection by the Florida Department of Agriculture and Consumer Services.

Objective 21

Coordinate transportation planning activities with land use decisions to ensure that the regional roadway network levels of service standards are met.

Monitoring and Evaluation:

- This objective shall be implemented by its policies to ensure level of service standards.

- Policy 21.1 Portions of the regional roadway network within the City's jurisdiction shall conform to the adopted levels of service and concurrency management systems consistent with Broward County Transportation Element.
- Policy 21.2 The City shall utilize the highway capacity methodology endorsed by the Broward Metropolitan Planning Organization to determine the capacities and levels of service on the regional roadway network.
- Policy 21.3 The City shall consider the individual and cumulative impacts of land use plan amendments on the existing and planned transportation facilities within the City.

Objective 22

Ensure that rights-of-way within the City are planned as a means of maintaining the availability of land for facilities to support proposed development.

Monitoring and Evaluation:

- This objective shall be implemented by its policies to maintain sufficient rights-of-way.

Policy 22.1 Rights-of-way sufficient to meet the requirements of Broward County Trafficways Plan shall be conveyed to the public by deed, easement or other legal means at the time of plat recordation.

Policy 22.2 In order to protect the transportation corridors identified on the Broward County Trafficways Plan within the City, the City shall require that development is set back from identified rights-of-way when issuing development orders while providing an administrative relief process to ensure such set back does not deny all beneficial use of the property proposed for development.

Arrangement of Dwelling Units

Any arrangement of dwelling units on a parcel of land designated for residential use is compatible with the City's Land Use Plan as long as the maximum number of dwelling units permitted within the parcel is not exceeded. The distribution of units will be determined by zoning of the parcel and other restrictions imposed by the City of Tamarac Code of Ordinances.

Flexibility Units

"Flexibility Units" shall equal the difference between the number of dwelling units permitted within a flexibility zone by the Broward County Land Use Plan and the number of dwelling units permitted within the City's certified Future Land Use Plan Map, plus additional remaining permitted dwelling units, fixed at the adoption date of the 2017 Broward County Land Use Plan and formerly defined as "Reserved Units" which were equal to two percent (2%) of the total number of dwelling units permitted by the City's certified Future Land Use Plan Map.

Since the City's Future Land Use Plan Map may be more restrictive than the Future Broward County Land Use Plan Map (Series), available flexibility units may be utilized by the City government entity to rearrange residential densities.

Rearrangement of residential densities utilizing flexibility units will be administered within "flexibility zones". The boundaries of and rules governing "flexibility zones" and rearrangement of residential densities therein, will be established within Broward County Planning Council's "Administrative Rules Document".

The maximum number of dwelling units permitted in a flexibility zone by the City's Future Land Use Plan Map shall not exceed the number of dwelling units permitted in the flexibility zone by the Future Broward County Land Use Plan Map (Series).

Redevelopment Units

Redevelopment Units" are defined as additional permitted dwelling units equal to three percent (3%) of the total number of dwelling units as established by the adoption of the 2017 BrowardNext Broward County Land Use Plan. The City may seek allocation of additional "Redevelopment Units" in accordance with Policy 2.35.1 of the Broward County Land Use Plan.

Broward County Flexibility Rules

The Broward County Flexibility Rules are hereby incorporated by reference.

Broward County Reporting Requirements to the Broward County Planning Council

The City Planning and Zoning Division shall prepare and transmit to the Broward County Planning Council information regarding use of residential and commercial “flexibility” in accordance with Article 3.6 of the Administrative Rules Document, BrowardNext and the Implementation Regulations and Procedures section of the Broward County Land Use Plan.

MONITORING AND EVALUATION

The Tamarac Planning Board, as the designated Local Planning Agency (LPA), is responsible for the preparation and implementation of the Comprehensive Plan. The LPA shall establish a program and procedures for monitoring and evaluating Plan implementation, to facilitate compliance with the five-year Evaluation and Appraisal Report requirement. At a minimum, the City shall update base data and information, analyze the major problems encountered during the review period and assess the success (or failure) of the Plan to address these problems, and evaluate objectives as compared with actual results.

The City is limited as to the number of times amendments to the Future Land Use Plan Map may be processed. Pursuant to Section 163.3187(1), amendments may be processed “not more than two times during any calendar year, except in the case of an emergency, comprehensive plan amendments may be made more often than twice during the calendar year if the additional plan amendment received the approval of all the members of the governing body.” The statute further describes an “emergency” as “any occurrence of threat thereof whether accidental or natural, caused by man, in war or peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or public funds.”

Developments of Regional Impact (DRIs) are exempt from the processing limitation. The City shall also abide by the regulations established by the Broward County Planning Council for the processing of amendments to the Plan.

The City shall continuously monitor the cumulative effects of Future Land Use Plan amendments, rezonings, and other land development regulations to determine the consistency with Comprehensive Plan goals and objectives.

II. TRANSPORTATION ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

II. TRANSPORTATION ELEMENT

GOAL

To develop and maintain an overall transportation system that will provide for the transportation needs of all sectors of the community in a safe, efficient, cost effective and aesthetically pleasing manner.

Objective 1

To the extent that the City has control, the City will ensure that transportation facilities and services, identified in this element, meet level of service standards established within the City of Tamarac Comprehensive Plan.

Monitoring and Evaluation:

- Roadway segments operating at an unacceptable level of service.

Policy 1.1 To maintain those level of service standards identified within the City's Comprehensive Plan, the City shall, prior to final action on amendments to the City of Tamarac Comprehensive Plan, determine whether adequate transportation facilities and services will be available to serve the proposed development.

Policy 1.2 Prior to plat, site plan or other development or use approval, the City and/or County shall evaluate the transportation facilities and services necessary to meet the level of service standards established within the City of Tamarac Comprehensive Plan and will be available concurrent with the impacts of the development consistent with Rule 9J-5.0055(3)(c), F.A.C. and the transit oriented concurrency management policies included within this element and plan.

Policy 1.3 The City shall enforce its land development code and regulations to ensure that all new development in the City of Tamarac meets the level of service standards established within the Comprehensive Plan. The City's Development Review Committee (DRC) shall evaluate all development applications for compliance with the adopted Transportation Level of Service.

Policy 1.4 The City shall utilize the highway capacity methodology or other approved acceptable methodologies endorsed by the BCMPO and approved by the Broward County Board of County Commissioners to determine the capacities and levels of service on appropriate roadways. The City reserves the ability to address detailed capacity determinations by separate link analysis.

Policy 1.5 The City of Tamarac shall uphold the following Level of Service Standards consistent with Broward County's Transit Oriented Concurrency System:

In areas of Tamarac within the North Central Transit Concurrency District, the level of service is as follows:

1. Achieve headways of 30 minutes or less on 90 percent of routes.

2. Establish at least one neighborhood transit center.

In areas of Tamarac within the Central Transit Concurrency District, the level of service is as follows:

1. Achieve headways of 30 minutes or less on 80 percent of routes.
2. Establish at least one neighborhood transit center.

In all areas of Tamarac, the level of service is as follows:

1. Increase the number of bus shelters by 30 percent, and maintain the maximum service volumes on arterial roadways within each District, as displayed below:
 - Two-lane arterials: 2,555
 - Four-lane arterials: 5,442
 - Six-lane arterials: 8,190
 - Eight-lane arterials: 10,605

Policy 1.6 The City of Tamarac shall maintain the following Level of Service Standards in addition to Broward County's Transit Oriented Concurrency System:

1. Florida Turnpike – LOS "D" two-way peak hour
2. Sawgrass Expressway – LOS "D" two-way peak hour
3. County collector roadways, LOS "D" two-way peak hour
4. City collector roadways, LOS "D" two-way peak hour
5. City local roadways, LOS "C" two-way peak hour

Policy 1.7 In accordance with the provisions in Chapter 163 F.S. the City may permit projects deemed to have a de minimums impact, which is an impact that would not affect more than 1 percent of the maximum volume at the adopted LOS of the affected transportation facility. No impact will be de minimums if it would exceed 110 percent of the sum of existing volumes and the projected volumes from approved projects on a transportation facility.

Policy 1.8 New development and re-development is required to pay its proportionate share of required improvements for off-site transportation system improvements by constructing facilities or by contributions to the City of Tamarac Local Impact Fee System. This is in addition to the Broward County Regional Transportation system improvements or

Broward County transit concurrency assessments.

- Policy 1.9 The City shall annually update the Capital Improvement Element (CIE) improvement schedule to address transportation system deficiencies within the purview of the City or in collaboration with other government agencies.
- Policy 1.10 Continue to enforce Land Development Code requirements that address the following standards for development:
1. Adequate transition and storage at access driveways;
 2. Access to arterial streets from driveways and local roads is limited;
 3. State and County approvals for driveway permits are required;
 4. Onsite vehicle storage and parking for motorized and non-motorized vehicles is required;
 5. Sidewalk, driveway standards and signage are in place to prevent conflicts between street and pedestrian traffic;
 6. Criteria for landscaping, sight distances, clear recovery areas, median strips and rights-of-way.
- Policy 1.11 The City shall coordinate with Broward County and FDOT to eliminate or modify street designs which could lead to hazardous conditions on county and state roadways.
- Policy 1.12 The law enforcement provider of the City of Tamarac shall prepare accident summary reports for all streets in the City.
- Policy 1.13 Low cost improvements, such as the addition of turn lanes and more effective signage, shall be considered before additional travel lanes are added to any local street. In addition, the impact to the lifestyles of adjacent neighborhoods should also be considered.
- Policy 1.14 The City shall maintain a concurrency monitoring system to ascertain whether necessary transportation facilities identified within the Capital Improvements Element of the City of Tamarac Comprehensive Plan are being constructed in accordance with the schedules in the Plan and to measure the capacity of such transportation facilities in a given area at a given time.
- Policy 1.15 The City of Tamarac development review and approval process will ensure that necessary facilities and services will be available concurrent with the impacts of development consistent with Rule 9J-5.0055(3)(c)
- Policy 1.16 The City will make information available to its citizens regarding ride sharing as an alternative to the single occupant vehicle.

Objective 2

The City will coordinate transportation improvements with the plans and programs of the BCMPO, Broward County Transit Division, FDOT (including its Five-Year Transportation Plan), the plans of adjacent municipalities and any appropriate resource planning and management plan prepared pursuant to Chapter 380, Florida Statutes, and approved by the Governor and Cabinet.

Monitoring and Evaluation:

- The level of coordination between Tamarac and the transportation agencies described above.

Policy 2.1 The City will work closely with developers and County and State transportation agencies in order to facilitate joint funding of transportation improvements.

Policy 2.2 The City will coordinate and cooperate with the State and County to improve roadways within the city. The City will work with the State and County agencies to modify signal timing and other road system features to make roadways safer and more user friendly for the city's elderly population.

Policy 2.3 The City will continue to participate in the Broward County Technical Coordinating Committee (TCC).

Policy 2.4 The City shall coordinate with FDOT and/or Broward County to develop action plans for each over capacity roadway within the City of Tamarac.

Policy 2.5 The City shall coordinate with Broward County to develop Transportation Demand Management (TDM) and Transportation System Management (TSM) programs to modify peak hour travel demand and reduce the number of vehicle miles traveled per capita within the City and region.

Consistent with the Broward County Transportation Element, TDM strategies may include:

1. Ridesharing programs – Ridesharing is a form of transportation, other than public transit, in which more than one person shares the use of the vehicle, such as a car or van, to make a trip.
2. Flexible Work Hours – Allows employees to schedule their work hours so as to avoid driving during peak hours.
3. Telecommuting – Home-based employees primarily in information-oriented jobs.
4. Shuttle Services – Buses, vans or cars used to provide transportation from remote parking locations to the workplace.

5. Parking Management – Includes preferred parking, price parking, parking limitations and shared parking.
6. Corridor Studies - Coordinated efforts between the County, MPO, FDOT and local governments which consider a wide variety of initiatives to encourage higher public transit use and transit-oriented design development.
7. Congestion Management Plan (CMP) – Priority strategies serving the County’s Urban Infill Area which is generally east of the Florida Turnpike intended to mitigate congestion and improve operational LOS.

TMS strategies may include:

1. Roadway improvements – In lieu of traditional widening and construction, alternative solutions are proposed to eliminate traffic problems such as corridor studies recommendations.
2. Intersection Improvements – Turn lane additions or other geometric improvements.
3. Access Management – Control and spacing/design of driveways, ramps, medians, median openings, traffic signals and intersections on arterial and collector roadways.
4. Signalization – Computerization of signals on roadways to improve traffic flows.

Policy 2.6 Through participation in the MPO and coordination with the County and FDOT, work to reduce the per capita vehicle miles traveled (VMT) by implementing TDM strategies and to improve operational aspects of transportation facilities by implementing TSM strategies.

Policy 2.7 Evaluate and rank proposed City roadway projects in order of priority in preparing improvement programs according to the following guidelines:

1. Whether the project is needed to protect public health and safety, to fulfill the state’s and/or county’s commitment to provide facilities and services, or to preserve or achieve full use of existing facilities;
2. Whether the project increases efficiency of use of existing facilities, prevents or reduces future improvement cost, provides service to developed area lacking full service, or promotes in-fill development or redevelopment;
3. Whether the project represents a logical extension of facilities and services

within a designated service area;

4. Whether the project represents a development requirement for the approval of a project within an undeveloped area.

Policy 2.8 The City shall review, for consistency and compatibility with this Element, the Transportation Plans and programs of the adjacent municipalities as they are amended in the future.

Policy 2.9 The City will coordinate with Broward County and the Broward County School Board concerning special needs, designs and operations at existing and future school sites for bus and automobile traffic, pedestrian, bicycle and other safety features and enhancements.

Policy 2.10 The City will coordinate with Broward County to ensure adequate rights-of-way are available to meet the City's future transportation needs in accordance with the Broward County Trafficways Plan.

Policy 2.11 In order to protect the rights-of-way necessary for the establishment of the regional mass transit and roadway network, the City will continue to support the implementation of the Broward County Trafficways Plan.

Policy 2.12 In cooperation with the FDOT and appropriate municipalities, initiate and/or continue to implement strategies to facilitate local traffic to use alternatives to the FIHS as a means of protecting its interregional and interstate functions by helping to implement the following strategies:

1. Maintain and, where feasible, improve the Level of Service on City roads and assist the County, if possible, on County roads that are parallel to FIHS roads.
2. Implement the Congestion Management Plan recommendations with emphasis on those roads parallel to FIHS roads.
3. Work with the County to synchronize signalization of roads parallel to FIHS roads.
4. Through membership on the MPO, support implementation of Intelligent Transportation Systems (ITS).
5. Coordinate with FDOT and the BCPC to identify a public transportation corridor demonstration project.
6. Coordinate with FDOT and the County to provide informational Kiosks along roads parallel to FIHS roads.
7. Expand transit service alternatives with the County in areas which would otherwise not qualify under set standards.

8. Improve pedestrian and bicycle access to transit in all roadway improvement projects.
9. Provide public education on public transit.
10. Promote transit oriented design on roads parallel to FIHS roads.
11. Monitor FIHS LOS and work with the FDOT and County to identify additional strategies.

Objective 3

The City will actively promote the provision bicycle and walking transportation facilities in Tamarac.

Monitoring and Evaluation:

- The number and scale of improvements made to promote bicycling and walking in Tamarac.

- Policy 3.1 The City will continue the implementation of a safe and enjoyable bikeway/walkway system that will include land use and other strategies to promote the use of bicycles and walking.
- Policy 3.2 The City Commission shall develop an Integrated Bikeway/Walkway System which will include components from the County's Bikeways and Greenways Master Plan.
- Policy 3.3 The Integrated Bikeway/Walkway System, once developed, will be periodically reviewed, and recommendations for additions, deletions and/or corrections shall be made to the City Commission for adoption.
- Policy 3.4 At the time of plat or site plan approval, developers shall be required to dedicate, construct and/or resurface adjacent bikeways/walkways in accordance with the Land Development Code.
- Policy 3.5 At the time of plat or site plan approval, the City Commission may require additional bikeways and/or walkways should the proposed subdivision contain a roadway pattern whereby the provision of additional bikeways/walkways would improve public safety or convenience.
- Policy 3.6 Bikeways/walkways shall be designed to link parks, recreational, educational and other public facilities with nearby residential areas and commercial areas.
- Policy 3.7 At time of site plan review, the City may require or encourage the provision of ample and secure bicycle parking at schools, libraries, recreational facilities, and significant commercial and multi-family developments.
- Policy 3.8 The City will continue to pursue the construction of the walkway/bikeway system planned for the open space area between Southgate Boulevard and the C-14 Canal

from the Sawgrass Expressway to the eastern City Limits.

- Policy 3.9 The City shall require or provide pedestrian displays at signal installations and signal modifications where crosswalks are provided.
- Policy 3.10 The City shall provide or require bicycle and pedestrian ways connecting all new residential areas to recreational areas, schools, and shopping areas within neighborhoods; and pedestrian ways for access to major transit stops.
- Policy 3.11 The City shall review all proposed development for its accommodation of bicycle and pedestrian traffic needs and said review shall be consistent with the pathway network of the Integrated Bikeway/Walkway System.
- Policy 3.12 The City shall require the construction of missing links in the existing sidewalk system as appropriate (adjacent to or in close proximity to) new and or redevelopment in conjunction with the issuance of development permits for new and/or redevelopment.

Objective 4

The City will actively promote the provision of mass transit facilities in Tamarac.

Monitoring and Evaluation:

- The number and scale of improvements made to promote mass transit in Tamarac.

- Policy 4.1 The City, with financial assistance from the County, will make special efforts to increase transit ridership by providing bus shelters, benches, detailed signage, and other amenities at high transit usage bus stops.
- Policy 4.2 The City shall support the Broward County and the FDOT continued funding of local mass transit service consistent with existing service standards.
- Policy 4.3 The City shall coordinate with the Broward County MPO, Broward County Division of Mass Transit and South Florida Rail Transit Authority (SFRTA) to ensure the required transit services are available to meet the level of service criteria.
- Policy 4.4 The City shall coordinate with BCT to determine the feasibility of locating a feeder parking lot and associated County bus service within or in proximity to Tamarac to complement the South Florida Rail Transit Authority (SFRTA).
- Policy 4.5 The City shall request Broward County to modify the County Land Development Code to implement local design criteria to improve the aesthetics and comfort at transit facilities.
- Policy 4.6 Support funding of the Broward County Mass Transit Division and South Florida Rail Transit Authority (SFRTA) to maintain local transit facilities.
- Policy 4.7 Continue to coordinate with BCT to adjust local and regional bus service to better meet

the transit needs of residents, employees and shoppers for increased headways, improved route alignments and additional intermodal terminals such as park-n-ride facilities.

- Policy 4.8 Continue to meet the bus shelter needs in the City through the implementation of the existing program under contract with the selected bus shelter company. This program will include adequate provisions for disabled transit riders to access the shelters and buses.
- Policy 4.9 The City shall support County requests for transit-related improvements as part of the development permitting process.
- Policy 4.10 The City will work to retain and enhance the bus routes serving the City.
- Policy 4.11 The City will support the Broward County Transit Development Plan (TDP).
- Policy 4.12 The City shall encourage the incorporation of exclusive or shared bus drop off/pick up areas at major public facilities.
- Policy 4.13 The City shall support integration of the transit system and facilities such as bus pull out bays with the road system, particularly in congested areas.
- Policy 4.14 The City will cooperate with the implementing agencies to explore the feasibility of locating park and ride lots in proximity to, or within, the City which may service transit services, such as the South Florida Rail Transit Authority (SFRTA) and Express Bus Services.
- Policy 4.15 The City will continue to provide service schedules at City Hall and implement the Land Development Regulations concerning providing mass transit stops for major traffic generators and attractors.
- Policy 4.16 The City will continue to make information regarding ride sharing, mass transit, and commuter rail services available to its citizens.

Objective 5

The City shall plan for the mobility needs of the elderly, handicapped, and other transportation disadvantaged groups.

Monitoring and Evaluation:

- The efforts of the City to implement programs and services directly targeted at the above-mentioned groups.

- Policy 5.1 The City shall encourage the identification of persons with special transportation needs for shopping, recreational and hurricane evacuation purposes.

Policy 5.2 The City shall encourage the County to continue and expand, as appropriate, the ADA Para-Transit Program and facilities.

Policy 5.3 The City shall urge the County to maintain and expand handicapped accessibility on regular routes to provide a reasonable alternative for the handicapped.

Objective 6

The City will coordinate transportation planning activities with land use decisions, ensuring that transportation planning and land use planning activities are properly coordinated in the City

Monitoring and Evaluation:

- The level of implementation of the below policies.

Policy 6.1 The City shall consider the individual and cumulative impacts of land use plan amendments on the existing and planned transportation facilities within the City.

Policy 6.2 To minimize the impact on locally-maintained transportation facilities, land uses which generate or attract high traffic volumes will be located adjacent to, or have safe and adequate access to, principal arterials, expressways, or other regionally-significant roadway facilities.

Policy 6.3 Transportation facilities will be planned and located in a manner that minimizes the potential for adverse impacts on adjacent land uses.

Policy 6.4 Residential densities below 10 DUA should be located with access to existing or proposed minor arterial, collector and local streets.

Policy 6.5 Residential densities above 10 DUA should be located with adequate access to major or minor arterial roadways, expressways and public transit routes.

Policy 6.6 The City shall designate sufficient acreage on the FLUM to provide a range of housing opportunities and a mix of land uses so that housing opportunities are within close proximity to employment areas and public transit routes.

Policy 6.7 Regional or community facilities and other public facilities shall be located in areas of concentrated activities in order to provide easy access by public transit and to economize on parking facilities.

Policy 6.8 Commercial and/or Industrial development shall be located with adequate access to major transportation facilities.

Policy 6.9 The City shall maintain its highest intensities of land use along major transportation routes and encourage the clustering of parking areas near major routes and transit stops. The City will coordinate with and will participate in providing data to the County and/or FDOT and coordinate land use decisions, TDM and TSM parking strategies and alternatives to utilizing the FIHS by local traffic.

- Policy 6.10 Transportation facilities and services shall be developed in a manner that encourages infill development and/or redevelopment and that promotes the efficient use of urban services.
- Policy 6.11 The City shall continue to request that Broward County provide transit service to all present and future major trip generators and attractors within Tamarac.

Objective 7

The existing transportation system will be well-maintained and continue to meet operational and safety standards.

Monitoring and Evaluation:

- The level of implementation of the below policies.

- Policy 7.1 Traffic signalization, roadway signage and operational capacities (including curb cuts and turn lanes) shall be designed to optimize traffic flows and levels of service. These improvements shall always be considered prior to adding travel lanes.
- Policy 7.2 The City shall prohibit on-street parking on all arterial and major collector roads unless on-street parking is utilized as a traffic calming device to compliment downtown district and encourage pedestrian activity.
- Policy 7.3 The City will promote timely resurfacing and repair of roads to minimize costly reconstruction and to enhance safety.
- Policy 7.4 At a minimum, the City will continue normal annual roadway maintenance budget funding at existing levels (major resurfacing project now underway).
- Policy 7.5 On an annual basis, the City's Public Works Department will produce an inventory of municipal roadways which are in need of resurfacing.
- Policy 7.6 The inventory of roadways requiring resurfacing, along with the funding necessary to complete the desired projects, will be forwarded to the City Commission for determination of which projects may be included in a resurfacing program.
- Policy 7.7 The formal resurfacing program will continue to be implemented as directed by the City Commission.

Objective 8

The City will enforce existing regulations to:

- 1) reduce the number of access points onto adjacent roads;
- 2) provide adequate on-site motorized and non-motorized circulation; and

- 3) provide adequate off-street parking relative to existing and planned commercial, industrial and multiple family development.

Monitoring and Evaluation:

- Number of site plans approved annually that meet existing Land Development Regulation standards.

Policy 8.1 The City will apply regulations relating to the location of driveways, access points and connections to roadways which are at least as strict as Broward County and State standards. This shall not prohibit the approval of connections and access points not totally consistent with those standards based upon a traffic study.

Policy 8.2 The City shall enforce the off-street parking requirements contained in the Land Development Code for all land uses, particularly industrial, commercial and multi-family developments. The City will monitor the issuance of Business Licenses and approved site plans to ensure adequate off-street parking will meet the needs of the users and are not at overcapacity.

Policy 8.3 The City shall enforce design criteria for on-site motorized and non-motorized circulation.

Objective 9

The City will enforce a concurrency management system that monitors and manages new growth in conformance with Florida's Local Government Comprehensive Planning and Land Development Regulation Act.

Monitoring and Evaluation:

- Percentage of developments with facilities in place concurrent with the impacts of development pursuant to Policy 9.1 a-e below.

Policy 9.1 The City of Tamarac development review and approval process will ensure that necessary facilities and services will be available concurrent with the impacts of development consistent with Rule 9J-5.0055(3)(c) through any of the following situations. Development Action includes any land use change, site plan approval, building permit, zoning permit, subdivision plat approval, rezoning, special exception, variance, or any other official action of the City Commission or other appropriate City official.

- a) the necessary transportation facilities are in place at the time a Development Action is approved by the City Commission or other appropriate City officials or the Development Action is approved subject to the condition that the necessary transportation facilities will be in place consistent with City Code provisions;

- b) the necessary transportation facilities are under construction at the time a Development Action is approved by the City Commission, or other appropriate City officials.
- c) the necessary transportation facilities are the subject of a binding contract executed for the construction of those necessary transportation facilities at the time a Development Action is approved by the City Commission, or other appropriate City officials.
- d) the necessary transportation facilities have been included in the Municipal, County or State 5-year capital plan at the time a Development Action is approved by the City Commission as provided in proportionate fair share agreements.
- e) at the time a Development Action is approved by the City Commission, or other appropriate City officials, the City is able to assure that the necessary transportation facilities will be in place within a reasonable period of time consistent with the requirements of Rule 9J-5.0055(3)(c), F.A.C. At a minimum, the necessary transportation facilities are to be included within a financially feasible Capital Improvements Element and supported by all necessary implementing land development regulations and a concurrency monitoring system.
- f) the impact of the development can be constituted as *de minimis*

Policy 9.2 The City shall maintain a concurrency monitoring system to ascertain whether necessary transportation facilities identified within the Capital Improvements Element of the City of Tamarac Comprehensive Plan are being constructed in accordance with the schedules in the Plan and to measure the capacity of such transportation facilities in a given area at a given time.

III. HOUSING ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

III. HOUSING ELEMENT

GOAL

The City of Tamarac will ensure adequate and affordable housing, in a full range of types and lifestyles options, is provided to existing and future residents of the City of Tamarac.

Objective 1

The City will assist the private sector in providing a variety of housing unit types to meet the varying needs and lifestyles of its residents.

Monitoring and Evaluation:

- By 2010, assist 25 families through the purchase assistance program using local and State funds.
- By 2010, create a feasibility study on community land trusts and a shared appreciation model.

Policy 1.1 The Community Development Department and the Building Department will continue to maintain, during the planning period, a demographic database and a housing inventory which can assist the development community in providing housing.

Policy 1.2 The Community Development, Building, Fire, Utilities and Public Works Departments will monitor and update the development permitting process, primarily by clarifying the schedule and internal processing system and by applying proposed flexible design standards for PUD-type residential and nonresidential development.

Policy 1.3 The City will continue, during the planning period and through its Community Development Department, to require the submittal and review of building elevations for all development in the City as part of the Site Planning process.

Policy 1.4 The City will continue to allow the use of residential flexibility units in residential and nonresidential land use categories, as described in the Land Use Element, as incentives to provide housing for such special populations as the elders and handicapped persons.

Policy 1.5 The Community Development Department shall continue to monitor programs which could assist the City in any future redevelopment efforts during the planning period.

Policy 1.6 The City should actively pursue innovative strategies to preserve the existing housing stock through tools such as a community land trust, shared appreciation model program and other strategies as needed to continue to preserve the City's housing stock.

Policy 1.7 The City shall increase the average number of families assisted yearly through the purchase assistance program by assisting 25 families by 2010, and increasing outreach and education on the City's housing assistance programs.

Objective 2

The City will continue to provide throughout the planning period a fully staffed Code Enforcement Division in order to provide for the general welfare, safety, good order, and appearance of the City of Tamarac.

Monitoring and Evaluation:

- Create an inventory of substandard homes in the City by 2010.
- Create a property tracking system by 2010.
- Create educational pamphlets on community and housing appearance by 2010.

Policy 2.1 The Building Department will continue to monitor the City demolition program and recommend changes as appropriate.

Policy 2.2 The Code Enforcement Department shall create an inventory of housing that does not meet minimum code requirements, classifying such homes as substandard and requiring the compliance of such units.

Policy 2.3 The Code Enforcement Department shall create a property tracking system to monitor code violations, tax arrearages, buildings at risk of abandonment, and crime complaints.

Policy 2.4 The Code Enforcement Department shall promote the general appearance of the City by encouraging community aesthetic improvements, such as swale and sidewalk maintenance, enhanced landscaping, and community cleanups, which sustain the vitality of the neighborhoods.

Policy 2.5 The Code Enforcement Department, the Utility Department, and the Community Development Department should coordinate with the applicable agencies to promote housing unit sustainability and conservation by advising on topics such as energy conservation measures in the home, water use conservation, and efficient recycling measures.

Objective 3

The City of Tamarac will continue to provide throughout the planning period on its Future Land Use Map a variety of housing sites at a full range of densities, which can accommodate housing for very low, low and moderate income families.

Monitoring and Evaluation:

- By 2009, conduct a study analyzing demographic trends and the number of housing units and housing types needed to meet the demographic shift in population.
- Bi-annually monitor housing demand and supply by tracking cost burden, income, housing

price and market conditions.

- Policy 3.1 The City shall continue to maintain a map of the vacant parcels within the City. Infrastructure information on these vacant parcels shall be made available by the Utilities Department and the Public Works Department. This information may be provided to the person seeking to develop infill or “skipped over” parcels.
- Policy 3.2 The City Commission shall consider proposals to use any future surplus public lands in the City for public housing sites when such proposal is brought forth by the Broward County Housing Finance Authority or the Broward County Community Development Block Grant Program.
- Policy 3.3 The Community Development Department is directed to consider proposals for reduced impact fees, density bonuses, and fast track permitting for persons proposing housing for very low, low and moderate income housing and continue to allow permitting incentives for Community Development Block Grant (CDBG) and State Housing Initiatives Partnership (SHIP) funded projects. In furtherance of this policy, the City should implement procedural guidelines for fast track permitting for projects which provide for very low, low, and moderate income households in the City’s Land Development Code.
- Policy 3.4 Housing projects which are Federally and State funded and which seek to locate within the City of Tamarac will not be discriminated against in the permitting and approval process. The City will continue to apply for Federal and State grant, loan and subsidy programs which can be used for affordable housing and neighborhood improvements, including the State Housing Initiatives Program (SHIP), the Community Development Block Grant (CDBG) program and the HOME program.
- Policy 3.5 The City will examine the feasibility of providing for increased unit densities and reduced minimum unit sizes for elderly residents in order to provide additional incentives and cost reductions for affordable housing.
- Policy 3.6 By 2009, the Community Development Department shall conduct a demographic needs assessment identifying target population for housing development and quantify number of housing units and housing types needed to accommodate the existing and future population.
- Policy 3.7 The City shall consider the feasibility of ordinances for job/housing linkages, density bonuses and inclusionary zoning in an effort to create affordable and workforce housing.
- Policy 3.8 The City should bi-annually assess housing affordability by analyzing housing demand and supply in the City, viewing indicators such as housing price, income and local market conditions.
- Policy 3.9 The City shall encourage a variety of housing types in the redevelopment process, and

encourage mixed income housing developments.

Policy 3.10 The City may apply flexibility and reserve units to targeted commercial properties, thereby creating mixed-use districts, in an effort to increase the potential for housing development.

Policy 3.11 The City should consider the creation of urban design guidelines, specifically to encourage well-planned, compact, mixed-use communities that provide a variety of housing, that are designed with consideration of existing and planned infrastructure, including recreation and open space.

Objective 4

The City will continue to allow throughout the planning period and through its Future Land Use Map and Zoning Map adequate sites for special needs housing and group homes and foster care facilities which are licensed by the Florida Department of Health and Rehabilitative Services (HRS).

Monitoring and Evaluation:

- Maintain zoning classifications that allow special needs housing.

Policy 4.1 The Community Development Department shall monitor the Tamarac Zoning Ordinance to identify any revisions which might be needed to accommodate group homes and foster care facilities licensed by the Florida Department of HRS.

Policy 4.2 The City should adequately address locations for housing special needs populations, including those with disabilities, the homeless, those earning very low incomes, seasonal workers, the elderly, and those previously institutionalized for mental or health concerns.

Objective 5

The City will continue to provide for the conservation, rehabilitation, and demolition of housing through its Community Development and Building Departments.

Monitoring and Evaluation:

- Rehabilitate 50 homes using local, State and Federal funds (SHIP, CDBG) by 2010.
- In conjunction with Future Land Use Element Objective 6, by December 2009, the City Commission shall review and establish criteria for the future preservation of natural areas and potentially historic properties and resources, so that potential future resources are not lost.
- By December 2010, make determination as to the historical significance of units which are at least 50 years of age or older.

Policy 5.1 The City Commission shall establish a committee to review and establish criteria for the

future preservation of potentially historic properties, so that potential future structures are not lost.

- Policy 5.2 The City will apply for Broward County Community Development Division Housing Rehabilitation Program for the funding of eligible units in the City of Tamarac when housing needs rehabilitation.
- Policy 5.3 The City will continue to implement rehabilitation programs to preserve the existing housing stock and assist property owners in making necessary repairs to their homes.
- Policy 5.4 The City should pursue and maintain funding for disaster mitigation response and repair in the event that the housing stock is severely comprised as a result of a natural or catastrophic disaster. The City should ensure that adequate funding exists to assist the very low, low and moderate income households in adequately repairing their homes post-disaster in a timely fashion.
- Policy 5.5 Recognizing that 610 properties in the City are more than 50 years old or approaching fifty, the City will assess the historical significance of the properties using the National Register's criteria for evaluation. Upon the determination of structures as historically significant, the City shall implement procedures to ensure the continued conservation of said historic units.

Objective 6

The City will continue to enforce, during the planning period, all State and Federal regulations concerning the provision of relocation housing for redevelopment projects which utilize State and/or Federal funding.

Monitoring and Evaluation:

- By 2010, conduct a business retention and relocation strategy study.

- Policy 6.1 Tamarac will utilize the Broward County Relocation Policy in order to mitigate any adverse effects of housing displacement under State and Federal programs.
- Policy 6.2 The City shall consider the feasibility of a business retention and/or relocation strategy for businesses displaced as a result of redevelopment.

Objective 7

The City's Community Development Department will implement and coordinate a housing monitoring program which will describe, monitor, and enforce the goals, objectives, and policies contained in this Housing Element.

Monitoring and Evaluation:

- Conduct a public workshop with City staff, residents, private developers and other housing stakeholders to assess housing needs in the City.

Policy 7.1 The City will monitor the housing programs described in this Element using its evaluation and monitoring procedures during the planning period.

Policy 7.2 The City will include the public in the housing monitoring process by conducting a public workshop to assess the effectiveness of the City's housing programs and target areas in need of improvement.

Objective 8

The City will continue, during the planning period, to respond to the special housing needs of resident populations for adequate and affordable housing by allowing Broward County Housing Finance Authority projects and other special housing projects to locate in the City.

Monitoring and Evaluation:

- Identify strategies to encourage the creation of affordable housing

Policy 8.1 The City will continue, during the planning period, to participate in and/or monitor the Broward County Community Development Block Grant Committee, as appropriate.

Objective 9

The City should partner with local housing agencies, the South Florida Regional Planning Council and other State housing organizations to continue to identify housing needs and strategies for housing attainment and affordability.

Monitoring and Evaluation:

- By September 2008, appoint a member of City staff to act as the designated liaison to coordinate with local and regional housing agencies.

Policy 9.1 The City should actively participate and coordinate with local housing agencies in identifying local and regional needs and collaborate toward the creation of a Local and Regional Housing Trust fund to assist in the provision of adequate shelter for the local population.

Policy 9.2 Monitor the progress of SFRPC and Broward County in creating a regional affordable housing policy, and, when complete evaluate how the regional strategy could be supported by the City of Tamarac.

IV. INFRASTRUCTURE ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

IV. INFRASTRUCTURE ELEMENT

GOAL

The City will provide, or cause to be provided, and maintain essential public facilities serving all areas of the City and meeting all public health and safety standards for the following: the collection, transmission and treatment of sanitary sewage; the drainage of surface water; potable water supply, treatment, and transmission; the collection and disposal of solid waste including hazardous wastes, and for recharge of the natural groundwater aquifer.

Objective 1

The City will correct existing facility deficiencies, maintain adequate levels-of-service, and provide for future growth.

Monitoring and Evaluation:

- Each facility has been assigned a specific and measurable Level of Service (LOS) Standard. Population projections and LOS standards are used in combination to determine if any facility deficiencies are likely to exist in the five and ten-year planning horizon. Any facility deficiencies identified which require capital improvements are addressed in a Capital Improvements Schedule contained in the Capital Improvement Element (CIE). The CIE is updated annually and sent to the State Planning Agency along with a citywide Capital Improvement Plan to demonstrate the financial feasibility of the CIE.

Policy 1.1 Through its concurrency management system, as adopted in its Land Development Code, the City will monitor the growth of population, building permits and certificates of occupancy, and available capacities. The concurrency management system identifies the specific procedures for measuring facility capacity and for evaluating service availability against demand.

Policy 1.2 The City of Tamarac shall use the following LOS standards:

1. SANITARY SEWER

- Western Service Area (Broward County Wastewater Treatment Facilities)
124 gallons per capita per day.
- Eastern Service Area (Fort Lauderdale Wastewater Treatment Facilities)
131 gallons per capita per day.

2. SOLID WASTE

- Broward County Disposal Facilities (BIC Landfill and Resource Recovery Facility)
8.9 pounds per capita per day.

- Tamarac Collection (Contractual Service Providers)
All solid waste collection provided by City contracted service providers.

3. DRAINAGE

- FEMA criteria for minimum floor elevation and protection of floodplains;
- Standards as established by the Broward County Department of Natural Resources, South Florida Water Management District, Broward County Water Management Division, and the City of Tamarac for off-site discharge, on-site retention, and best management practices for pollutant discharge; and
- Ten (10) year storm will produce a headwater no higher than four (4) inches above the lowest catch basin rim in parking lots or two (2) inches below the edge of pavement in subdivisions.

4. POTABLE WATER

- Western Service Area (Tamarac Water Treatment Plant)
110 gallons per capita per day.
- Eastern Service Area (Fort Lauderdale Water Treatment Plants)
179 gallons per capita per day.
- BCU Service Area (Broward County Water Treatment Plants)
115 gallons per capita per day.

- Policy 1.3 The City shall ensure that all city funded projects included in the schedule of capital improvements are also included in the City's five-year Capital Improvement Program and annual capital budget if appropriate.
- Policy 1.4 All improvements for repair or replacement of facilities to correct existing deficiencies shall be consistent with the adopted level of service (LOS) standards for those facilities.
- Policy 1.5 All improvements for expansion or increase in capacity of facilities to meet demand shall be consistent with the adopted level of service (LOS) standards for those facilities.
- Policy 1.6 The City will continue to require that developers provide basic water distribution and wastewater collection systems and drainage to serve their development prior to issuance of a Certificate of Occupancy and provide a fair share of the capital costs of major system improvements necessary to serve development.
- Policy 1.7 Prior to approving a building permit or its functional equivalent, the City shall consult with the applicable water supplier to determine whether adequate water supplies to serve the new development will be available no later than the anticipated date of

issuance of a certificate of occupancy or its functional equivalent.

Policy 1.8 The City will continue to collect the stormwater utility fee, enforce the Development Standards and Criteria and other code requirements pertaining to drainage. Development orders may be issued only if facilities and services are available to meet the adopted level of service standards concurrent with the impacts of development, as required by SS. 163.3202(2)(g), F.S.

Objective 2

The City of Tamarac will ensure that capacity is available at all shared facilities by coordinating with other local governments and appropriate government agencies.

Monitoring and Evaluation:

- At least once a year, the City shall review all infrastructure related interlocal agreements to ensure that all entities are in compliances with the terms of the agreement and that the agreements are up-to-date.

Policy 2.1 All interlocal agreements will always be kept current and upheld according to the terms specified in the agreement.

Policy 2.2 The City will cooperate and coordinate with Broward County, Fort Lauderdale, and other adjoining municipalities, the South Florida Water Management District, and any other units or agencies of government with planning, management, maintenance, or monitoring responsibilities for sanitary sewers, solid waste including hazardous waste, potable water, or drainage and in the extension of or increase in capacity of facilities to meet future needs.

Policy 2.3 The City hereby adopts by reference the City of Tamarac's 2016 10-Year Water Supply Facilities Work Plan (dated May 16, 2016), adopted on **December 14, 2016**, and the capital improvement projects contained therein. The Work Plan will be updated, at a minimum, every 5 years, as required by Section 163.3177(6)(c), F.S., within 18 months after the governing board of the South Florida Water Management District approves updates to the Lower East Coast Water Supply Plan. The City's 2016 10-Year Water Supply Facilities Work Plan Update is designed to: assess current and projected potable water demands; evaluate the sources and capacities of available water supplies; and, identify those water supply projects, using all available technologies, necessary to meet the City's water demands for a 10-year period.

Policy 2.4 The City hereby adopts by reference the Fort Lauderdale Water Supply Facilities Work Plan, 2015, and the capital improvement projects contained therein.

Policy 2.5 The City hereby adopts by reference the Broward County 10-Year Water Supply Facilities Work Plan, 2015, and the capital improvement projects contained therein.

Policy 2.6 The City hereby adopts by reference the South Florida Water Management District's *2013 Lower East Coast Water Supply Plan, Update*.

Objective 3

The City will maximize the use of existing facilities, and will take appropriate actions to extend the useful life of existing public facilities in order to reduce capital expenditures, conserve public financial resources, and maintain the level of service of existing facilities.

Monitoring and Evaluation:

- The City shall monitor and evaluate the condition and use of each facility as it is appropriate.

Policy 3.1 The City will regularly monitor the operation and effectiveness of all elements of the system for which it is responsible, and repair, upgrade and maintain existing public facilities as necessary.

Policy 3.2 The City will continue to fund capital improvements needed to maintain the level of service for all facilities.

Policy 3.3 The City will continue to inspect sanitary sewer mains and repair or replace faulty mains in order to prevent increased infiltration and inflow of stormwater and debris into the gravity collection system for the purposes of reducing cost to the City and users and extend the present level of service for sanitary sewers.

Objective 4

The City will continue to ensure, through development review at the time of site plan approval, that adequate facility capacity is available, or will be available when needed, to serve development.

Monitoring and Evaluation:

- The City shall periodically monitor its concurrency management system to make sure that it is current and accurate. Further, the City shall review its capital improvement schedule to ensure that capacity expansions will be available to served new development when appropriate.

Policy 4.1 The City will maintain a five-year schedule of capital improvement needs for all infrastructure related facilities as consistent with the Capital Improvements Element of this Plan.

Policy 4.2 The City shall issue no development permit or order which results in a reduction of the level of service for the affected public facilities below the level of service provided for and adopted in this Comprehensive Plan.

Policy 4.3 The City will continually monitor federal, State and local grant programs for infrastructure planning, design and construction funding which Tamarac could utilize to build necessary public facilities.

Policy 4.4 The City will update its 10-Year Water Supply Facilities Work Plan within 18 months

after any update to South Florida Water Management District's Lower East Coast Water Supply Plan as required by state law.

Policy 4.5 Implementation of the City's 2016 10-Year Water Supply Facilities Work Plan through coordination with the South Florida Water Management District, Broward County and Fort Lauderdale shall ensure that adequate water supplies and public facilities are available to serve the water supply demands of any population growth that the City may experience. The City coordinates with Broward County and Fort Lauderdale in development permitting and capacity allocations and through the resources provided by Broward County and Fort Lauderdale.

Policy 4.6 The City shall coordinate the planning of potable water and sanitary sewer facilities, water supply sources, demands, other services and level-of-service standards through the sharing of data with Broward County and Fort Lauderdale, South Florida Water Management District, and through the 2013 Lower East Coast Water Supply Plan Update, as necessary.

Policy 4.7 If, in the future there are issues associated with water supply, conservation or reuse the City will immediately contact Broward County and Fort Lauderdale to address the corresponding issue(s). In addition, the City will follow adopted communication protocols with Broward County and Fort Lauderdale to communicate and/or prepare an appropriate action plan to address any relevant issue(s) associated with water supply, conservation or reuse.

Objective 5

The City shall take appropriate steps to ensure the conservation and protection of both the quality and quantity of the City's potable water resources for present and future residents of the City through water use conservation, the protection of wells currently in use by the City for residential, commercial, industrial, and emergency purposes, and their cones of influence; and protection and expansion of the natural groundwater recharge area within urban development.

Monitoring and Evaluation:

- The City shall evaluate its conservation programs on an annual basis to ensure that they are effective.

Policy 5.1 The City will continue to require, in wellfield protection areas as part of development review or other permitting including Occupational Licensing, disclosure by all business and industry of materials, processes, and waste byproducts which may be introduced into the environment and which may be potentially harmful to life and health or interfere with the effective treatment and disposal of waterborne wastes. Substances which cannot be effectively managed or treated within acceptable public health and environmental standards, or safely and legally disposed of by the business or industry as certified by the

disposal agency, will be prohibited.

- Policy 5.2 The City will continue to participate in the enforcement of the Broward County Wellfield Protection Ordinance and will prohibit through zoning, site design and other review and permitting procedures, uses and activities which potentially threaten water quality.
- Policy 5.3 The City will continue to monitor its water production and distributive systems to ensure minimum water loss and the maintenance of acceptable ratios of raw water pumped in to water treated and distributed (Utility Leak Detection Program).
- Policy 5.4 The City will continue to monitor and enforce ordinances requiring water conserving fixtures in new construction and major renovation, and will maintain other policies directed toward water conservation such as pressure reduction in the potable water distribution system.
- Policy 5.5 The City will maintain its landscape ordinance and landscape irrigation systems ordinance which requires that a minimum of 50% water conserving native plant material be used in all landscape plans.
- Policy 5.6 In the interest of protecting surface waters from pollutants carried by storm runoff and increasing infiltration and recharge of the groundwater aquifer, the City will require in its development regulations a minimum percentage of pervious surface area, and promote the development of stormwater retention systems which contribute to recharge of the ground water aquifer.
- Policy 5.7 The City will support the SFWMD, the 2013 Lower East Coast Water Supply Plan Update, its conservation initiatives, and other relevant jurisdictions' water reuse projects and the implementation of new regulations or programs designed to increase the volume of reclaimed water used.
- Policy 5.8 The City shall continue to coordinate future water planning and conservation efforts with the City of Fort Lauderdale, Broward County, and the South Florida Water Management District.
- Policy 5.9 The City shall continue to support and improve programs that promote water conservation in a cost-effective manner, including Public Information Programs.
- Policy 5.10 The City will participate, when warranted, in the SFWMD's Water Savings Incentive Program (WaterSIP) for large-scale retrofits as recommended by the *2013 Lower East Coast Water Supply Plan Update*.
- Policy 5.11 Adopt, a model landscape code, based on Broward County's "Landscaping for Protection of Water Quality and Quantity" Ordinance.
- Policy 5.12 Continue to utilize the Filter Backwash Water Recovery Basin in order to recover potable water during the water treatment process.

Objective 6

The City will continue to maintain the public waterways, lakes, and canals within its jurisdiction now and in the future, and cooperate with the SFWMD in maintaining the function of the public canal system and the water quality of the primary drainage system under its jurisdiction.

Monitoring and Evaluation:

- The City will monitor its Code, administrative policies and programs concerning stormwater retention, and the extension and maintenance of the waterway system under its jurisdiction.

Policy 6.1 The City will prevent actions which would reduce the quality of water in its waterways below Class III.

Policy 6.2 The City will maintain and update as necessary its stormwater utility fee ordinance which provides for the extension, restoration, and maintenance of the City's waterway drainage system.

Policy 6.3 The City will continue to enforce, as a part of this Land Development Code, requirements regulating land clearance and site grading activity in order to control non-point source pollution and filtration of the City's stormwater retention areas and waterways.

V. CONSERVATION ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

V. CONSERVATION ELEMENT

GOAL

Conserve, protect, and appropriately manage the City's natural resources.

Objective 1

The City will monitor and maintain its codes and ordinances, especially those dealing with platting, site planning, and subdivision design for the impact of their enforcement on the physical environment and to ensure that maximum practical protection is afforded thereby to the principal elements of the environment.

Monitoring and Evaluation:

- Record of enforcement of applicable City codes and ordinances.

Policy 1.1 During the planning period, the Community Development, Utilities and the Public Works Departments will review the land development regulations to identify any ways in which the codes require actions which are not sensitive to the environment and ways in which actions to protect the environment can be improved. This analysis will result in appropriate amendments to the Codes during the planning period.

Objective 2

The City will maintain and update (as necessary) its administrative procedures, especially those dealing with water supply and use, to ensure that optimum conservation of the ground water resource is achieved in concert with Broward County, the South Florida Water Management District (SFWMD), and other local government agencies.

Monitoring and Evaluation:

- Maintain and update applicable administrative procedures.

Policy 2.1 The Utilities, Building and Public Works Departments will review codes and procedures to identify ways to increase water conservation and ways in which the codes and procedures might be inhibiting water conservation. The analysis will result, during the planning period, in appropriate amendments to the codes and procedures.

Policy 2.2 The City shall utilize measures such as those outlined in the SFWMD's *Model Water Shortage Ordinance*, and the Florida Department of Environmental Protection's (FDEP) *Florida Water Conservation Initiative* to address water usage so that a reduction in the per capita use of water is realized.

Policy 2.3 The City shall enforce lawn irrigation restrictions established by SFWMD and Broward County as updated.

Policy 2.4 The City will continue to prohibit through land use, zoning, and site design and other review and permitting procedures, uses and activities which potentially threaten water quality.

Policy 2.5 The City shall consider the adoption of an ordinance, such as the “Landscaping for Protection of Water Quality and Quantity” Ordinance that will encourage water conservation initiatives as recommended by Broward County such as, Naturescape Irrigation, Naturescape Broward and Know the Flow, the SFWMD, the Florida Department of Environmental Protection and the City’s Public Services Department to reduce the average daily water consumption in the City.

Objective 3

The City of Tamarac will act to improve air quality in Tamarac during the planning period by continuing to participate with the Broward County Department of Natural Resource Protection (DNRP) Environmental Protection Department (EPD) in regional air quality monitoring.

Monitoring and Evaluation:

- Maintain permit records reviewed by the Broward County Environmental Protection Department (EPD).

Policy 3.1 The City will increase by 10 percent its enforcement of its anti-burning ordinance, especially in conjunction with construction activities and the disposal by incineration of hazardous waste through its Code Enforcement Department during the planning period.

Policy 3.2 The City will continue to have plats reviewed by the Broward County Department of Natural Resource Protection (DNRP) Environmental Protection Department (EPD) to determine whether all air quality standards, including ozone, are being met by plats and proposed DRIs.

Objective 4

The City will continue to enforce its noise ordinance during the planning period through the Community Development Department.

Monitoring and Evaluation:

- Record of enforcement of the City noise ordinance.

Policy 4.1 The City will review its development regulations, especially those concerning site planning, to ensure that suitable separation and buffers between living areas and nonresidential structures and arterial streets are required. Revisions to codes will consider such other noise reducing measures in site design such as earth berms, walls, and landscaping.

Policy 4.2 The City will also evaluate the impact of noise caused by nonresidential traffic on residential neighborhoods and will consider site plan or traffic control measures which will reduce the number of residential streets on which trucks are permitted to travel.

Objective 5

The City will continue to maintain the public waterways, lakes, and canals in Tamarac now and in the future and will cooperate with South Florida Water Management District (SFWMD) in the maintenance of water quality of the primary drainage system.

Monitoring and Evaluation:

- Conduct frequent sampling and monitoring of surface waters based upon local, regional and state regulations.

Policy 5.1 The City Public Works Department will continue to monitor and maintain, during the planning period, the Code, its administrative procedures, and its implementation programs for stormwater retention, extension, and maintenance of the waterway system under its jurisdiction to ensure adequate stormwater management and to prevent, through appropriate ordinances, actions which would reduce the quality of water in its waterways to below Class III. All development in the city must be consistent with the applicable SFWMD rules and regulations for maintenance and enhancement of surface water quality.

Policy 5.2 The City will maintain the stormwater utility fee ordinance which provides for the extension, restoration, and maintenance of the City's waterway drainage system.

Policy 5.3 The City will continue to enforce its ordinance regulating land clearance and site grading activity to control non-point source pollution and filtration of the City's waterways.

Policy 5.4 The City will continue to enforce existing Land Development Code provisions for extended use of semi-pervious paving materials within parking areas and emergency internal circulation ways in order to reduce the quantity of contaminants reaching the surface drainage system.

Objective 6

The City will continue to protect native vegetation through compliance with, and enforcement of, Broward County regulations concerning Local Areas of Particular Concern (LAPC), Environmentally Sensitive Lands (ESL), Upland Tree Resources (UTR) and Natural Resource Areas (NRA) designated by the Broward County Commission.

Monitoring and Evaluation:

- Annual recordation of development permits issued in the LAPCs, ESLs, and NRAs.

Policy 6.1 The City will require approval of a site development plan prior to commencement of site

clearance and grading activities.

- Policy 6.2 In order to reduce the amount of water drawn from the aquifer for irrigation of ornamental landscaping, the City should strengthen the current landscape ordinance (Section 11-7(a) (8)) to provide for a minimum of 35 percent native plant material in landscape plans until 2010 when a minimum of 50 percent will be required.
- Policy 6.3 The City will implement its adopted landscape ordinance to provide that a minimum of 20 percent of plant material used in required landscaping shall provide habitats for native wildlife and birds.
- Policy 6.4 The City will protect native vegetative communities from destruction by development activities by implementing the requirements of the County's Local Areas of Particular Concern (LAPC) environmental legislation. The Community Development Department will during the planning period review its site plan and landscape plan requirements to identify additional means of protecting native vegetative communities, such as: no more than 30 percent of the native vegetation on a site may be destroyed during the development process; applicant shall relocate native vegetation to other locations on the site plan during the development process and will ensure that it is protected and maintained.
- Policy 6.5 Tamarac will protect and conserve wetlands and the natural functions of wetlands, and direct future land uses which are incompatible with the conservation and protection of wetlands away from identified wetland areas.
- Policy 6.6 The City shall continue to protect native vegetation through code enforcement of Broward County's Tree Preservation Ordinance.
- Policy 6.7 The City should incorporate provisions into the land development regulations which preserve existing wetlands. The preservation of existing wetlands shall serve as a proactive approach to lessen the need for wetlands mitigation steps.
- Policy 6.8 Tamarac shall maximize the use of native plants in City landscaping projects to provide and improve urban habitat and connectivity for native species.
- Policy 6.9 The City shall increase the tree canopy through streetscape and free-tree programs throughout City parks and facilities.
- Policy 6.10 Property owners should be educated about the environmental benefits of landscaping with drought-tolerant, native plants – known as Xeriscaping. The City shall support the efforts of property owners to do so.
- Policy 6.11 The City shall continue to require water conserving fixtures for new construction, enforce adopted Xeriscaping standards, and other water conservation methods as recommended by Broward County, the SFWMD, the Department of Environmental Protection, and other relevant jurisdictions.

Objective 7

The City shall conserve and protect the quantity and quality of the City's water resources by requiring

the protection of wells currently in use by the City for residential, commercial, industrial, and emergency purposes; their cones of influence and future wells and wellfields.

Monitoring and Evaluation:

- Documentation of monitoring program of City wellhead protection areas.

Policy 7.1 The City will continue to enforce the Broward County Wellfield Protection Ordinance and will prohibit through zoning, site planning, and occupational licensing, uses and activities which threaten water quality.

Policy 7.2 The City will continue to monitor its water production and distribution systems to ensure a minimum of water loss and to maintain acceptable ratios (raw water pumped: water treated and distributed).

Policy 7.3 The City will continue to monitor and enforce ordinances requiring water conserving fixtures in new construction and major renovation.

Policy 7.4 The City will provide in its development regulations for increasing the amount of pervious surface included in site plans. Methods to be considered include the use of partially pervious paving materials such as turf blocks in employee parking areas and fire lanes; and the development of stormwater retention systems which recharge the groundwater aquifer rather than channel stormwater to surface waters.

Policy 7.5 The City will continue to participate in the adopted SFWMD Emergency Water Conservation Plan and Program and in the Water Shortage Plan during periods of drought as declared by the District.

Policy 7.6 The City shall continue to actively support the SFWMD in the implementation of programs that are designed to conserve water.

Objective 8

The City will continue to include consideration of wildlife, soils and other natural features of the land as part of the site plan and development review process.

Monitoring and Evaluation:

- Ensure site plan and development review performed by proper departments and/or agencies.

Policy 8.1 The City includes in its development review requirements a provision for the restriction of development activities which adversely affect the survival of endangered and threatened wildlife. These requirements rely on Broward County EPD programs to help restrict development in certain wildlife habitats and mitigate usage of environmentally-sensitive lands.

- Policy 8.2 The City will continue to cooperate with adjacent cities and the county in order to conserve unique vegetative communities. The mechanism is the mutual review of zoning and land use plan amendments proposed for areas adjacent to municipal boundaries.
- Policy 8.3 The City's Land Development Code will continue to include a procedure for the preservation or mitigation of environmentally sensitive lands should any be identified during the platting or site plan processes. Developers will be required to identify any environmentally sensitive sites, as defined in the Broward County Land Use Plan and by the Broward County EPD as Local Areas of Particular Concern (LAPC) and/or Environmentally Sensitive Land (ESL).
- Policy 8.4 By 2010, the ordinance providing for occupational licensing shall be amended to provide for consequences should license holder mismanage any hazardous wastes on the licensed area or which would emanate from the licensed area.
- Policy 8.5 The City shall reduce the volume of solid waste requiring disposal by an additional five percent by the year 2010. Ordinances which address the packaging of products sold in Tamarac will be among those considered by the City for implementing this requirement.
- Policy 8.6 The City shall encourage residents to participate in the Broward County Waste and Recycling Services Department's Household Hazardous Waste (HHW) Program in an effort to prevent the improper disposal of hazardous materials.
- Policy 8.7 The City will provide for the conservation and protection of the natural functions of existing soils, wildlife habitats, rivers, lakes, floodplains, wetlands, freshwater shores, and marine habitats.

VI. RECREATION AND OPEN SPACE ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

VI. RECREATION AND OPEN SPACE ELEMENT

GOAL

The City of Tamarac will provide and maintain an adequate and diversified inventory of parks, recreation, and open space facilities that will meet the recreation and leisure time needs and interests of all current and future residents and visitors to the City.

Objective 1

The City will continue to maintain a diverse system of parks, recreation, and open space facilities throughout the City that adequately and efficiently provide recreation opportunities at the adopted level of service standard.

Monitoring and Evaluation:

- The provision of parks, recreation, and open space at the adopted level of service.
- Annual update of the public and private recreation facilities inventory.
- Annual inventory characterizing demand for and use of recreation facilities, programs, and events.
- Require any development or redevelopment to provide adequate recreation facilities to maintain the adopted LOS.

- Policy 1.1 The Parks, Recreation, and Open Space level of service (LOS) standards for the City of Tamarac shall be the following:
1. Public Parks, Recreation, and Open Space shall be provided at a LOS of 3.0 acres per 1,000 population.
 2. Private Parks, Recreation, and Open Space shall be provided at a LOS of 3.5 acres per 1,000 population, exclusive of stormwater management areas; up to fifteen percent of this requirement may be met by golf course land.
- Policy 1.2 The Parks and Recreation Department will continue to maintain an inventory of all public and private recreational lands and facilities.
- Policy 1.3 The City will continue with existing, and consider new opportunities for, contracts, agreements, and leases with applicable agencies and organizations, including the Broward County School Board and the South Florida Water Management District, for joint use of public parks, recreation, and open space facilities.
- Policy 1.4 In order to plan effectively for public parks, open space, and recreational facilities and programs, the Community Development Department will monitor the population and demographics of Tamarac. Special surveys of the characteristics for resident use of,

and demand for, recreation and open space sites and facilities will be conducted during the planning period by the Parks and Recreation Department.

- Policy 1.5 The City's Parks and Recreation staff will work in conjunction with the Parks and Recreation Board to develop new programs and facilities to meet the findings of the survey needs referenced in Policy 1.4 of this Element.
- Policy 1.6 The City recognizes the need for diverse recreational facilities and will develop prototypical park and recreational facility designs for future planning to accommodate this need.
- Policy 1.7 Tamarac will plan, finance and construct improvements and/or expansions to existing facilities, as deemed necessary by the City.
- Policy 1.8 The City will attempt to include land with significant vegetative cover and/or wetlands in acquiring open space.
- Policy 1.9 The City will coordinate with appropriate agencies, including the Broward County School Board, to pursue the co-location of parks, schools, and other public facilities where appropriate for use and access.
- Policy 1.10 The City will preserve existing parks, recreation, and open space lands and facilities to the greatest extent feasible, including but not limited to golf courses, passive areas, natural resource areas, and active recreation areas.

Objective 2

The City will continue to ensure that the provision of resources is coordinated between the public and private sectors.

Monitoring and Evaluation:

- The number of recreation facilities provided by private development and redevelopment.
- The amount of land acquired and/or developed as a result of in lieu of payments for development and redevelopment.

- Policy 2.1 The City will continue to require private development and redevelopment to pay and supply its fair share of providing parks, open space, and recreation facilities in accordance with the adopted LOS of service standards stated in Policy 1.1 of this Element.

All cash payments in lieu of land dedication and for park development shall be deposited and held in an appropriate trust account; and moneys shall be expended therefrom by the City for the purpose of acquiring park land and developing parks or other recreational facilities.

- Policy 2.2 The City will continue to ensure that open space and buffering of uses is provided for residential development, schools, churches, commercial development, utilities, and industrial development according to the Land Development Code (LDC) definitions and standards.
- Policy 2.3 The City will continue to require the private sector provide active and passive recreation and open space in residential developments internal to its projects in accordance with the LDC.
- Policy 2.4 Where Local Areas of Particular Concern exist, the City will encourage through its Land Development Code, the conservation of the vegetative resource.

Objective 3

The City will maintain a high standard of aesthetic quality and continue to improve the appearance of municipal recreation areas and public open space.

Monitoring and Evaluation:

- On a continuous basis City staff will monitor the appearance of municipal facilities and include prioritize deficiencies in the Parks and Recreation and Five-Year Program.

- Policy 3.1 The City will continue to maintain the appearance of parks, recreation, and open space facilities, including entrance gates, fountains and plazas.

Objective 4

The City of Tamarac will continue to maintain a Parks and Recreation Board to recommend recreational activities and needs for the City.

Monitoring and Evaluation:

- Annual report from the Parks and Recreation Board presenting the survey findings and recommendations for park and recreation programming.

- Policy 4.1 The Parks and Recreation Board will make recommendations at least annually concerning recreational needs, implementation, and residents' surveys.

Objective 5

The Parks and Recreation Department will maintain a high level of management efficiency, cost effectiveness and community participation to successfully maintain the City's parks, open space, and recreation facilities, including events and programs.

Monitoring and Evaluation:

- The dollars appropriated for the Parks and Recreation within the City budget.
- The annual update of the Parks and Recreation Department's Five-Year Capital Program.

- Policy 5.1 The City will maintain a staff of qualified maintenance personnel on a continuous basis, to the greatest extent feasible.
- Policy 5.2 The City will continue to provide special events for the community on occasions where special programming is appropriate such as, Fourth of July and Veteran's Day (former Policy 3.1 as amended).
- Policy 5.3 The City will apply for appropriate Federal and State grants to aid in park and open space land acquisition and development.
- Policy 5.4 The City will maintain a Five-Year Program and annual capital budget for the development, acquisition, and maintenance of facilities and programs.
- Policy 5.5 The Parks and Recreation Department will promote ongoing programs and special events to gain maximum use of the City's facilities.

Objective 6

The City will make all parks, open space, and recreational facilities, including water resources and events, accessible to all citizens in accordance with Federal and State standards.

Monitoring and Evaluation:

- Maintain and annually update an inventory of the accessibility of all recreational facilities by 2010.
- The annual number of corrected accessibility deficiencies.

- Policy 6.1 The City will continue to maintain and retrofit existing recreation sites and facilities so that they are accessible to the disabled and elderly, consistent with the American with Disabilities Act (ADA). All new recreation projects must meet ADA standards. Accessibility may include ramps, sidewalks, parking, access easements, and water access.
- Policy 6.2 The City's site plan review and platting processes will continue to be utilized to identify ways of improving public access to public waterways and canal maintenance areas.

VII. INTERGOVERNMENTAL COORDINATION ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

VII. INTERGOVERNMENTAL COORDINATION ELEMENT

GOAL

The City of Tamarac will coordinate with all appropriate agencies and units of government in order to successfully implement its Comprehensive Plan, to ensure that land development decisions made by the City are consistent with the plans of adjacent municipalities and applicable governmental entities, and to assist in the implementation of the plans of other units of government.

Objective 1

The City will continue and improve coordination activities among government agencies with planning and impact assessment duties affecting the City; with other units of local government providing services but not having regulatory authority over the use of land, and with the comprehensive plans of adjacent municipalities, the county, and other appropriate state, regional, and local agencies.

Monitoring and Evaluation:

- Upon completion of Comprehensive Plan updates and amendments, the City shall transmit the Plan to appropriate agencies within 60 days.
- Attendance and participation of City staff at appropriate meetings and workshops.

Policy 1.1 The City will continue to work at the staff level with the following agencies: the Broward County School Board (through interlocal agreement); the South Florida Water Management District (SFWMD); the South Florida Regional Planning Council (SFRPC); Broward County and its agencies; the Department of Economic Opportunity (DEO); agencies of the State of Florida and adjacent municipalities.

Policy 1.2 The City will transmit the Comprehensive Plan to all adjoining municipalities, to the Broward County Planning Council (BCPC) as the county certifying agency, to the Broward County School Board, to the South Florida Regional Planning Council (SFRPC), to the South Florida Water Management District (SFWMD), and to the Department of Economic Opportunity (DEO), which is the state's land planning agency, as provided in the State law for review and comment (as amended this language formerly included in Objective 1).

Policy 1.3 The City will improve communication and coordination between the office of the Mayor, City departments, Florida Power and Light (FPL), Broward County Water and Wastewater Services, the City of Fort Lauderdale Water Services, and other utilities which site utilities facilities and lines in Tamarac. This coordination will be done in order to provide improved service, demonstrate service needs, coordinate level of service standards, implement joint conservation activities and programs, and to minimize negative land use and environmental impacts from utilities facilities siting and location. These efforts will include the exchange of information including population and housing projections, service demands, and formal and informal review of proposed plans of service and site plans.

- Policy 1.4 The City, through the Public Works, Utilities and Community Development Departments, will improve communication and coordination with the South Florida Water Management District (SFWMD). This coordination will be achieved by the exchange of information and technical assistance with regard to development of a local water supply facilities work plan, water conservation and drainage. Joint use by the City and the South Florida Water Management District (SFWMD) of District property for recreational as well as drainage purposes will also be sought.
- Policy 1.5 The Community Development Department will submit information on proposed land use amendments, rezonings, annexations, and traffic improvements in a timely manner, both formally and informally, to the appropriate local government agencies of adjacent units of government including the School Board, Broward County, State agencies and cities.
- Policy 1.6 The City will annually review the plans of the Broward County School Board, the South Florida Water Management District (SFWMD), Broward County Metropolitan Planning Organization (MPO), and the Florida Department of Transportation (FDOT) to identify impacts to or conflicts with the City's Comprehensive Plan. The City will provide written comments identifying these impacts or conflicts and coordinate as necessary with the appropriate officials of the respective agency to address the conflicts or impacts, and/or consider amendment of the City's Comprehensive Plan to maintain consistency.
- Policy 1.7 The Tamarac Public Works Department and Utilities Department will continue to participate in countywide planning for sanitary sewers, solid waste, potable water, water management, and drainage at coordinating committee meetings and special workshops.
- Policy 1.8 The City will improve communication and coordination with all agencies of county and local municipal government, regional, state, and federal agencies whose plans and programs affect or are affected by those of the City of Tamarac. These improvements will include exchanging information, sharing proposed plans, technical assistance, and participating in formulation of regional implementation programs including transportation, drainage, water supply and conservation, sanitary sewers and solid waste management.
- Policy 1.9 In the event of any conflict between the City of Tamarac and other units or agencies of government regarding the Future Land Use Plan, amendments to it, or other Comprehensive Plan issues or their implementation, the City will seek first a negotiated settlement between the parties. In the event the conflict cannot be resolved directly between the units of local government, the City will use the South Florida Regional Planning Council's informal mediation process as provided by state law.
- Policy 1.10 The City will ensure that the development review process provides for full disclosure and assessment of any potential development proposal impacts on adjoining jurisdictions, and identified regional or state resources or facilities. In addition, all affected entities will be notified of application development proposals and hearings, and measures will be required to ensure mitigation of any adverse impacts and compatibility

of proposed development with the development patterns of neighboring cities, and identified regional and state resources and facilities.

- Policy 1.11 The City will continue to both provide review and comment to and seek review and comment from other appropriate units of government on all development proposals, proposed plan amendments, proposed rezoning, annexation, and other matters which affect or may be affected by the plans of the City of Tamarac. Particular attention will be given to coordination in the development and adoption of levels of service (LOS) standards for public facilities with state, regional, and local agencies with monitoring, operational, or maintenance responsibilities for public facilities in Tamarac (as amended this language formerly included in Objective1).
- Policy 1.12 The City of Tamarac will promote coordination with adjacent municipalities regarding large redevelopment projects, to monitor synchronous projects, and to evaluate how such projects may be made mutually beneficial.
- Policy 1.13 The City, Broward County, adjacent municipalities, and other appropriate agencies will coordinate to identify any joint planning areas for the purposes of annexation, municipal incorporation and joint infrastructure service areas.
- Policy 1.14 The City will coordinate road and transit improvements in Tamarac through City representation on the Metropolitan Planning Organization (MPO) Board and the Technical Coordinating Committee (TCC).
- Policy 1.15 The City will coordinate with the South Florida Water Management District (SFWMD) to ensure that the City's plans, requirements and related actions are consistent with the 2013 Lower East Coast Regional Water Supply Plan Update.
- Policy 1.16 The City will continue to coordinate with the Broward County Environmental Protection Department (EDP) as necessary to comply with the requirements of the Broward County Joint Municipal National Pollutant Discharge Elimination System (NPDES) Permit.
- Policy 1.17 The City will coordinate with local housing agencies, the South Florida Regional Planning Council (SFPRC), and appropriate State housing organizations to identify housing needs and strategies for housing attainment and affordability.
- Policy 1.18 The City will monitor the progress of the South Florida Regional Planning Council (SFRPC) and Broward County in creating a regional affordable housing policy and, when complete, evaluate how the regional strategy could be supported by the City of Tamarac.
- Policy 1.19 The City will coordinate with the U.S. Department of Housing and Urban Development (HUD) in the administration of the City's Community Development Block Grant (CDBG) program and/or other programs, which may benefit the City.
- Policy 1.20 The City will use the State Housing Initiatives Partnership (SHIP) program allocations to help maintain existing housing stock by providing financial assistance for minor home repairs, and provide opportunities for home ownership through home purchase loans as available through the City's Local Housing Assistance Program (LHAP).

- Policy 1.21 The City will participate in coordination efforts with Broward County municipalities, Broward County, FDOT, and other appropriate federal, state, regional, and county transportation agencies to ensure, to the greatest extent feasible, roadways maintain their respective levels of service.
- Policy 1.22 The City will continue to coordinate with appropriate local, county, state, regional, and federal agencies to create a common and cohesive vision for the redevelopment of State Road 7 (aka 441).
- Policy 1.23 The City shall support agencies which supply potable water to the City in the development of alternative water supply sources as recommended by the SFWMD in its *2013 Lower East Coast Water Supply Work Plan Update*.

Objective 2

The City will communicate and coordinate with the Broward County School Board to implement, update, and/or ensure the continuance of interlocal agreements and joint use agreements, and to ensure the adoption of the Public School Facilities Element.

Monitoring and Evaluation:

- The City will sign the appropriate interlocal agreements within the state mandated timeframes.
- City staff participation and attendance to meetings, workgroups, and committees regarding public school concurrency, siting, and joint use.
- The City will adopt the Public School Facilities Element by February 1, 2008.

- Policy 2.1 The City and School Board should, at a minimum, address the following in the agreements:
1. School concurrency;
 2. Student enrollment and population projections;
 3. Coordination of population projections;
 4. Assessment and upgrading of school infrastructure;
 5. Selection of appropriate school sites and site plan review;
 6. Comprehensive plan amendments, rezonings, development approvals;
 7. Traffic impacts;
 8. Periodic review of the educational facilities impact fee ordinance to ensure that capital costs associated with the development of public school capacity are

identified appropriately;

9. Joint meetings between the City of Tamarac and the School Board to discuss and formulate policies and recommendations regarding school planning;
10. Coordination and sharing of information;
11. Representation from the School Board at the City's public meetings that address residential projects and affect school capacity issues; and
12. Dispute resolution process.

Policy 2.2 The City will work at the staff level with the School Board to successfully implement and continue the joint use agreements of facilities at Tamarac Elementary School and Tamarac Park, as well as explore other opportunities for additional joint use agreements (formerly Policy 1.2 amended).

Policy 2.3 The City will coordinate with Broward County and the School Board to develop and adopt the Public School Facilities Element (PSFE) by the February 1, 2008 deadline.

The PSFE should address the following:

1. Updating of the public school interlocal agreement;
2. School concurrency, including a concurrency management system and concurrency service areas;
3. Level of service standards for maximum permissible school utilization rates relative to capacity;
4. A financially feasible Public School Capital Facilities Program; and
5. Proportionate-share mitigation methodology and options.

Objective 3

The City will support climate change and sea level rise initiatives.

Monitoring and Evaluation:

- The City shall enact legislation supporting the efforts of Broward County and the SFWMD to evaluate climate change and its impacts.

Policy 3.1 Support Broward County and the SFWMD in any efforts to evaluate the consequences of sea level rise, changing rainfall and storm patterns, temperature effects, and cumulative impacts to existing structures and existing legal uses.

- Policy 3.2 Participate in the Southeast Florida Regional Climate Change Compact to support regional planning efforts and initiatives to adapt to rising sea level in the LEC Planning Area.
- Policy 3.3 Work collaboratively with the Broward County, Fort Lauderdale and other utilities and the SFWMD to identify the utility wellfields and other users at potential risk of saltwater intrusion within the LEC Planning Area.

VIII. CAPITAL IMPROVEMENTS ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

VIII. CAPITAL IMPROVEMENTS ELEMENT

GOAL

The City of Tamarac shall provide, or cause to be provided, the infrastructure necessary to provide for the health, welfare, and safety of its residents. The City will correct existing deficiencies and maintain needed public facilities and provide or require the provision of facilities concurrent with the impact of development.

Objective 1

The City will use the Capital Improvement Element (CIE) as the means to establish needs and to develop programs for essential public improvements. Funds will be provided for capital improvements as outlined in the other elements of the comprehensive plan. Capital improvements will be directed toward correcting existing deficiencies, maintenance of all existing facilities, and to provide for future growth.

Monitoring and Evaluation:

- Objective can be evaluated in terms of its implementing policies.

Policy 1.1 The City of Tamarac shall revise and adopt annually a Capital Improvement Program (CIP) that addresses the existing and projected deficiencies as outlined in the Capital Improvement Element and those items listed in the five-year schedule of improvements.

Policy 1.2 The City of Tamarac shall update its Capital Improvement Element (CIE) on an annual basis after the adoption of the Capital Improvement Program and submit the CIE to the State Planning Agency (Department of Economic Opportunity) annually as a Comprehensive Plan Amendment.

Policy 1.3 The City of Tamarac shall identify those projects in the other plan elements which will maintain or expand facilities. These projects shall be included in the five-year Schedule of Improvements and incorporated into the annual Capital Budget.

Policy 1.4 The City shall continue using the Needs Assessment Committee composed of the Director of Public Works, Financial Services, Utilities and Community Development which shall prioritize projects for the CIE, those projects in the five-year Schedule of Improvements, and the annual proposed capital budget.

Policy 1.5 The City shall adopt annually a Capital Budget which shall include at a minimum the first year Improvements of the CIE.

Policy 1.6 Proposed Capital Improvements shall be evaluated and ranked in priority according to the following guidelines:

1. Does the project contribute to or further the achievements of specific objectives contained in Elements of the Comprehensive Plan?

2. Does the project eliminate possible hazards and protect the public health, safety, and welfare of the City's residents, provide the necessary infrastructure as part of a legal requirement or prior commitment, and use, to the fullest extent, existing facilities?
3. Will the project eliminate or correct existing deficiencies, increase capacity of existing facilities, or reduce the necessity for or cost of future improvements or provide for future needs?
4. Will the project provide services to developed areas lacking services, or be a logical extension or expansion of facilities or services within designated service areas?
5. Will or can funds be available for the project? Can operating and maintenance costs associated with the improvement be provided from the annual operating budget?

Objective 2

Future development shall be responsible for bearing a proportionate fair share of the cost for improvements in order to maintain adopted Level of Service (LOS) standards.

Monitoring and Evaluation:

- The balance of development revenues collected versus the cost of improvements.

Policy 2.1 The City of Tamarac shall continue its policy of collecting impact fees from future development for traffic, recreation, open space, drainage retention, water, and sewers.

Policy 2.2 The City of Tamarac shall continue its policy of mandatory dedications or fees in lieu of dedications as a condition of plat or site plan approval for recreation open sites and development of recreation facilities for residential developments.

Policy 2.3 The City of Tamarac shall continue to require the dedication, deeding by separate instrument or grant of easement or necessary rights-of-way for public streets as shown on the Broward County Trafficways Plan and in the Transportation Element of the Tamarac Comprehensive Plan.

Policy 2.4 The City shall conduct an impact fee rate study by the year 2009 to ensure that new development and redevelopment pays its fair share of capital improvements needed to serve the development/redevelopment.

Objective 3

The City of Tamarac shall exercise sound fiscal management to ensure that needed capital improvements are provided for existing and future development.

Monitoring and Evaluation:

- Evaluated at the time of creating the five-year capital improvements plan and schedule of capital improvements needed to maintain LOS standards.

- Policy 3.1 Section 7.16 of the City Charter states, “The City shall have full power and authority to issue municipal bonds or to borrow funds for municipal purposes to the extent authorized by and subject to the limitations provided in the Constitution of the State of Florida, the Municipal Home Rule Law, other statutes and this Charter; provided further that bonds intended for the funding or refunding of an acquisition or construction of a capital project shall not be issued until such project and such issuance has been approved by a majority of the qualified electors voting on the issue at a special or general election.”
- Policy 3.2 The Financial Services Director recommends that the City maintain a debt burden, defined as debt service payments, of less than fifteen percent (15 %) of combined operating and debt service expenditures.
- Policy 3.3 The City shall adopt as part of its annual budget, a schedule for the depreciation and periodic replacement of capital facilities from current revenues.
- Policy 3.4 The City Manager shall submit to the City Commission an updated five–year Capital Improvement Program annually. The capital program shall include a summary of its contents and a list of all capital improvements which are proposed for the next five (5) fiscal years with appropriate detailed information. Whenever so requested by the Commission or otherwise required, the manager shall make recommendations for revisions of the program.
- Policy 3.5 The City of Tamarac shall require to be installed or install, all needed public facilities for development prior to the issuance of a Certificate of Occupancy. “Development orders shall be issued by the City in accordance with the adopted concurrency management system and with 163.3202(2)(g) F.S.

Objective 4

Development orders and permits shall be issued only when it is demonstrated by the applicant that the land development proposal conforms with the development requirements of this Comprehensive Plan, with land development regulations, and that sufficient public facilities or service capacity to support such development will exist at the time a building permit is issued for the project.

Monitoring and Evaluation:

- Monitored through the City’s Concurrency Management System and permit review process.

Policy 4.1 The City of Tamarac shall use the following LOS standards in reviewing impacts of development upon public facilities:

1. SANITARY SEWER

- Western Service Area (Broward County Wastewater Treatment Facilities)
124 gallons per capita per day.
- Eastern Service Area (Fort Lauderdale Wastewater Treatment Facilities)
131 gallons per capita per day.

2. SOLID WASTE

- Broward County Disposal Facilities (BIC Landfill and Resource Recovery Facility)
8.9 pounds per capita per day.
- Tamarac Collection (Contractual Service Providers)
All solid waste collection provided by City contracted service providers.

3. DRAINAGE - CANALS

FEMA criteria for minimum floor elevation and protection of floodplains;

Standards as established by the Broward County Department of Natural Resources Protection, South Florida Water Management District, Broward County Water Management Division, and the City of Tamarac for off-site discharge, on-site retention, and best management practices for pollutant discharge; and

Ten (10) year storm will produce a headwater no higher than four (4) inches above the lowest catch basin rim in parking lots or two (2) inches below the edge of pavement in subdivisions.

4. POTABLE WATER

- Western Service Area (Tamarac Water Treatment Plant)
110 gallons per capita per day.
- Eastern Service Area (Fort Lauderdale Water Treatment Plants)
179 gallons per capita per day.
- BCU Service Area (Broward County Water Treatment Plants) 131
115 gallons per capita per day

5. TRANSPORTATION

The City of Tamarac shall uphold the following Level of Service Standards consistent with Broward County's Transit Oriented Concurrency System:

In areas of Tamarac within the North Central Transit Concurrency District, the

level of service is as follows:

- Achieve headways of 30 minutes or less on 90 percent of routes.
- Establish at least one neighborhood transit center

In areas of Tamarac within the Central Transit Concurrency District, the level of service is as follows:

- Achieve headways of 30 minutes or less on 80 percent of routes.
- Establish at least one neighborhood transit center.

In all areas of Tamarac, the level of service is as follows:

- Increase the number of bus shelters by 30 percent, and maintain the maximum service volumes on arterial roadways within each District, as displayed below:

Two-lane arterials: 2,555
Four-lane arterials: 5,442
Six-lane arterials: 8,190
Eight-lane arterials: 10,605

The City of Tamarac shall maintain the following Level of Service Standards in addition to Broward County's Transit Oriented Concurrency System:

- Florida Turnpike – LOS "D" two-way peak hour
- Sawgrass Expressway – LOS "D" two-way peak hour
- County collector roadways, LOS "D" two-way peak hour
- City collector roadways, LOS "D" two-way peak hour
- City local roadways, LOS "C" two-way peak hour

6. RECREATION AND OPEN SPACE

Public parks, recreation, and open space shall be provided at a LOS of 3.0 acres/ per 1,000 population.

Private parks, recreation, and open space shall be provided at a LOS of 3.5 acres per 1,000 population; exclusive of stormwater management areas; up to fifteen percent of this may be met by golf course land.

Policy 4.2 The City of Tamarac shall ensure adequate facility capacity is available or will be available when needed prior to the issuance of a development order. Developments orders shall be issued by the City in accordance with the adopted concurrency management system and with 163.3202(2)(g), F.S. To do so, the City may approve a proposal, reject a proposal, or require that a development be phased in accordance with availability of specific facilities or services as provided in this element.

Policy 4.3 Requests for development permit or Land Use Plan amendments shall be reviewed to

examine what affect upon the public facilities the request shall have per the following criteria:

1. Whether the proposal is consistent with, supports, or contributes to the achievement of the goals and objectives in this plan.
2. Whether it affects any existing condition of a public facility as outlined in the Transportation Element, Recreation and Open Space Element, and Sanitary Sewer, Solid Waste, Drainage, Potable Water, and Natural Ground Water Recharge Sub-Elements.
3. Can the plan amendment or proposed development be provided with the necessary public facilities that are planned in the five–year schedule of improvements.
4. Whether the proposal conforms to the Future Land Use Map of the Future Land Use Element.
5. Whether the plan amendment or development is in conformity with county, state agencies, water management district’s plans, and those of other regulatory agencies with management or regulatory authority.

Development orders shall be issued by the City in accordance with the adopted concurrency management system and with 163.3202(2)(g), F.S.

Policy 4.4 The Public Works, Utilities and Community Development Departments will continue to monitor and improve the established criteria the City employs to evaluate capital improvement projects to accommodate new development and redevelopment needs. These criteria will be used by the City during its annual capital budgeting process.

Policy 4.5 The Public Works and Utilities Departments will continue to maintain and improve the adopted LOS standards for potable water as guided by the City’s 10-Year Water Supply Facilities Work Plan and other relevant jurisdictions.

Policy 4.6 The City will maintain its water supply system through improvements to water facilities as needed when identified in the Capital Improvements Program.

Policy 4.7 The Financial Services Director will review all proposals for capital projects and make a recommendation to the City Manager concerning the City’s ability to finance such proposals. The recommendation shall include a review of the following:

1. Ability to use impact fees.
2. Ability to use an existing revenue stream.
3. Assessment of likelihood of getting a bond approved by Tamarac voters.
4. Availability of grant funds.

- Policy 4.8 During the planning period, the City shall use the following criteria for the consideration of the plans of state agencies and the South Florida Water Management District during the City’s evaluation of capital improvement projects.” These criteria include the following:
1. Project is needed by the city;
 2. Project is funded by appropriate agency; and
 3. City has funds available to meet any required local match.
- Policy 4.9 Public facilities to serve developments for which development orders were issued prior to the adoption of the Tamarac Comprehensive Plan, provided those development orders meet all provisions of the Land Development regulations, shall be available. The Concurrency Management System, as identified in the Tamarac Code of Ordinances, already provides for facilities monitoring and development permit monitoring which will ensure availability as required during the planning period.
- Policy 4.10 City of Tamarac traffic impact fees shall only be used for city streets. Since Broward County collects regional traffic impact fees (for the County road system) the city shall not collect fees for those same roads. Any state roads in Tamarac are covered by the regional road system and not eligible for city impact fees.

Objective 5

The City, in collaboration with the School Board, Broward County and non-exempt municipalities shall ensure that public school facilities are available for current and future students consistent with available financial resources and the adopted LOS.

Monitoring and Evaluation:

- School enrollment projections compared to the School District’s Adopted Five-Year District Educational Facilities Plan, as adopted by reference into the Capital Improvement Element.

- Policy 5.1 Consistent with policies and procedures within the ILA, the DEFP shall contain a 5-year financially feasible schedule of capital improvements to address existing deficiencies and achieve and maintain the adopted LOS in all CSAs.
- Policy 5.2 The uniform, district-wide LOS shall be 110% of the permanent FISH capacity for each public elementary, middle, and high school.
- Policy 5.3 The adopted LOS shall be applied consistently by Broward County, the municipalities and the School Board, district-wide to all schools of the same type.

Objective 6

To formally adopt the capital improvement plans/schedules of all governmental agencies which

schedule and fund improvements needed to maintain City-adopted level of service standards.

Monitoring and Evaluation:

- Periodic review of all interlocal agreements and related capital improvements work plans to ensure that they are current.

Policy 6.1 The City of Tamarac hereby adopts by reference the Broward County School Board's District Education Facilities Plan FY 2007-2008 to 2011-2012, adopted by the School Board on August 1, 2007.

Policy 6.2 The City of Tamarac hereby adopts by reference the Transportation Improvement Plan 2007-2011 formally adopted by the Broward County Metropolitan Planning Organization on July 12, 2007.

Policy 6.3 The City of Tamarac hereby adopts the City of Tamarac's 2017-2022 Capital Improvements Program as originally adopted on September 22, 2016.

Policy 6.4 The City hereby adopts by reference the Ft. Lauderdale 2015 Water Supply Facilities Work Plan.

Policy 6.5 The City hereby adopts by reference the Broward County 2015 10-Year Water Supply Facilities Work Plan.

CAPITAL IMPROVEMENTS PROGRAM							TOTAL
DEPARTMENT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2017 THRU FY 2022
COMMUNITY DEVELOPMENT							
Corridor Walls	-	-	-	-	-	-	-
Phase 1. Tamarac Lakes South	-	-	-	-	-	-	-
Phase 2A. Mainlands 7	-	-	-	-	-	-	-
Phase 2B. Woodlands	1,249,519	-	-	-	-	-	1,249,519
Phase 2B. Woodlands	425,419	-	-	-	-	-	425,419
Phase 3. Westwood 3, 4, & 7	2,200,000	-	-	-	-	-	2,200,000
Phase 4. Woodmont- Southgate & Pine Island Road	-	-	-	210,522	-	-	210,522
Phase 4. Woodmont- Southgate & Pine Island Road	-	-	-	250,000	-	-	250,000
Phase 5. Mainlands 8,9,11&12	-	-	-	-	951,338	-	951,338
Comprehensive Signage Program	-	-	-	-	-	-	-
Neighborhood Signage Program	-	260,000	-	-	-	-	260,000
Bus Benches (21)	52,500	-	-	-	-	-	52,500
Decorative Hardscape	-	1,789,500	-	-	-	-	1,789,500
INFORMATION TECHNOLOGY							
Security System Improvements	608,118	-	-	-	-	-	608,118
PUBLIC WORKS							
Colony West Club House	5,000,000	-	-	-	-	-	5,000,000
Pine Island Pedestrian Crossing	382,000	-	-	-	-	-	382,000
Fire Station #36: University Drive	-	-	-	-	-	-	-
Fire Station #36: University Drive	500,000	-	-	-	-	-	500,000
Fire Station #36: University Drive	200,000	-	-	-	-	-	200,000
Caporella Aquatics Center Pump Room Renovations	390,384	-	-	-	-	-	390,384
Bikeways Path Phase 4	-	70,000	-	-	-	-	70,000
Bikeways Path Phase 4	-	790,169	-	-	-	-	790,169
Bikeways Path Phases 5 & 6	-	775,100	-	-	-	-	775,100
Bikeways Path Phases 5 & 6	-	400,000	-	-	-	-	400,000
Waters Edge Park	2,775,207	-	-	-	-	-	2,775,207
Caporella Aquatic Center Main Pool & Sprayground Resurf	115,500	-	-	-	-	-	115,500
Caporella Aquatic Center Large Slide Replacement	251,750	-	-	-	-	-	251,750
Sports Field Sod at Tamarac Park	62,160	-	-	-	-	-	62,160
Material Storage Bins - TSC & Rec Center	63,000	-	-	-	-	-	63,000
Boulevards Sidewalk Extension	59,875	-	-	-	-	-	59,875
Tamarac Park Playground Project	-	290,350	-	-	-	-	290,350
Waterview Park	-	88,800	-	-	-	-	88,800
Tamarac Sports Complex Concession Bldg/Site Improv's	-	1,562,525	-	-	-	-	1,562,525
Tephrford Park	-	-	146,313	-	-	-	146,313
Sabal Palm Parcel	-	-	3,733,634	-	-	-	3,733,634
Swim Central Annex	-	-	664,748	-	-	-	664,748
Tamarac Village - Park	-	-	-	-	630,489	-	630,489
Caporella Park Improvements	-	-	-	-	4,423,497	-	4,423,497
PUBLIC SERVICES - STORMWATER							
Citywide Culvert & Headwall Improvements	800,000	-	800,000	-	800,000	-	2,400,000
SCADA Upgr. For Stormwater Pump Stations	85,000	-	-	-	-	-	85,000
Colony West Club House	-	-	-	-	-	-	-
UTILITIES							
WTP Well Upgrade Project	250,000	350,000	25,000	25,000	25,000	25,000	700,000
SCADA Upgr for Water Plant Wells & Wastewater PS	850,000	-	-	-	-	-	850,000
WTP Stormwater Improvements	600,000	-	-	-	-	-	600,000
Wastewater Pump Station Renewal	-	-	350,000	-	350,000	-	700,000
WTP Renewal/Replacement	100,000	100,000	100,000	125,000	125,000	125,000	675,000
Electrical/Mechanical Pump Station Renewal	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Irrigation Replacement	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Tamarac West System Rehabilitation	240,000	240,000	240,000	240,000	300,000	300,000	1,560,000
Water Distribution System Upgrade	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
WTP- Bldg Envelope Improvements/Stucco	220,000	-	-	-	-	-	220,000
Shaker Village Pipe Bursting Project	1,000,000	-	-	-	-	-	1,000,000
Replace Greenleaf Filter Media/Sandblast/Paint	750,000	-	-	-	-	-	750,000
Install Mixers in Grant's Plaza& Tr 27 Water Tanks	20,000	200,000	-	-	-	-	220,000
Sewer Main Rehabilitation (I & T)	12,000,000	-	-	-	-	-	12,000,000
Rehab Accelerators - Internals	-	350,000	-	-	-	-	350,000
Grants/TAM Sq. WM Replacement	-	450,000	-	-	-	-	450,000
Replace Tr 27 pumps with VFD's and New MCC	-	100,000	1,150,000	-	-	-	1,250,000
Relocate Backyard Water Mains - Tamarac East	-	100,000	1,050,000	-	-	-	1,150,000
Tract 27 Generator & ATS Replacement	-	50,000	450,000	-	-	-	500,000
Water Master Plan Study	-	-	250,000	-	-	-	250,000
Replace WTP Package Filter Media - Filters 3 & 4	-	-	350,000	-	-	-	350,000
Grants Shopping Center Generator Replacement	-	-	50,000	450,000	-	-	500,000
Replace Wastewater Force Mains	-	-	-	500,000	-	-	500,000
Replace Lime Silos and Slaker Systems	-	-	-	75,000	750,000	-	825,000
Rate Study	-	-	-	-	55,000	-	55,000
MIEX @ Pretreatment System	-	-	-	-	500,000	5,000,000	5,500,000
McNab Force Main, 92nd Avo/Nob Hill Rd. (US03E)	-	-	-	-	-	750,000	750,000
Wastewater System Master Plan (Study)	-	-	-	-	-	300,000	300,000
Replace Package Filters 1-2 (Remove 4MG Accelerator)	-	-	-	-	-	150,000	150,000
TOTAL	\$ 16,730,000	\$ 2,640,000	\$ 4,715,000	\$ 2,115,000	\$ 2,805,000	\$ 7,350,000	\$ 36,355,000
TOTAL	\$ 31,950,432	\$ 8,666,444	\$ 10,059,695	\$ 2,575,522	\$ 9,610,324	\$ 7,350,000	\$ 70,212,417

Objective 7

The Capital Improvement Element, and the five-year Capital Improvements Schedule and Plan incorporated into the Element by reference, shall be used as the basis for detailing the City's public facility deficiencies and planning corrective capital projects.

Monitoring and Evaluation:

- Update on the Capital Improvements Schedule

Policy 7.1 Appropriate mechanisms will be developed and adopted with the South Florida Water Management District, Broward County and Fort Lauderdale in order to assure that adequate water supplies are available to all water users. Furthermore, the City will be responsible for monitoring the availability of water supplies for all water users and for implementing a system that links water supplies to the permitting of new development. Prior to approval of a building permit or its functional equivalent, the City shall consult with Broward County and Fort Lauderdale to determine whether adequate water supplies to serve new development will be available no later than the anticipated date of issuance by the City of a certificate of occupancy or its functional equivalent.

Policy 7.2 The City shall provide monthly data to Broward County and Fort Lauderdale, as required by such entity, to track the amount of water to be allocated for new use.

Policy 7.3 The City shall incorporate capital improvements affecting City levels of service by referencing the Capital Improvements Schedules of Broward County and Fort Lauderdale, state agencies, regional water supply authorities and other units of government providing services but not having regulatory authority over the use of land into its 5-Year Schedule of Capital Improvements. The City Capital Improvement Element Schedule shall be maintained and updated and shall demonstrate that level of service standards will be maintained during the next five-year (2016/2017 through 2021/2022) planning period.

IX. PUBLIC SCHOOL FACILITIES ELEMENT
VOLUME I: GOALS, OBJECTIVES & POLICIES

City of Tamarac

IX. PUBLIC EDUCATION FACILITIES ELEMENT

PUBLIC SCHOOL CONCURRENCY

GOAL 1

The City of Tamarac (City) in collaboration with the School Board of Broward County (School Board), Broward County Board of County Commissioners (Broward County) and non-exempt municipalities (municipalities) shall ensure that public school facilities will be available for current and future students consistent with available financial resources and adopted level of service standards (LOS). This will be accomplished recognizing the School Board's statutory and constitutional responsibility to provide a uniform system of adequate public school facilities and the authority of City for development permitting and comprehensive planning.

FINANCIALLY FEASIBLE DISTRICT EDUCATIONAL FACILITIES PLAN

Objective 1.1

Pursuant to Chapters 163.3177 and 163.3180 F.S. and the Interlocal Agreement for Public School Facility Planning (ILA), the City shall provide comments to the School Board during its annual preparation, update, and adoption of the Five-Year District Educational Facilities Plan (DEFP). The School Board shall also ensure that school facilities are planned to meet the long-term planning period of the Public School Facility Element (PSFE) of the City of Tamarac Comprehensive Plan, consistent with the provisions of the ILA.

Monitoring and Evaluation:

- City review of number of residential building permits issued with annual update of DEFP.

Policy 1.1.1 The financially feasible schedule of the DEFP shall be annually adopted into the City of Tamarac Comprehensive Plan Capital Improvements Element (CIE) by reference.

Policy 1.1.2 The School Board, through the Adopted DEFP, shall depict the capacity needed to achieve and maintain the adopted LOS for each CSA within the five-year planning period. These projections are included in the supporting documents of the PSFE.

Policy 1.1.3 The School Board, through the DEFP, shall provide a five-year financially feasible schedule for the remodeling/renovation of existing schools to meet the identified needs of aging schools and replace worn facilities.

Policy 1.1.4 The School Board, shall amend the DEFP, on an annual basis to:

1. add a new fifth year;
2. reflect changes in estimated capital revenues, planned capital appropriations costs, planned capital facilities projects, CSAs and school usage; and,

3. ensure the DEFP continues to be financially feasible for the five-year planning period.

Policy 1.1.5 Annual updates to the CIE shall be coordinated with adopted updates to the DEFP and CSA maps. The annual plan amendments shall ensure that the schedule of capital improvements with the CIE continues to be financially feasible and the LOS will be achieved and maintained.

CONCURRENCY MANAGEMENT SYSTEM

Objective 1.2

The City shall participate in the Broward County county-wide public school facilities concurrency management system for implementation of public school concurrency to ensure that public school facilities are available at the adopted level of service standard concurrent with the impact of proposed residential development.

Monitoring and Evaluation:

- City review of number of residential building permits issued with annual update of the DEFP.

Policy 1.2.1 The City of Tamarac in collaboration with the School Board and Broward County shall implement concurrency management systems consistent with the policies included in the Broward County's and the City's Public School Facilities Element with procedures and requirements included within the City's Land Development Code and the ILA.

Policy 1.2.2 The CSAs shall be the annually adopted school attendance boundaries for each elementary, middle and high school. The maps of the CSAs are maintained in the data and analysis section of this Element.

Policy 1.2.3 The Level of Service standard shall be 110 percent of the permanent Florida Inventory of School Housing (FISH) capacity for each public elementary, middle and high school.

Policy 1.2.4 If adequate capacity is not available in a CSA for a proposed residential development, but capacity exists in one or more contiguous CSAs, the development may proceed consistent with the provisions and procedures in the City's Land Development Code and the ILA.

Policy 1.2.5 If adequate capacity is not currently available in a CSA or contiguous CSA, for a proposed residential development, but capacity is scheduled in the DEFP to be available within 3 years after the issuance of final subdivision or site plan approval, (or functional equivalent), development of the project may proceed in accordance with the provisions and procedures in the City's Land Development Code and the ILA.

Policy 1.2.6 The CSAs shall be established and subsequently modified to maximize available school capacity and make efficient use of new and existing public schools in accordance with

the level of service standards and the permanent capacity, taking into account special considerations such as core capacity, special programs, transportation costs, geographic impediments, diversity programs, and class size reduction requirements to prevent disparate enrollment levels between schools of the same type (elementary, middle, high) and provide an equitable distribution of student enrollment District-wide.

Policy 1.2.7 The City shall not approve a residential plat or site plan or functional equivalent until the School Board has reported that the school concurrency requirement has been satisfied consistent with the provisions and procedures in the City's Land development Code and the ILA.

Policy 1.2.8 The projected student impact of a proposed residential development shall be determined using the student generation rates approved by the School Board and adopted within the City's Land Development Code. The student generation rates shall be reviewed and updated at least every three (3) years.

Policy 1.2.9 The public school concurrency approval for residential plats shall expire if development within the plat does not commence within five (5) years following the date of County Commission approval. Public school concurrency approval for residential site plans shall expire subject to the issuance of a building permit development with (1) year following the date of City Commission approval.

PROPORTIONATE SHARE MITIGATION

Objective 1.3

The School Board, pursuant to Chapter 163.3180 F.S. and the ILA, shall include proportionate share mitigation alternatives that provide an option for residential developments unable to meet the public school concurrency requirement.

Monitoring and Evaluation:

- Number of residential developments that require proportionate share mitigation alternatives.

Policy 1.3.1 A residential development's proportionate share mitigation value shall be determined by multiplying the number of additional student stations needed to mitigate the impact of the proposed development on schools within the affected CSA(s) not meeting the adopted LOS standards by the State cost per student station for each school type plus a land impact cost share, if applicable. Pursuant to Section 163.3180(13)(e)(2), F.S., the applicant's proportionate share mitigation obligation shall be credited toward any other impact or exaction fee imposed by local ordinance for the same need, on a dollar-for-dollar basis, at fair market value.

Policy 1.3.2 Proportionate share mitigation shall enhance the capacity of the schools (or provide for the construction of new schools) serving the proposed residential development. The

mitigation shall equate to at least one permanent classroom, which may be funded by one or more residential developments, or other identified funding sources. Mitigation that results in the need for school site(s) shall primarily be the dedication of land. Proportionate share mitigation shall include the following options, as further defined and subject to, procedures and requirements in the ILA;

1. Purchase or dedication of needed elementary, middle or high school sites.
2. Construction of capacity improvements identified in years four (4) or five (5) of the DEFP including advancement of such improvements into the first three years of the DEFP.
3. Construction of previously unplanned schools, classroom additions, modular classrooms or similar facilities. Such facility capacity shall be included in the first three years of the DEFP through an amendment approved by the School Board.
4. Construction of the needed capacity at one or more charter schools.
5. Other mitigation options approved by the School Board on a case by case basis contingent upon a School Board finding that the option mitigates the impact of the proposed development.

Policy 1.3.3 Mitigation shall be assured by a legally binding agreement between the School Board, the applicant and the City executed prior to the issuance of the final subdivision plat or the final site plan approval (or functional equivalent). The School Board must commit in the agreement to placing the improvement required for mitigation in the first three (3) years of the DEFP.

COLLABORATE & COORDINATE TO MAXIMIZE QUALITY EDUCATION

GOAL 2

The City, the School, Broward County, and municipalities shall maximize collaboration and coordination to effectively plan for public elementary and secondary school facilities to meet the current and future needs of Broward County's public school population.

Monitoring and Evaluation:

- Annual review of properties owned by School Board, Broward County, and City.
- Annual review and comment on the School District's Tentative Five-Year DEFP.
- Attendance to pertinent Superintendent's Site Review Committee Meetings and the Oversight Committee and Staff Working Group meetings regularly to ensure compatibility with land uses and future school sites.

LAND USE CONSISTENCY, COMPATIBILITY & ADEQUATE INFRASTRUCTURE

Objective 2.1

The City shall coordinate with the School Board and Broward County to ensure that the locations of existing and proposed school sites are compatible with and proximate to the existing and planned land uses they serve.

- Policy 2.1.1 The City will coordinate through the procedures established in the ILA that existing and proposed public school facility sites are consistent and compatible with the City of Tamarac Comprehensive Plan.
- Policy 2.1.2 The City will coordinate with the School Board and Broward County to prepare projections of future development and public school enrollment growth and to ensure such projections are consistent with the City's future land use map and the School Board's Long Range Public School Facilities Map, and procedures and requirements identified in the ILA.
- Policy 2.1.3 Consistent with Section 163.3177 (12) (g), F.S., the City shall adopt by reference the Broward County PSFE that include future conditions maps showing existing and anticipated school facilities for the short-term (5 year) and long-term (10 year) planning time frames. Maps 1 through 12 depict of the PSFE depict the short and long term existing and anticipated public school facilities and ancillary plants.
- Policy 2.1.4 Consistent with provisions and procedures in the ILA, the School Board will advise the City of inconsistencies in the City's Comprehensive Plan and Comprehensive Plan Amendments with the DEFP and Long-Range School Facilities Plan.
- Policy 2.1.5 The School Board shall monitor and participate in the City's plat review and site plan review processes, the Development of Regional Impact (DRI) process, the land use plan amendment process and other development order/permit processes.
- Policy 2.1.6 The City shall utilize the procedures identified within the ILA, including the Staff Working Group and Oversight Committee established by the ILA, to coordinate the annual review of school enrollment projections in addition to the preparation and annual reviews of public school facilities elements and ensure that the elements are consistent with each other.
- Policy 2.1.7 The City shall annually amend its CIE after the School Board annually updates and adopts the DEFP and transmit it to the City consistent with the provisions and procedures of the ILA, including any supplemental amendments.
- Policy 2.1.8 The City shall share and coordinate information with the School Board and Broward County through the municipal platting, site plan and school siting processes and procedures identified in the ILA to ensure the location, phasing, and development of public school facilities, including additions to existing facilities, is coordinated with the provision of necessary public facilities.

Policy 2.1.9 The City, pursuant, shall coordinate the location of public school facilities with the School Board and Broward County relative to the location of other public facilities such parks, libraries and communities' centers and promote schools to be focal points within the community.

SCHOOL FACILITY SITING, COLLOCATION & DESIGN

Objective 2.2

The City pursuant to the ILA, shall coordinate the location of public school facilities, with the School Board and Broward County relative to the location of other public facilities such as parks, libraries and community centers and promote schools to be focal points within the community.

Policy 2.2.1 In the planning, siting, land acquisition, permitting and development of a new school facility or significant renovation or expansion, the School Board shall coordinate with the City on the availability of public facilities, services and.

Policy 2.2.2 The City shall pursue shared-use and co-location of school sites with School Board and County facilities having similar facility needs, such as libraries, parks, ball fields, other recreation facilities.

Policy 2.2.3 Through the design of school facilities, establishment of school siting standards and pursuit of collocation opportunities, the School Board is encouraged to promote school facilities to serve as community focal points.

Policy 2.2.4 The City will coordinate with the School Board and Broward County, on efforts to build new school facilities, which are designed to serve as emergency shelters as required by Section 1013.372, F.S.

LIST OF ADOPTED MAPS

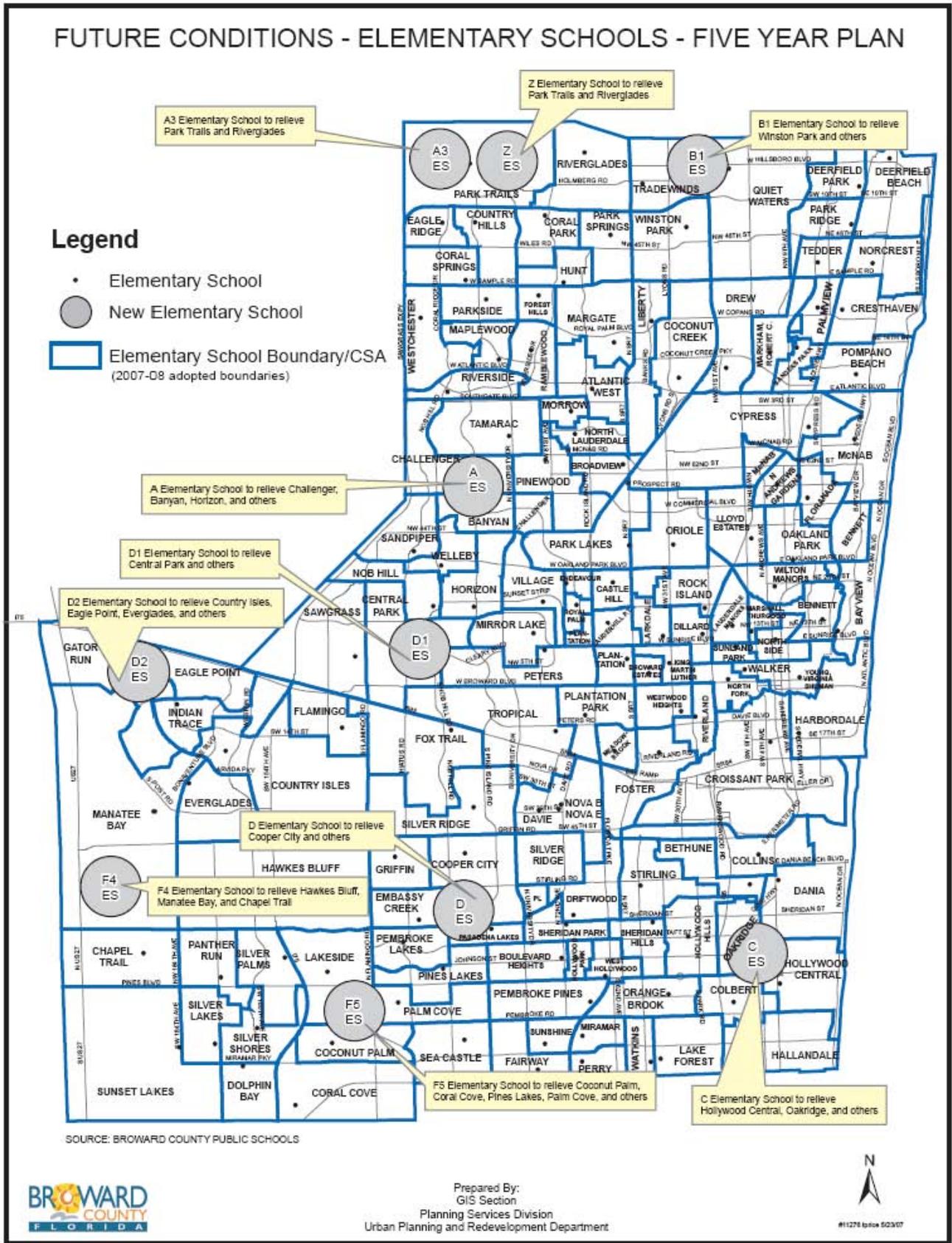
Short-Range Maps: (2007– 2012)

- Map 9.1: Future Conditions - Elementary Schools – Five Year Plan
- Map 9.2: Future Conditions - Middle Schools – Five Year Plan
- Map 9.3: Future Conditions - High Schools – Five Year Plan
- Map 9.4: Future Conditions - Charter Schools – Five Year Plan
- Map 9.5: Future Conditions - Special Schools – Five Year Plan
- Map 9.6: Future Conditions - Ancillary Plant Locations – Five Year Plan

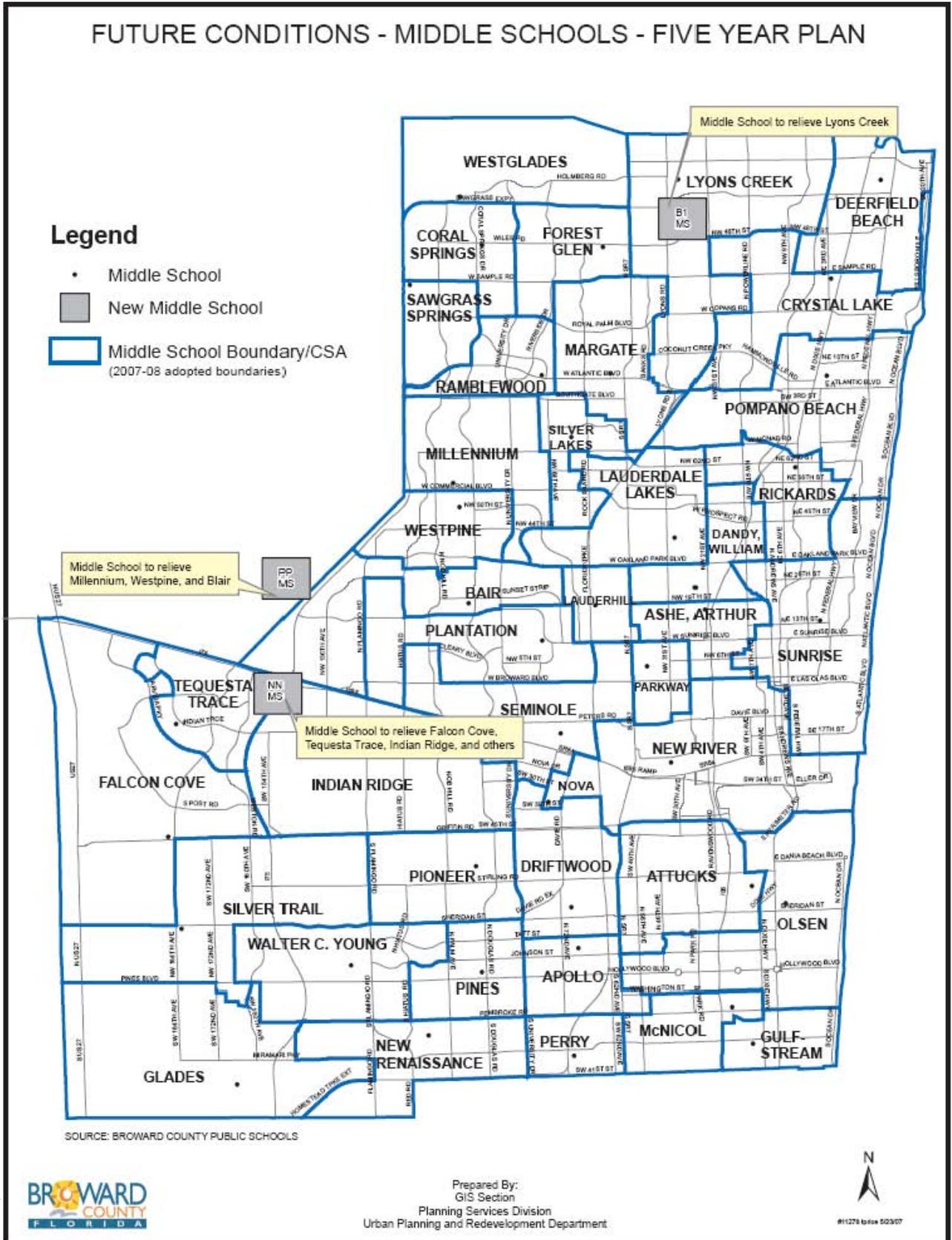
Long-Range Maps: (2007 – 2017)

- Map 9.7: Future Conditions - Elementary Schools – Ten Year Plan
- Map 9.8: Future Conditions - Middle Schools – Ten Year Plan
- Map 9.9: Future Conditions - High Schools – Ten Year Plan
- Map 9.10: Future Conditions - Charter Schools – Ten Year Plan
- Map 9.11: Future Conditions - Special Schools – Ten Year Plan
- Map 9.12: Future Conditions - Ancillary Plant Locations – Ten Year Plan

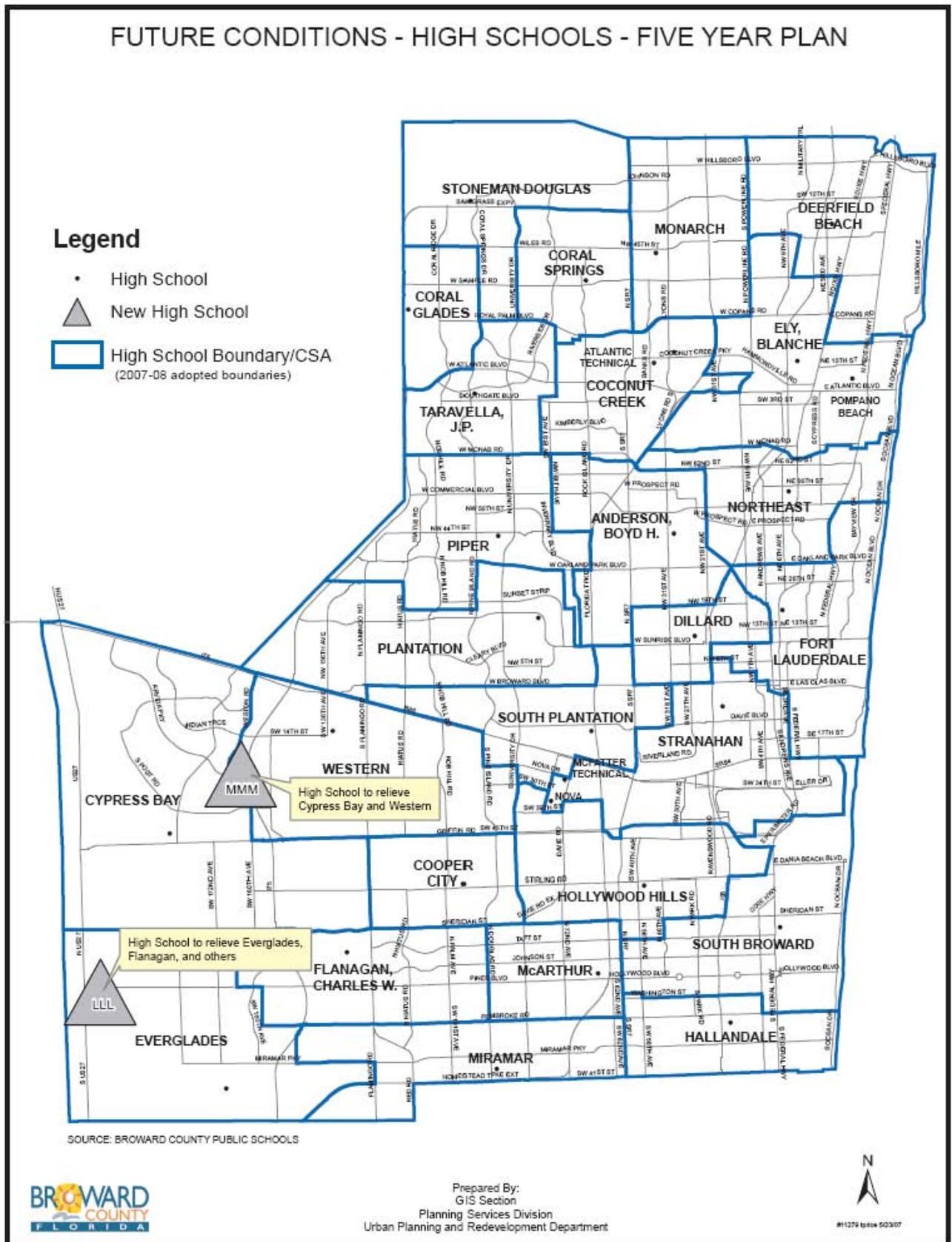
MAP 9.1: Future Conditions – Elementary Schools – Five Year Plan



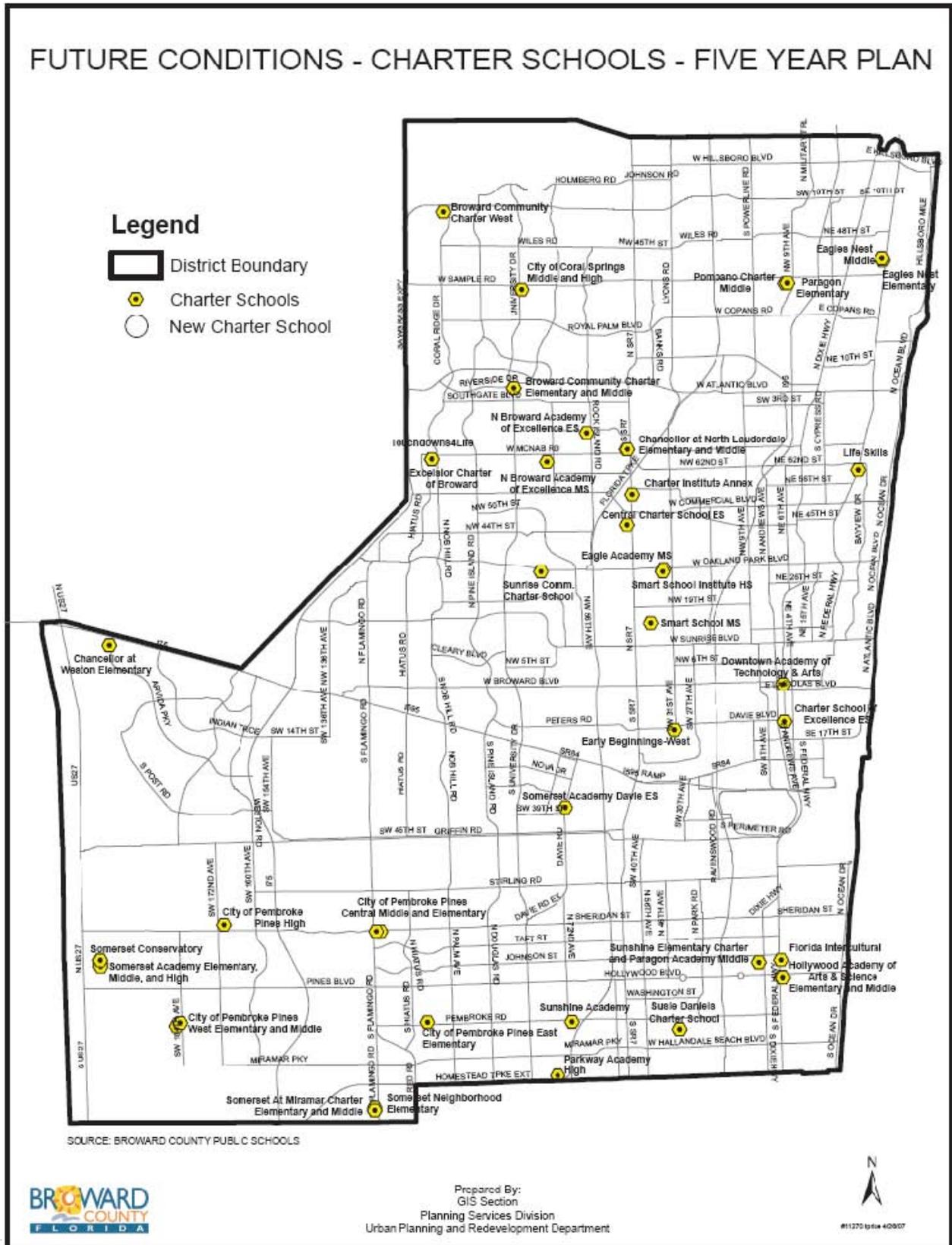
MAP 9.2: Future Conditions – Middle Schools – Five Year Plan



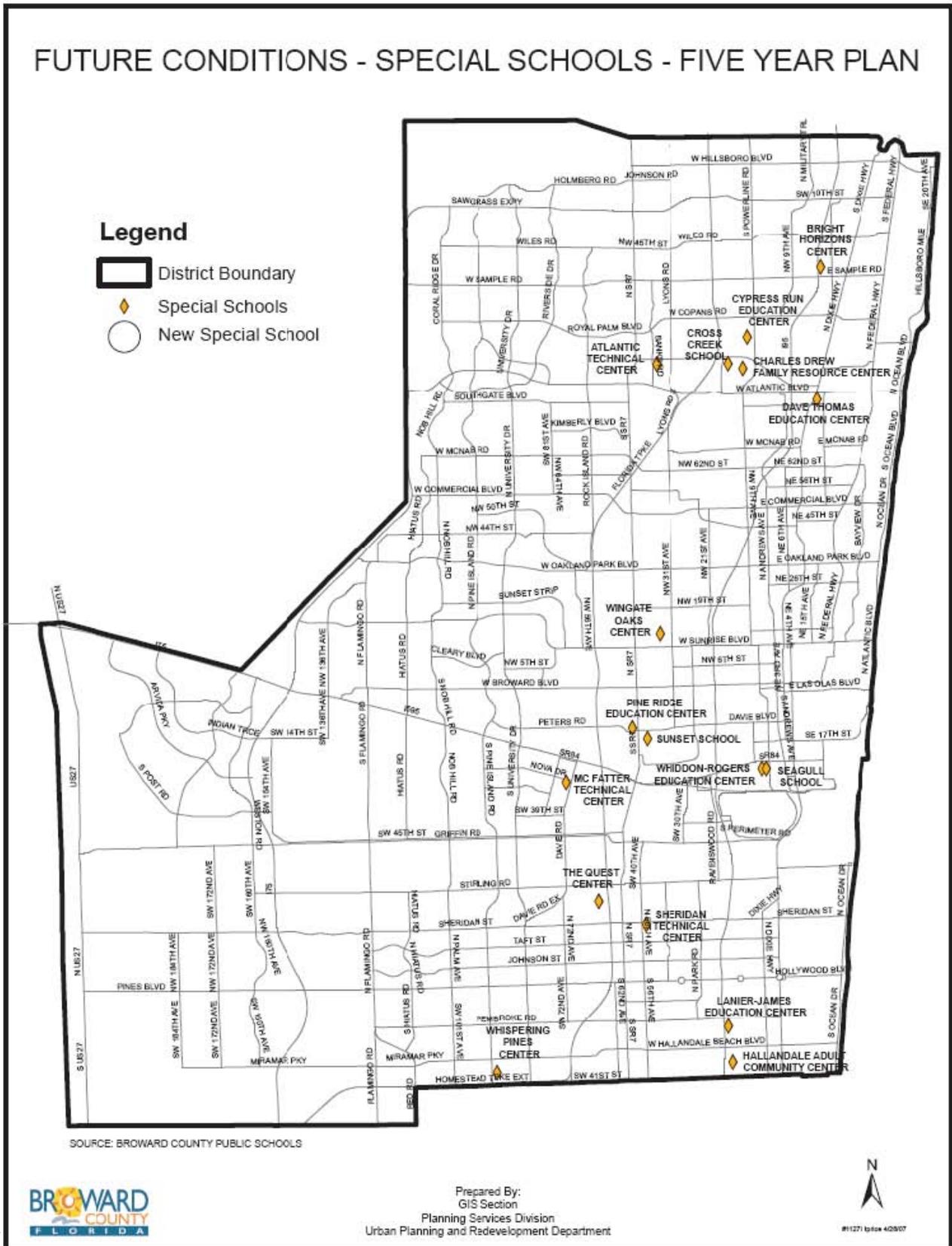
MAP 9.3: Future Conditions – High Schools – Five Year Plan



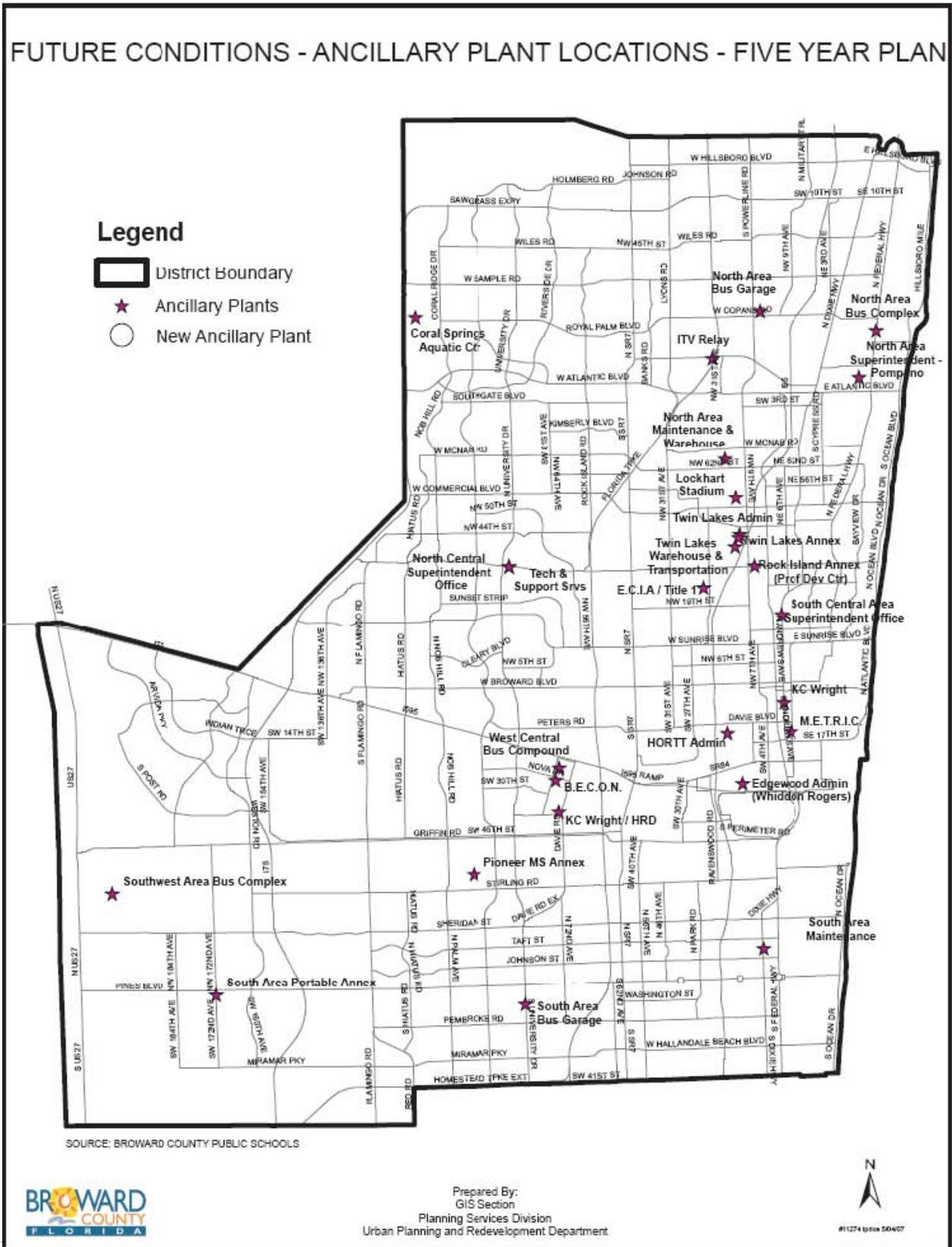
MAP 9.4: Future Conditions – Charter Schools – Five Year Plan



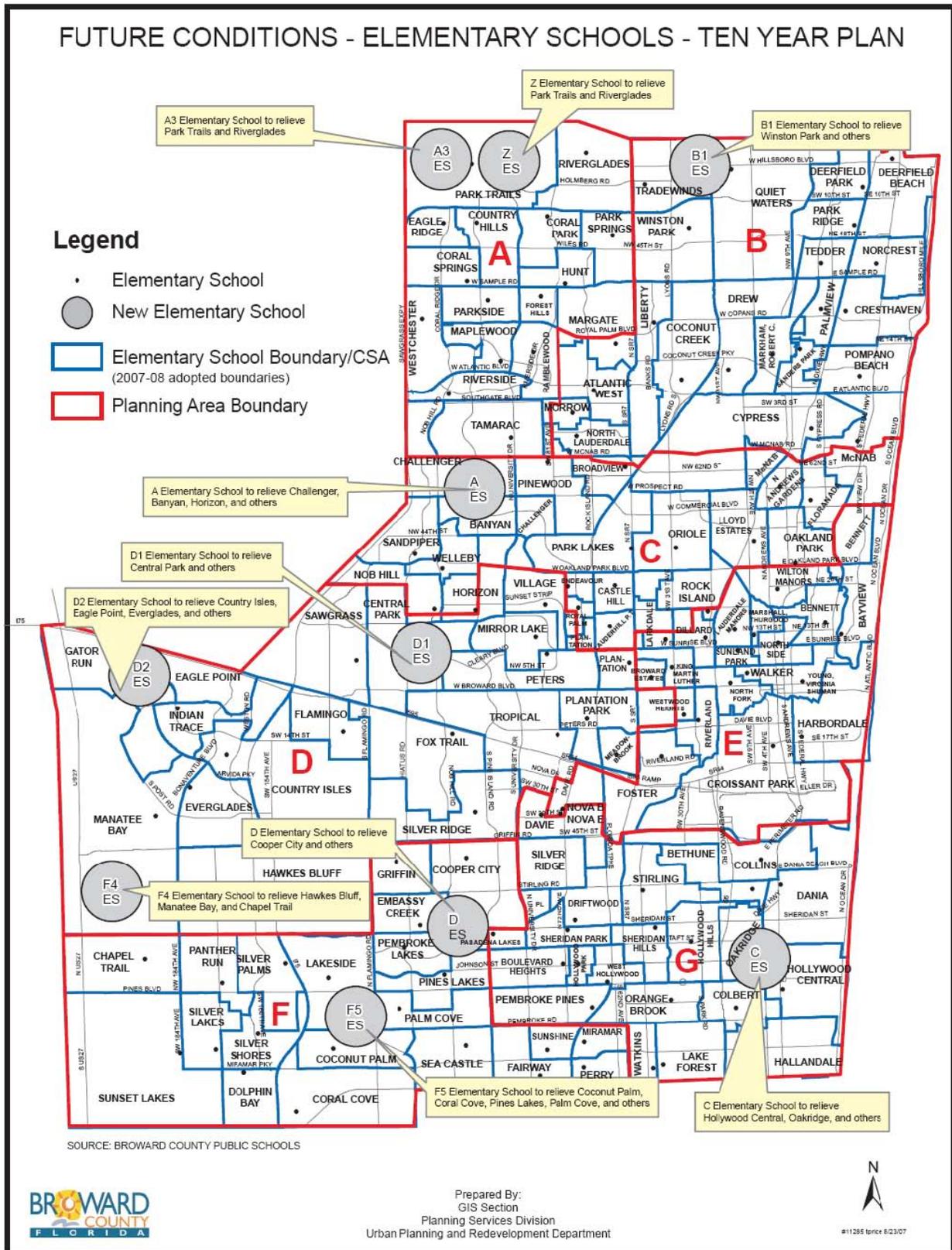
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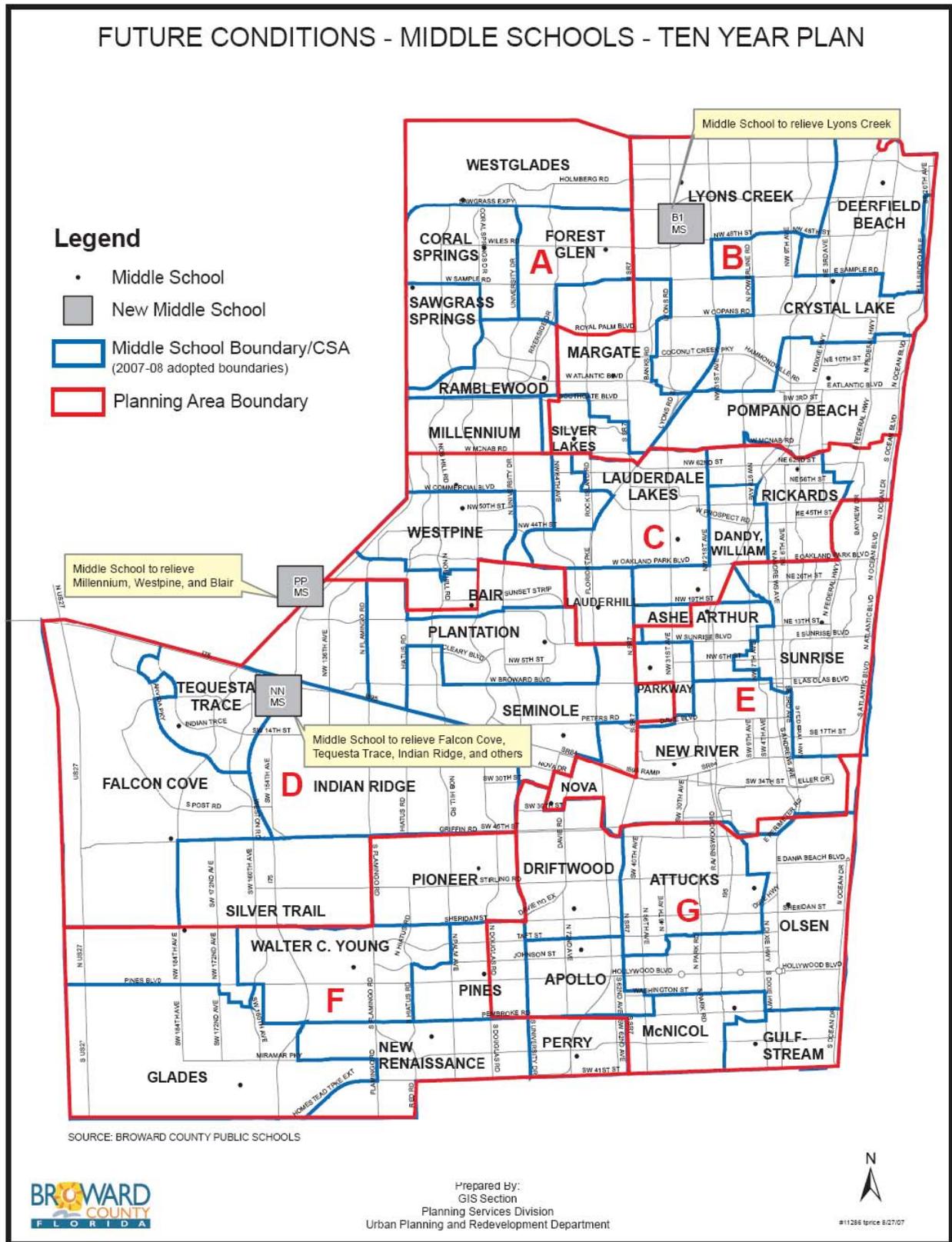
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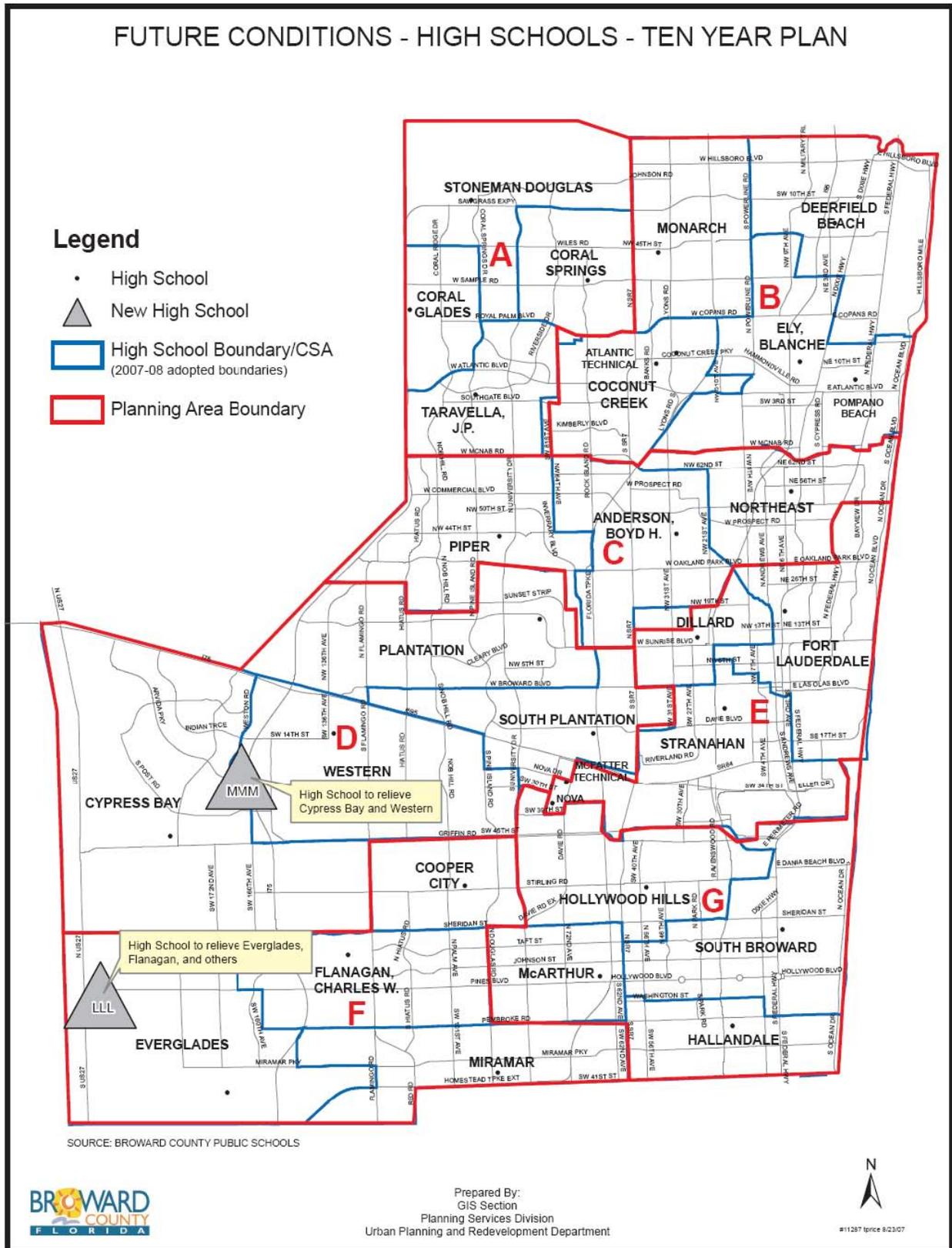
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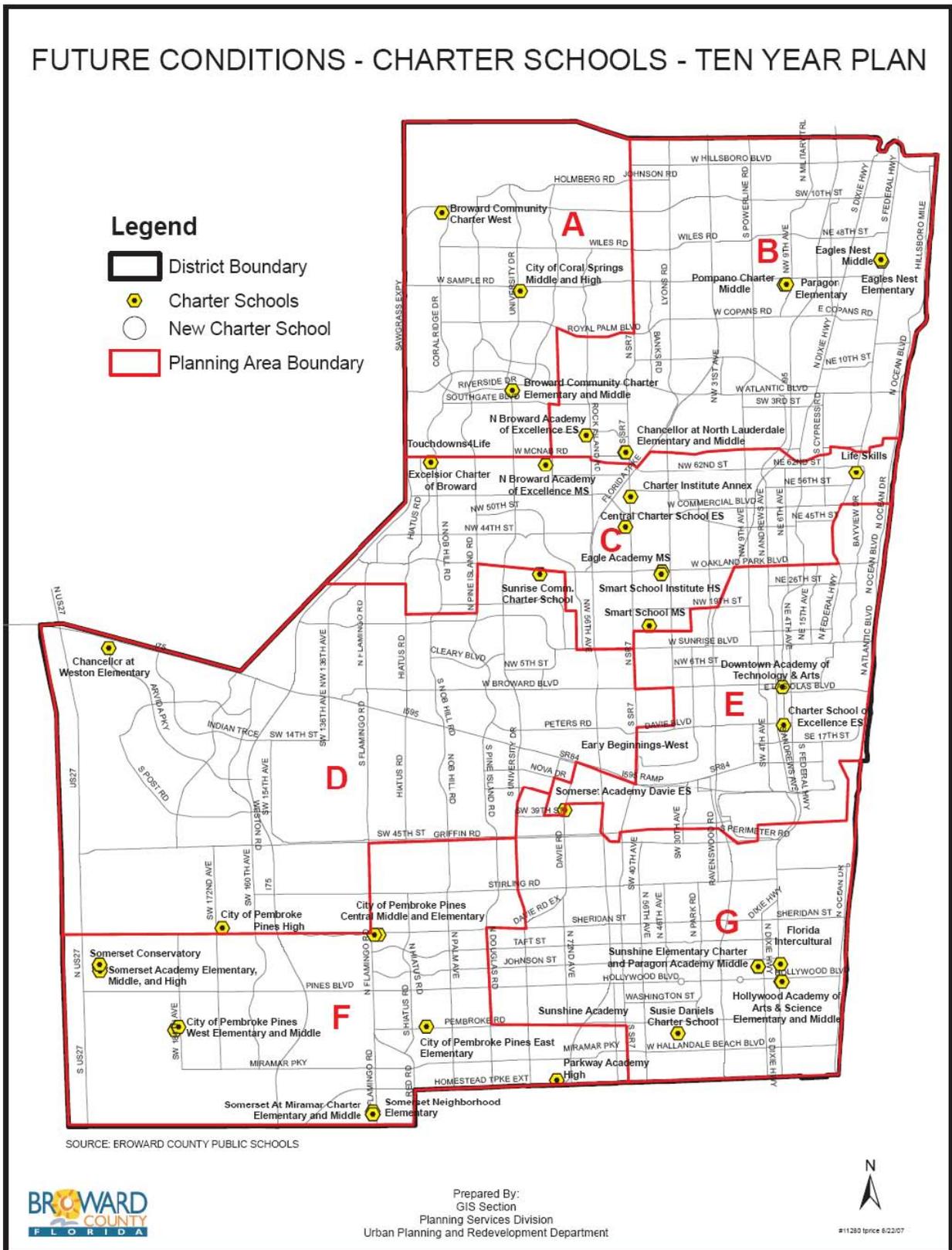
MAP 9.8: Future Conditions – Middle Schools – Ten Year Plan



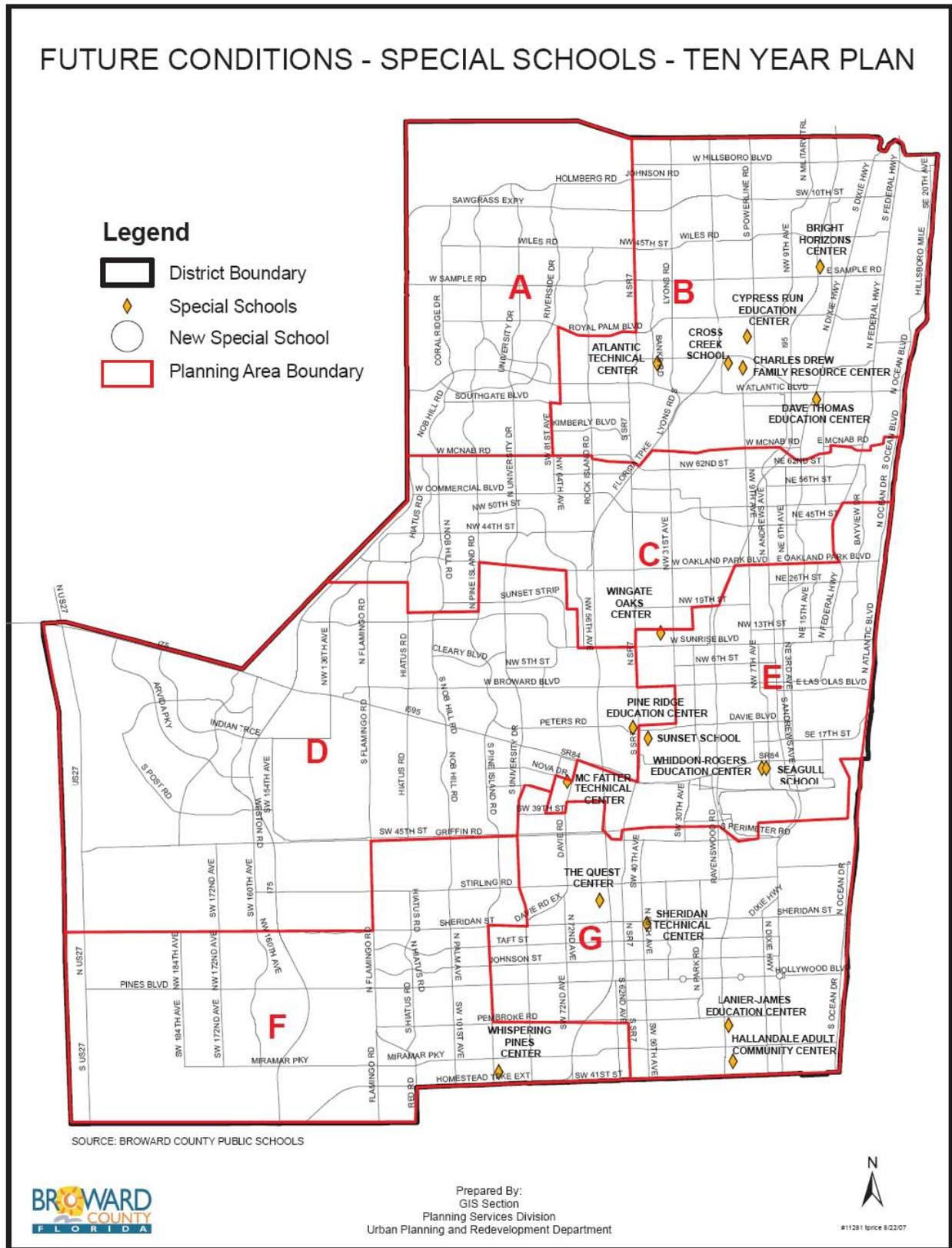
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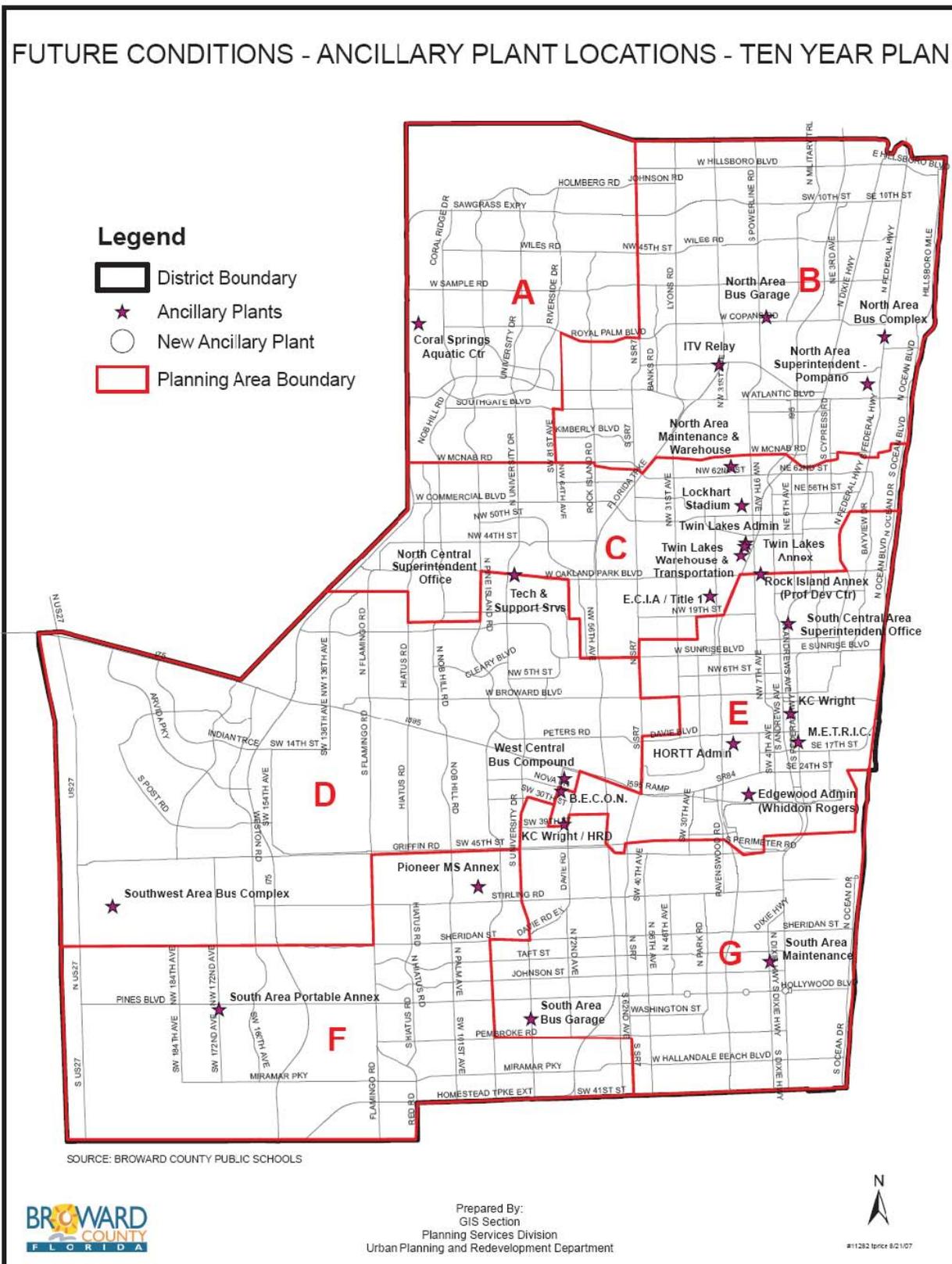
MAP 9.10: Future Conditions – Charter Schools – Ten Year Plan



MAP 9.11: Future Conditions – Special Schools – Ten Year Plan



MAP 9.12: Future Conditions – Ancillary Plant Locations – Ten Year Plan



X. ECONOMIC DEVELOPMENT ELEMENT
/ ECONOMIC DEVELOPMENT STRATEGIC PLAN

VOLUME I: PRINCIPLES, GUIDELINES, GOALS &
RECOMMENDATIONS

City of Tamarac

CITY OF TAMARAC

**ECONOMIC
DEVELOPMENT
STRATEGIC
PLAN**

2018-2022



Acknowledgements

City of Tamarac

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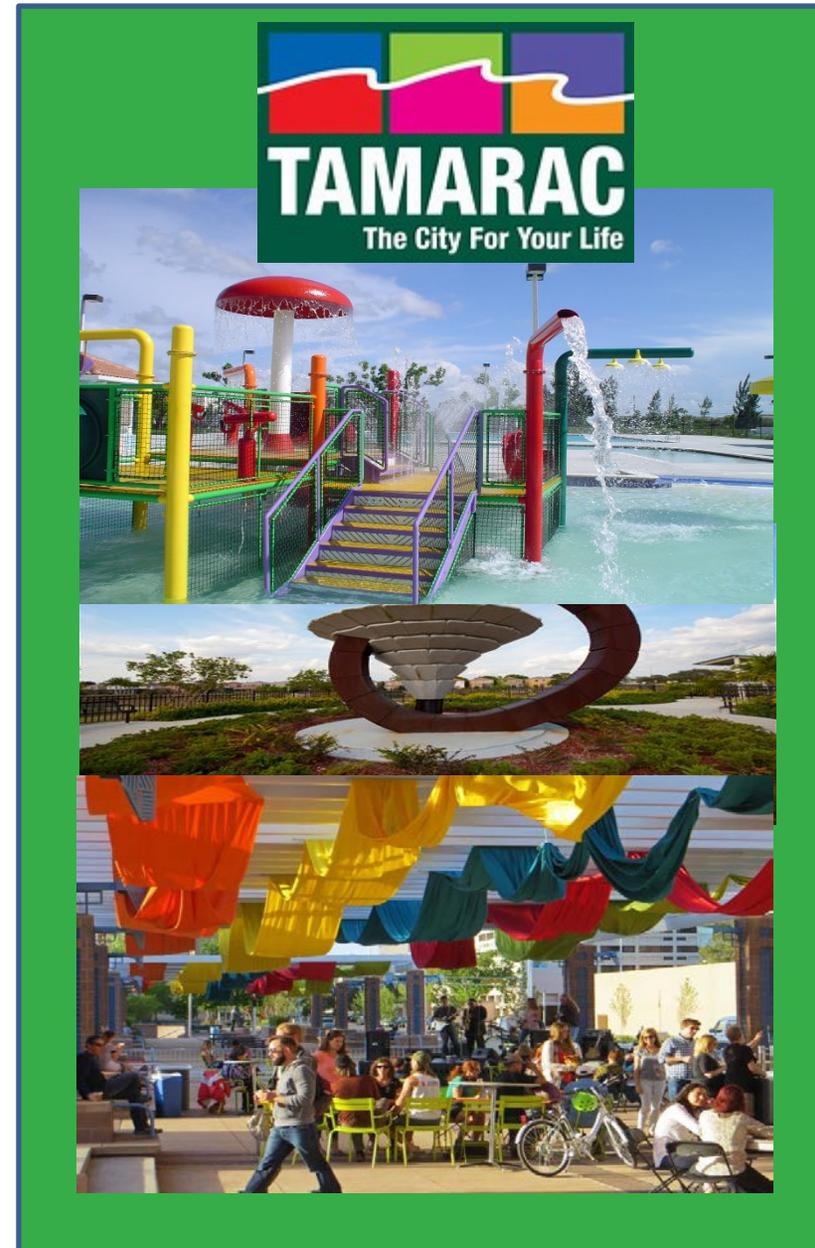


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I. Introduction and Background

The City of Tamarac is located in western Broward County in the State of Florida, and provides access to highways, railways, airports and waterways as well as a wealth of cultural and sports activities. The City covers a 12-square mile area and is home to more than 63,000 residents and approximately 2,000 businesses.

In October 2017, the Florida Department of Economic Opportunity awarded a Community Planning Technical Assistance Grant to the City of Tamarac to develop an Economic Development Element for incorporation into the City's Comprehensive Plan.

The purpose of the Economic Development Element is to define the City of Tamarac's goals and objectives as they relate to expanding the City's tax base and improving the quality of life for the community.

The Community Planning Technical Assistance Grant is structured to fund the following tasks:

- Two (2) public workshops to facilitate community outreach.
- Collection and analysis of data relative to commercial, industrial, residential, recreational, and transportation land uses.
- Formulation of economic development policies and programs that serve to retain, enhance, and expand the City's economic assets.
- Five Year-Priorities and Action Plan which will place an emphasis on policies that are conducive to the short-term realization of economic development growth and establish a program to monitor and evaluate the achievement of benchmarks which will operate as direct indicators of economic growth performance.
- Compilation of a consolidated Economic Development Element that clearly defines and articulates innovative strategies to enhance economic development growth.

To guide the execution of the Economic Development Element (the "Economic Development Strategic Plan", or "EDSP"), this Implementation Plan builds upon the Data and Analysis Report completed in first phase of this planning process. The following

implementation framework is a direct result of the findings related to current trends and projections for the City's housing, demographic, transportation, real estate, employment, retail, educational, and socio-economic data and to analyze its impact on current and future market performance.

The Data and Analysis Report located in Appendix I enabled the City to reevaluate and prioritize economic resources according to current market conditions, demographic shifts, and emerging redevelopment activity.

Policy Statement/Purpose

Tamarac Economic Development Strategic Plan Mission Statement

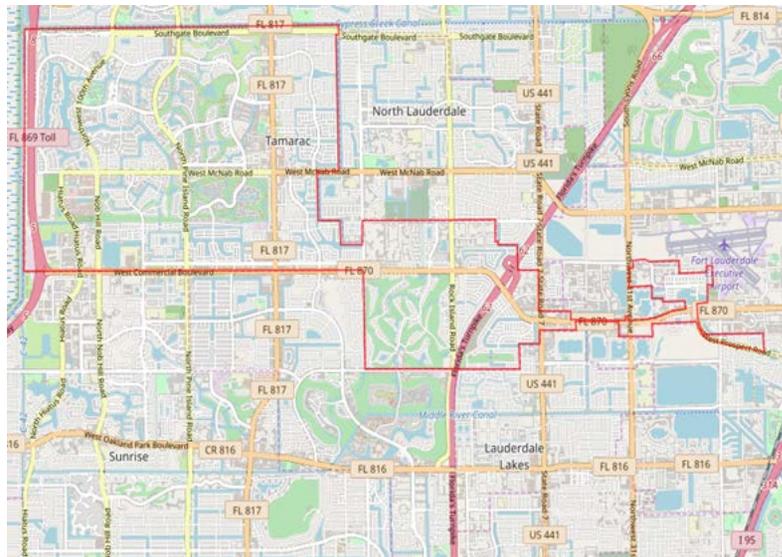
**To foster the economic resilience,
sustainability and comprehensive
revitalization of the City of
Tamarac through effective pro-
growth, business friendly
development policies and
programs.**

The studies and plans that have been instrumental in shaping the City's Economic Development Strategic Plan include:

- City of Tamarac Comprehensive Plan, 2007 (as amended)
- City of Tamarac Economic Development Plan, FY2014-2019
- City of Tamarac Commercial Arterial Redevelopment Study, June 2014

As a result, the research, analysis and policy directives contained in these planning documents provided the initial framework for setting the City of Tamarac's economic development goals and objectives for the next five years. More than just a test of progress against goals over the last five years, this Economic Development Strategic Plan is specifically intended to concentrate the City's financial and institutional resources on achieving mixed-use retail revitalization and redevelopment in targeted opportunity site "Focus Areas" through the formulation of an implementation plan.

Figure 1: City of Tamarac, Florida Jurisdictional Boundary



Economic Planning Context

The City of Tamarac's Economic Development Division (TEDD) adopted a 5-year Economic Development Plan in 2014 to identify targeted business opportunities to focus its economic development efforts, as well as defining ways to accomplish its strategic goals. The formulation of this Economic Development Strategic Plan ("EDSP") as part of the City's Comprehensive Plan is intended to 1) retain and grow successful local businesses; 2) further integrate the 2014 plan into the City's ongoing policy initiatives; and, 3) to promote Tamarac as an ideal business location for companies considering relocation or expanding their business.

The City of Tamarac is strategically located in the center of Broward County, between Miami-Dade and Palm Beach Counties in South Florida.

Located within minutes of several major highways, the Ft. Lauderdale Airport, Port Everglades and railway stations, Tamarac businesses and residents have easy access to the Sawgrass Expressway and the Florida Turnpike.

This EDSP is structured to serve as a foundational blueprint for the community's future economic development activities. The City of Tamarac places strong value on its strategic goals and its customer focused approach. A biennial survey is conducted in which residents and businesses have an opportunity to identify and prioritize strengths and opportunities for improvement to the City's strategic planning initiatives. Since, the City is constantly looking for ways to increase, enhance, and improve economic development programs, the Economic Development Strategic Planning process provides the City with an opportunity to revisit economic development goals and objectives within the context of prevailing demographic trends and real estate market conditions.

The 2018 EDSP will leverage prior planning efforts and provide detailed tactical recommendations. The City of Tamarac is currently recruiting a new Economic Development Manager who will be responsible for implementing the Economic Development Strategic Plan over the next five years according to short-term tactical and long-term strategic goals along with specific actionable items and budgetary requirements. The Economic Development Strategic Plan scorecard tracker will be reviewed and updated each month by the Economic Development Manager to ensure that implementation is on task and on target. An annual report will be provided to the city administration, businesses and other key stakeholders.

To provide context regarding existing conditions, the following is a summary of the City of Tamarac's FY2014-2019 Economic Development Plan's goals and objectives. These goals are structured to encourage business development, diversify the tax base, retain an attractive quality of life deserved by our residents, and foster a safe environment.

The implementation recommendations set forth in the FY2018-2022 EDSP are directly tied to these FY2014-2019 goals and objectives according to current market conditions and the community's priorities as detailed in the Data and Analysis Report. As noted above, the ongoing monitoring and evaluation of economic development efforts are a required function of any successful Implementation Plan.

City of Tamarac Economic Development Plan Goals & Objectives (FY2018-2022)

1) Create a Marketing and Communications Campaign

- Create an Economic Development Message with "The City for Your Life"
- Create a web presence
- Keep an Audience

2) Focus on the Needs of Existing Businesses/Industry

- Create a business retention and expansion program
- Support small business development

3) Create Entrepreneurial & Innovative Opportunities

- Develop partnerships with existing business incubators
- Support Entrepreneurs

4) Foster Commercial and Retail Development

- Identify appropriate retail prospects
- Build awareness among corporate site selectors
- Attract commercial, retailers and restaurants

5) Diversify the Economic Base

- Create a Targeted Industry Strategy
- Attract Corporate Site Selectors
- Formalize the Incentives Policy
- Incorporate the Redevelopment Strategy

Existing Conditions

Tamarac is a diverse community with unique character, charm and opportunity for growth. Once a bedroom community, Tamarac is now emerging as a center for business. Tamarac seeks to deliver an excellent quality of life for residents and a supportive environment for business and industry. To this end, Tamarac seeks to improve the quality of retail within its boundaries and to accelerate its business recruitment and retention activities to expand its tax base.

The City of Tamarac has a Commission-Manager form of government. The five-member City Commission includes four Commissioners, elected by their respective Districts, and a Mayor elected citywide. The Commission passes legislation and sets policy for the City. They also appoint a City Manager who oversees the day-to-day operations of the City, while at the same time carrying out the initiatives and directives of the Commission. The Commission also appoints a City Attorney to represent the City in legal matters.

The City of Tamarac is committed to be a business-friendly community that provides its residents and businesses attractive and safe neighborhoods while encouraging a vibrant economy. The Community Development Department is in the forefront of ensuring that happens. The Department aids local business through its divisions of Economic Development, Planning and Zoning, Business Revenue, Housing and Code Compliance. Additional staff assigned to support the Office of the City Manager support other business and economic development efforts targeted by this Implementation Plan.

The function of the Economic Development Division is to make the City an ideal location for local businesses to succeed and prosper, and to encourage other companies considering relocation or consolidation. The Planning and Zoning Division ensure the quality of life of the built environment through innovative revitalization efforts and land use planning. The Business Revenue Division is committed to providing and maintaining quality customer service to the business community. The Housing Division aids residents to correct health and safety issues, as

well as supporting those seeking adequate, affordable housing. The Code Enforcement Division ensures high community standards.

Accelerating Tamarac's economic prosperity centers on the City's capacity to leverage key economic development assets of location, a skilled workforce, attractive business incentives and a government committed to prosperous, high quality and balanced growth.

To achieve the desired outcome of meaningful improvement to the City's retail corridors, the City's Implementation Plan is specifically targeted to reposition or redevelop five key obsolete and/or blighted retail centers. These sites were identified following a thorough process conducted by City staff.

Staff inventoried the stock of underperforming retail centers based on the following key parameters:

- Building condition (blight);
- Vacancy rate, retail mix and compatibility of uses;
- Site capacity (parcel size and redevelopment potential); and
- Location relative to gateways and key anchor uses.

The targeted list of retail redevelopment "Focus Areas" was narrowed down to five priority sites and five alternative sites based on blight level and near-term reuse potential. The alternative sites were included in the market assessment as mid- to long-term redevelopment opportunities.

Economic Development Strategy: Implementation Recommendations (2018-2022)

The Tamarac Community Development Department in consideration of extensive public input will focus short-term economic development policies and programs on the City’s most disinvested retail centers to improve quality of life indicators in the City and to better position the City for growth.

One of the most challenging issues facing the City of Tamarac is deciding where to focus limited public resources to yield the maximum return on public investment. The following Table 1 provides a summary assessment of the retail revitalization opportunity focus areas including the location, parcel size and property condition. Figure 2 provides an Economic Development Opportunity Map with specific reference to the location of the associated revitalization strategies identified in this Implementation Plan.

Taken together, redevelopment or repositioning of these centers would have a significant impact on improving the perception of Tamarac’s retail corridors, increasing multifamily housing stock and improving retail offerings for Tamarac residents.

The City’s decision to focus on mixed-use retail revitalization and redevelopment is entirely consistent with the City’s overarching economic development goals and objectives adopted in 2014, repositioned to capitalize on the community’s evolving demographics, real estate market conditions, and emerging redevelopment activity.

The goals and objectives detailed in the following Table 2: Economic Development Strategic Plan Implementation Plan Recommendations, FY2018-2022 Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Total General Fund Expenditures will position the City to capture new opportunities for valuable regional strategic partnerships for real estate investment, transportation, infrastructure, workforce development and education/poverty alleviation that will serve to achieve the City of Tamarac’s vision to be a Community of Choice in the 21st century.

Table 1: City of Tamarac Retail Revitalization Focus Areas, FY2018-FY2022

Focus Area #	Property Name	Address	Parcel Size (Acres)	Condition	Vacancy ¹
1	Wal-Mart Neighborhood Market Plaza	6921-7251 NW 88th Avenue	15.59	FAIR	50%
2	Shoppes at Tamarac	8501-8601 W McNab Road	3.5	POOR	95%
3	Highlander & Presidential Plaza	4699-4989 N. State Road 7	3.37	POOR	50%
4	Tamarac Marketplace	10000-10098 W McNab Road	14.9	FAIR	30%
5	Applebee's Plaza	6005-6045 N University Drive	1.5	GOOD	85%

¹Willdan estimate based on primary site visit data, March 2018.

Source: City of Tamarac; Willdan, 2018

Figure 2: City of Tamarac Economic Development Opportunity Map

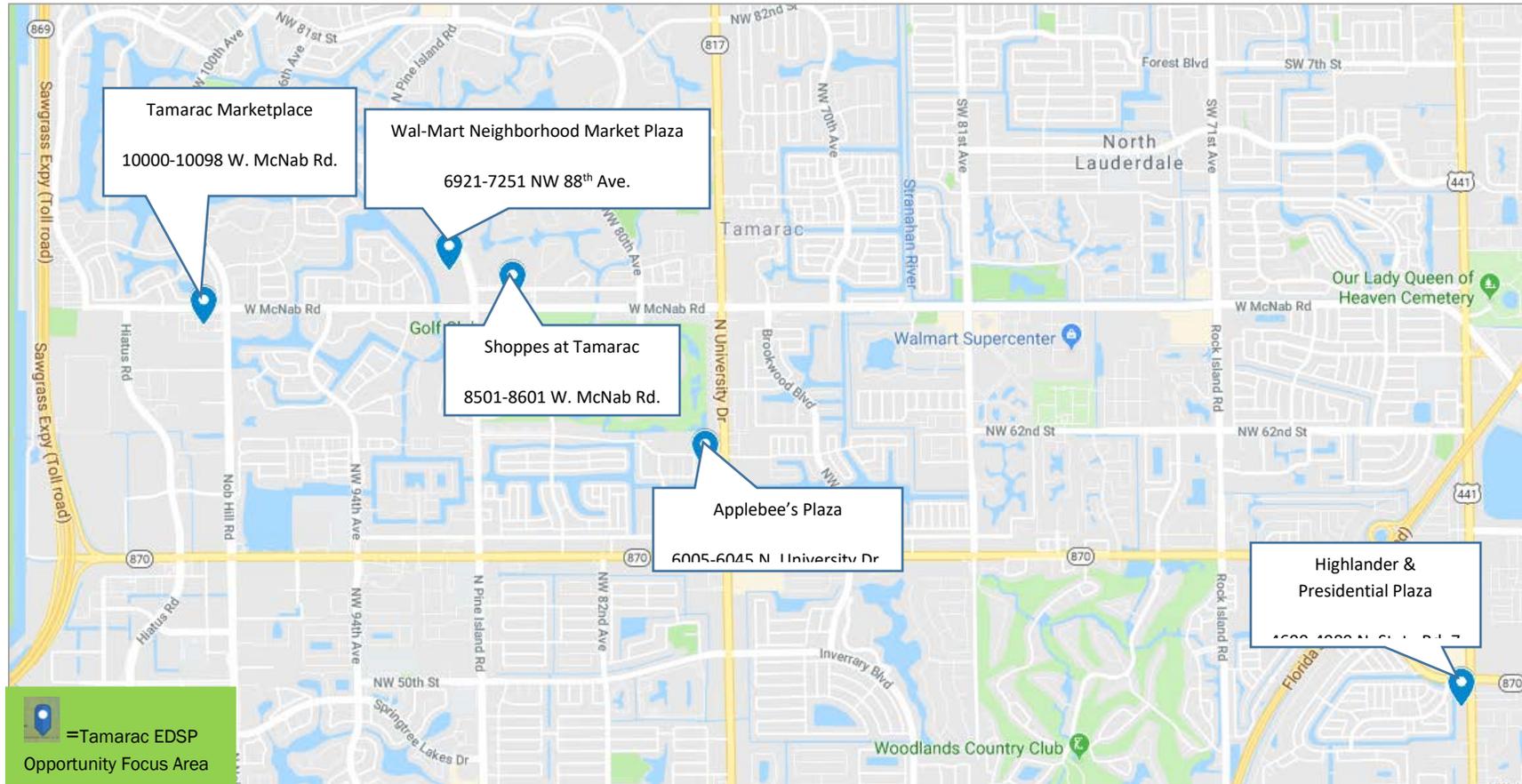


Table 2: Economic Development Strategic Plan Implementation Plan Recommendations, FY2018-2022

2018-2022 Economic Development Strategic Plan Implementation Recommendations	
Near-Term (1-3 Years)	Integration with City of Tamarac Comprehensive Plan & Economic Development Plan Goals (FY2014-2018)
1.1: Adopt Comprehensive Plan Land Use Amendments and Hybrid Form Based Code to Attract Mixed-Use Urban Infill Revitalization Activity	ED Plan – Goal # 4: Foster Commercial and Retail Development: <ul style="list-style-type: none"> ▪ Identify appropriate retail prospects ▪ Build awareness among corporate site selectors ▪ Attract commercial, retailers and restaurants
1.2: Implement Land Bank Policy	
1.3: Expand City Pride/City Beautiful Programs	
1.4: Adopt Pro-Growth, Development Friendly Business Program	
1.5: Implement 1-3 Pilot Placemaking Projects	ED Plan Goal # 1: Create a Marketing and Communications Campaign: <ul style="list-style-type: none"> ▪ Campaign Create a Targeted Industry Strategy ▪ Attract Corporate Site Selectors ▪ Formalize the Incentives Policy
Mid-Term (3-5 Years)	
2.1: Expand Developer Incentives	ED Plan Goal #5: Diversify the Economic Base
2.2: Promote the Expansion of Hospital Campus as an Economic Development Anchor	ED Plan - Goal #4: University Medical Mile – Redevelopment Focus Area 2 Commercial Arterial Redevelopment Study, 2014
2.3: Implement Formal Recruitment & Expansion Program	ED Plan - Goal #2: Focus on the Needs of Existing Businesses/Industry
2.4: Partner with Broward County/Workforce One Business Incubation Program Networks	ED Plan – Goal #3: Create Entrepreneurial & Innovative Opportunities: <ul style="list-style-type: none"> ▪ Develop partnerships with existing business incubators ▪ Support entrepreneurs
2.5: Actively Engage in Targeted Regional Partnerships (Poverty Alleviation, Public Schools Performance, and Public Transit Linkages)	Comprehensive Plan - Goal 1#: Foster an Inclusive Community

Source: City of Tamarac Department of Community Development; Willdan, 2018

I. Implementation Framework

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

Policies, Programs and Services

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

Recommended Actions

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

Implementation Plan Timeline

Each of the recommended implementation tactics are targeted to achieve the community's economic development goals and objectives. While most of the proposed interventions would benefit the entire City of Tamarac, there are certain policies and programs that are structured to achieve strategic objectives within the retail redevelopment focus areas.

Each of these proposed initiatives are expected to be executed between Year 1 and Year 5 of the EDSP (with these timeframes subject to further refinement as the EDSP continues to evolve and priorities are evaluated over the life of the Action Plan).

Key Staff and Strategic Partners

Currently, twelve full-time and two part-time Tamarac Community Development Department employees provide targeted customer service to residents, businesses, and the development community. The Department offers services and programs to facilitate land development, environmental sustainability, building regulations and permits, housing rehabilitation, business development, commercial rehabilitation and neighborhood revitalization. In addition, The City of Tamarac is actively recruiting to fill the staff position of full-time Economic Development Manager. The Economic Development Manager is to be housed in the City Manager's Office to facilitate coordination with citywide activities. The Community Development Department currently provides the following programs:

- Business Revenue: Administration and Business Licensing
- Code Enforcement
- Economic Development: Business Development Services
- Planning and Zoning
- Housing Administration

The proposed goals, objectives and actions are structured to be planned and implemented by existing City of Tamarac Community Development Department staff and by the Economic Development Manager housed

in the City Manager’s Office, with external support provided by strategic partners including:

- CareerSource Broward
- Broward County Metropolitan Planning Organization (MPO)
- Broward Workshop
- Greater Fort Lauderdale Alliance
- Tamarac/North Lauderdale Chamber of Commerce (COC)
- Others, to be determined

Estimated Cost

A cost estimate to implement each recommended action is provided for planning purposes. It is anticipated that the cost estimates will be further refined on a bi-annual basis throughout the life of the EDSP as the Implementation Plan is further refined by the Economic Development Manager and staff through the monitoring and reporting tracker.

The total estimated five-year cost to implement the proposed EDSP is \$4.65 million, with most of the estimated costs associated with the capital expenditures required to implement the Land Bank Policy and to establish a Public Realm Improvements Incentives Fund.

The remainder of costs are related to operating funds (marketing and event promotion, data licenses, and participation in conferences and trade shows) and nominal staff/contract labor. It may be necessary to either hire one new full-time staff person in the Office of the City Manager or to rely on part-time contract labor to fully support the new Business Retention and Expansion Program, business incubation and retail recruitment programming efforts proposed by the EDSP (this recommendation is subject to further evaluation by staff and subject to prioritization of staff resources). Tables 3, 4, and 5 shown below provide a summary of the projected costs associated with the aforementioned recommended action.

Funding Sources

The City of Tamarac administration purposely structured the EDSP to rely upon existing funding streams for implementation of the plan. Several of the proposed policies, programs and services are expected to rely on existing staff or “in kind” departmental support. It is recommended that the City of Tamarac establish a new dedicated incentives fund to attract strategic private investment to partner in implementing the redevelopment/revitalization plan proposed for the five retail redevelopment focus areas (such as a Public Realm Improvement Incentives Fund).

The City of Tamarac should also explore new ways to utilize targeted marketing, branding and placemaking investments to increase Tamarac’s brand recognition in the Southeast Florida regional market and attract a diverse array of private developers to invest in the City.

Table 3: Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Total General Fund Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<i>Capital</i>	\$1,100,000	\$1,600,000	\$600,000	\$500,000	\$-	\$3,800,000
<i>Operating</i>	\$56,500	\$56,500	\$71,500	\$70,000	\$70,000	\$324,500
<i>Staff/Contract Labor</i>	\$75,000	\$80,000	\$195,000	\$101,500	\$71,500	\$523,000
Total	\$1,231,500	\$1,736,500	\$866,500	\$671,500	\$141,500	\$4,647,500

Source: City of Tamarac; Willdan, 2018

These new public/private partnerships will leverage the City’s substantial public investment in infrastructure and community assets. It is also recommended that the City of Tamarac enhance its existing partnerships with regional organizations such as Broward County, the Greater Fort Lauderdale Alliance, WorkforceOne, and the Broward Workshop.

Finally, the City of Tamarac should explore supplementing its existing organizational capacity to launch a formal Business Retention and Expansion Program through part-time or contracted support. For example, the Retail Coach™ provides a wide range of retail recruitment services in similar suburban markets with challenging retail vacancies.

The City of Tamarac should also identify a staff resource to take the lead in State and Federal grant writing efforts to pursue a wide range of infrastructure and cultural arts funding opportunities. As the City’s grant writing capacity is strengthened, it is recommended that the City allocate internal resources to focus on grant funding sources that would serve to implement the EDSP (i.e., Arts in America or Kresge Foundation placemaking grants, US Department of Transportation TIGER grant funding for transit and roadway improvements, etc.).

The total estimated five-year General Fund cost to implement the proposed EDSP is \$4.65 million.

The majority of costs are associated with capital expenditures needed to implement the Land Bank Policy and to establish a Public Realm Improvements Incentives Fund.

Table 4: Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Near-Term General Fund Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Use of Funding
1.1: Adopt Comprehensive Plan Land Use Amendments and Hybrid Form Based Code to Attract Mixed-L							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Form-Based Code Underway
<i>Operating</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1.2: Implement Land Bank Policy							
<i>Capital</i>	\$ 1,000,000	\$ 1,000,000	\$ -			\$ 2,000,000	Strategic Property Acquisition/Assemblage
<i>Operating</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 2,000,000	
1.3: Expand City Pride/City Beautiful Programs							
<i>Capital</i>	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 300,000	Retail Development Toolkit, Wayfinding & Signage Program
<i>Operating</i>	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000	Code Enforcement, Small Business Assistance
<i>Staff/Contract Labor</i>		\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 90,000	Contract Labor: Retail Coach Recruitment
Subtotal	\$ 125,000	\$ 155,000	\$ 155,000	\$ 55,000	\$ 25,000	\$ 515,000	
1.4: Adopt Pro-Growth, Development Friendly Business Program							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Operating</i>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	Developer Consortium Event Marketing & Management
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Chamber of Commerce Staff Support
Subtotal	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	
1.5: Implement 1-3 pilot Placemaking Projects							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Operating</i>	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000	Placemaking Event Marketing & Management
<i>Staff/Contract Labor</i>	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000	Contract Support - Design & Implementation
Subtotal	\$ 65,000	\$ 65,000	\$ 65,000	\$ 15,000	\$ 15,000	\$ 225,000	
Economic Development Action Plan - Total Near-Term Combined Costs							
<i>Capital</i>	\$ 1,100,000	\$ 1,100,000	\$ 100,000	\$ -	\$ -	\$ 2,300,000	
<i>Operating</i>	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	
<i>Staff/Contract Labor</i>	\$ 50,000	\$ 80,000	\$ 80,000	\$ 30,000	\$ -	\$ 240,000	
Total	\$ 1,200,000	\$ 1,230,000	\$ 230,000	\$ 80,000	\$ 50,000	\$ 2,790,000	

Source: City of Tamarac; Willdan, 2018

Table 5: Tamarac Economic Development Strategic Plan Implementation Recommendations – Estimated Mid-Term General Fund Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Use of Funding
2.1: Expand Developer Incentives							
<i>Capital</i>		\$ 500,000	\$ 500,000	\$ 500,000		\$ 1,500,000	Public Realm Improvement Incentives Fund
<i>Operating</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ 1,500,000	
2.2: Promote the Expansion of Hospital Campus as an Economic Development Anchor							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Strategic Property Acquisition/Assemblage (See Land Bank)
<i>Operating</i>	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 4,500	Staff Participation in RevistaMed.com Conference Programs
<i>Staff/Contract Labor</i>	\$ 25,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 75,000	University Drive Corridor Plan - ULI TAP & Implementation Plan
Subtotal	\$ 26,500	\$ 1,500	\$ 51,500	\$ -	\$ -	\$ 79,500	
2.3: Implement Formal Recruitment & Expansion Program							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Operating</i>	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000	BRE Event Marketing & Management
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ 65,000	\$ 71,500	\$ 71,500	\$ 208,000	1 FTE - BRE Program Manager
Subtotal	\$ -	\$ -	\$ 80,000	\$ 86,500	\$ 86,500	\$ 253,000	
2.4: Partner with Broward County/Workforce One Business Incubation Program Networks							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Operating</i>	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	Business Incubation Memberships
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
2.5: Actively Engage in Targeted Regional Partnerships (Poverty Alleviation, Public Schools Performance)							
<i>Capital</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(In Kind - Regional Partnerships)
<i>Operating</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Staff/Contract Labor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Economic Development Action Plan - Total Mid-Term Combined Costs							
<i>Capital</i>	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ 1,500,000	
<i>Operating</i>	\$ 6,500	\$ 6,500	\$ 21,500	\$ 20,000	\$ 20,000	\$ 74,500	
<i>Staff/Contract Labor</i>	\$ 25,000	\$ -	\$ 115,000	\$ 71,500	\$ 71,500	\$ 283,000	
Total	\$ 31,500	\$ 506,500	\$ 636,500	\$ 591,500	\$ 91,500	\$ 1,857,500	

Source: City of Tamarac; Willdan, 2018

II. Implementation Recommendations

The Economic Development Strategic Plan identified the “top ten” implementation recommendations on which to focus Tamarac’s resources to achieve citywide economic growth, with targeted attention on the redevelopment and revitalization of five retail plaza Focus Areas identified in the Economic Development Element Data and Analysis Report.

The following discussion provides the rationale for each of the Economic Development Strategic Plan’s implementation recommendations including background, existing conditions, recommended actions, and organizational/institutional capacity requirements.

1.1: Adopt Form Based Code to Attract Mixed-Use Urban Infill Revitalization Activity

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

The City anticipates that the code update and Comprehensive Plan amendment projects will be completed and approved by the City Commission in Summer or early Fall of FY2018.

The rewrite of the City’s Land Development Code will 1) Ensure the regulations are user friendly; 2) Update zoning districts and uses; 3) Improve development quality standards; and 4) Streamline the development review process. The reorganization of the current zoning districts will add mixed-use flexibility within current commercial zoning districts to spur future economic development.

To ensure that these important changes will succeed in attracting developers and investors to revitalize target areas in Tamarac, the City must prove that it offers a clear, fair, predictable development approvals process from the inception of the initial development proposal.

Implementation Recommendations

There are several policies that the City’s elected officials and staff can adopt internally:

- **Development Partner Mindset:** Developers understand that the City’s elected officials and staff must ensure compliance with City goals and ordinances as well as consider appropriate mitigation for the impacts of new projects. Developers generally expect to work with the city to adapt their projects to achieve the community’s vision, comply with the ordinances and mitigate the impacts.

High-quality, experienced developers evaluate development opportunities largely based on the professionalism of the jurisdiction in which they work to get their projects approved. All governmental authorities are effectively development partners because poorly managed regulatory processes can cost developers their profit margin. If all representatives of the City view the developer as a potential investment partner—with the clear understanding that the developer expects to be regulated through the zoning/permitting experience—the development process may evolve to be increasingly efficient and ultimately more successful. In the most successful examples in other markets, the “Development Partner Mindset” is established as a policy objective from the top down from the Mayor and City Manager and through to all staff.

- **Clear, Predictable, Development Process:** How well a City lays out and adheres to its development process and how fairly and consistently the City staff and elected officials treat developers will directly impact the competitive position of the City within the regional market in terms of the capacity to attract development activity.

The established professional development community is small, and experiences are shared widely by word of mouth (both positive and negative). A fair process is respected by all. When a developer experiences an unpredictable regulatory culture where there are endless “bites at the apple,” (that is, requests for additional site plan changes/developer contributions out of synch with the approvals

process), multiple missed review deadlines, and unfounded hostility to development proposals, the development community can be turned away.

It is important to benchmark the City’s development review processes against other jurisdictions that have attracted the type of development Tamarac seeks. This is the best way to understand whether Tamarac is offering a professional and reasonable review process consistent with the region.

- **On-call Development Advisor.** City staff cannot be experts on all land use and market conditions that investors face. Especially for large, transformative urban infill redevelopment projects, it is advisable to have a trusted development advisor on call for City staff to consult. This is an efficient way for City staff to analyze developer requests to resolve issues and move the approvals process forward in a timely manner.
- **Expedited Permitting for Priority “Focus Area” Projects.** The City should outline a clear, expedited process and execute on its commitment. Clear processes build trust, even if the answers are not always what the developer wants to hear. The development community is small and close-knit and word of positive or negative experiences with a City staff and Commission travels quickly. A developer with a fair and positive experience can be the best advertisement to attract further investment.
- **Widely Market Adoption of Form Based Code:** Upon approval of the City of Tamarac’s new Form Based Code, increase the visibility of the opportunities presented by Tamarac’s new zoning code in the greater Fort Lauderdale-Miami market. Marketing channels/methods could include:
 - Sponsor a Developer’s forum to educate the retail and multifamily residential development community (developers, architects, land use attorneys) about the zoning changes (local ULI-the Urban Land Institute or International Council of Shopping Centers district council/chapters).

- Seek placement of general media stories in major newspapers, and association publications (ULI-Urban Land Institute, American Planning Association, American Institute of Architects, real estate brokers/agents organization, or other outlets).
- Deliver presentations/participate in think tank panels at regional chapter events of targeted organizations that reach the developer community and/or their consultants and brokers (ULI-Urban Land Institute, American Planning Association, American Institute of Architects, real estate brokerage/agents organization, or other).

1.2: Adopt City Land Bank Policy

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

As developable land continues to diminish throughout Southeast Florida and land values rise, the City of Tamarac would benefit from strategic land assemblage initiatives to foster large-scale redevelopment activity. Key real estate market indicators in Tamarac are positive. The South Florida / Ft Lauderdale / Miami-Dade markets were named the 6th and 11th for investment and real estate development for “best bet markets to watch” in the country according to a joint publication from Price Waterhouse Coopers and ULI-the Urban Land Institute (2018 Emerging Real Estate Trends).

The creation of a formal City of Tamarac Land Bank Policy would enable the City to strategically acquire and/or maintain problem properties and then transfer them back to responsible ownership and productive use in accordance with local land use goals and priorities, creating a more efficient and effective system to eliminate blight. In Tamarac land banking may be useful for spurring infill development.

Implementation Recommendations

- Evaluate Legal and Regulatory Requirements
- Conduct Best Practices Case Study Research
- Adopt Land Bank Policy (Including Establishing Target Budget and Funding Source)
- Identify Target Properties for Assemblage
- Acquire Properties for Assemblage
- Issue Master Developer RFP for Priority “Focus Area” Sites

1.3: Expand City Pride/City Beautiful Initiatives

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

The City of Tamarac has identified five retail redevelopment Focus Areas as the priority sites due to their location or condition. These properties are characterized by a concentration of disinvested and under-managed properties with high vacancy or incompatible uses.

The immediate issues in these corridors are visual blight created by high vacancy and deferred maintenance in a handful of larger shopping centers. These properties detract from Tamarac’s competitive position in the regional retail market where surrounding communities offer a greater variety of neighborhood serving eating, drinking, and community gathering places well managed by a mix of local, regional and national chain operators.

These conditions tend to exacerbate disinvestment and consumer confidence in the community.

Implementation Recommendations

- **Implement Near-Term, Visible Public Realm Improvements:** Expand City wayfinding, street scape improvements, landscaping, and other visible public realm investments. Improvement in curb appeal is an important step to improving community image and accelerating both redevelopment interest in investing in the city.
- **Adopt the District of Columbia’s “Vibrant Streets Retail Toolbox”:** Tamarac should consider sponsoring retail corridor or focus area “Districts” participation in a “Vibrant Retail Streets” initiative with city funding.

Upon implementation of the Vibrant Street Initiative, the District of Columbia achieved a 30% decrease in vacancy rates in the Anacostia neighborhood over a three-year period. Anacostia is one of the most challenging low-income neighborhoods in Washington, DC.

The Office of the Deputy Mayor for Planning and Economic Development determined that retailers seeking urban locations are increasingly relying on transit and pedestrian counts as a measure of how accessible and visible a potential location is to customers. A critical element of a successful vibrant retail street is an active merchants’ or business association, community group, or non-profit organization to offer clear leadership and to unify the disparate interests of individual tenants. The presence of a civic or cultural use (i.e., a post office, park, church, or school) makes a significant contribution, as it creates a “non-commercial” reason to participate in the activity of a vibrant street. Extremely high residential density, income or workforce population can convince a retailer to overlook other factors or shortcomings. Vibrant streets have a perception of safety through pedestrian-oriented lighting, residential units on the upper floors, continuous storefronts, and sidewalks that are litter and graffiti-free.

- **Apply for Public Realm Improvement Grants:** The City should dedicate a staff resource (such as the Economic Development Manager) to actively seek grants for strategic neighborhood stabilization and organize structured community improvement days

(e.g., Habitat for Humanity neighborhood events) and programs for removal of appliances, tires and other nuisance items as identified by code enforcement officers. <https://planning.dc.gov/page/dc-vibrant-retail-streets-toolkit>

- **Expand Recognition of the City Public Art Program:** The City should continue the successful city-wide community murals and public art program to further enhance the city's image. The City should contribute "best practices" collateral to national non-profit organizations (ArtPlace America, etc.) to tell the Tamarac story and attract national attention to the program.
- **Aggressively Market City Pride/City Beautiful Successes:** Changing community perceptions requires not only strategic public investments in visible improvements, but also sustained positive messaging throughout the community. The Economic Development Manager should routinely coordinate with the Tamarac Public Information Officer to ensure that successful programs/ policies are marketed through City media channels.
- **Continue to Implement Tamarac's 2014 Redevelopment Strategy:** The retail plazas all share the characteristic of location along primary transit corridors. Each could benefit from corridor revitalization tactics which requires a range of interventions as identified in the 2014 Redevelopment Strategy. Some are low-cost quick wins; others require a longer-term sustained strategy to relocate incompatible uses or spur redevelopment of key large sites. If resources from city departments and other grant resources are carefully leveraged into a well-defined geographic area, the corridor can realize noticeable improvement in a compressed timeframe.
- **Continue to Promote Dynamic Art and Cultural Events:** With the anticipated construction of the Tamarac Village project, the City should utilize the newly constructed amphitheater to promote a variety of dynamic art and cultural programs to attract visitors in and around the region creating additional opportunities for Placemaking and community gathering spaces.

1.4: Adopt Pro-Growth, Development Friendly Business Programs

Economic Development Plan Goal #4: Foster Commercial & Redevelopment Activity

Background

Improve the business climate for all businesses (from small business owners to large institutional developers/investors) by establishing a pro-growth, development friendly administrative culture. Because small business owners' primary contact with the City is often relating to code enforcement violations, code enforcement may be perceived as working against economic development, where good communication with business owners is required to assist with expansion and retention activities. This also relates to any developer's experience with the regulatory/permitting process in the City.

Implementation Recommendations

- **Increase Dedicated Staff Resources:** It is recommended that the City assign a dedicated "Commercial Development Manager" to assist cooperative business owners with complying with the City's established code regulations and incentivize essential property upgrades. This role could be assumed by the City of Tamarac's Economic Development Manager.
- **Create a Customer Relationship Management ("CRM") Tracking Tool:** With assistance from administrative staff, the Commercial Development Manager should develop and maintain a formal Customer Relationship Management ("CRM") tool in Microsoft Excel. The CRM function is a critical element of any formal Business Retention and Expansion Program to identify businesses/properties in crisis and at risk of failure. Small business owners are often unaware of mentoring, assistance and training opportunities available to them.

- **Coordinate Joint Code Enforcement/Economic Development Outreach:** Coordinate joint outreach efforts with various City departments, reaching out to landowners to build relationships, explain code violations and discuss facade grant programs. Establishing communication between the City and landowners in a cooperative spirit is critical to building relationships with and understanding the goals and capabilities of each landowner. The City of Tamarac could expand its existing code enforcement activities to include a “carrot and stick” policy where blighted properties could be targeted for specialized assistance prior to the issuance of formal code enforcement infractions/fines.

Using a carrot and stick approach, coupled with the citations and penalties available through Code Enforcement, is a proactive approach to incentivizing and assisting owners to maintain and/or upgrade properties. Rather than a diffuse citywide approach to code enforcement, a holistic approach targeted to a clearly defined area will yield the greatest impact in the community.

- **Seek Federal/State/Philanthropic Grants for Blighted Property Improvements:** The City of Tamarac could seek Community Development Block Grants to expand the funding available for property-related enhancements. These programs, coupled with increased communication between Code Enforcement and the City’s small business services, would be positive for enhancing the City’s perceived business climate, and for business attraction and retention. The City should seek funding/grants for strategic commercial area or neighborhood stabilization for key sites and organize structured community improvement days (e.g., Habitat for Humanity neighborhood events) and programs for removal of appliances, tires and other nuisance items as identified by code enforcement officers.

- **Update Signage Ordinance:** Revise sign ordinance to allow for branded signs to be hung with higher visibility on storefronts. The self-expression/individuality of independent retailers and dining establishments must be more visible in the City’s retail centers. High quality, visible, competitive signage would help animate existing centers and attract retailers to Tamarac.

Figure 3: Model Sign Ordinance Examples



Source: Midtown Doral, Florida; Willdan, 2018

- **Reduce Permitting Cost for Pop-Up Community Events:** Stakeholder interviews revealed an expensive and cumbersome process to permit tents and events in underutilized parking lots. The City should investigate what it would take to streamline the process for holding the types of events that are critical to placemaking and expression of community character.
- **Provide Relocation Assistance for Incompatible Uses in Target Revitalization Areas.** To achieve an optimal tenant mix of compatible uses in an improving center, the City’s Economic Development Manager should routinely work with property managers to assist promoting a relocation strategy for incompatible retailers. Services could include a property search to find a new

location, funding some or all moving expenses, and providing referrals to small business development resources through Broward County. Appropriate tenant mix is critical to maximizing retail sales and to improving the viability of key centers.

- **Provide Mentoring Services for Small Businesses.** City outreach to small businesses in the area, including general assistance and targeted business retention and expansion services to increase sophistication of area business owners. The City could prioritize outreach to successful businesses as well as encourage general small business mentoring for diverse issues from financial management to presenting attractive shop windows and curb appeal. It may be appropriate to direct small businesses to area services as well or connect them with Community College programs or other business mentoring resources.

1.5: Implement Placemaking Pilot Projects in Targeted Retail Revitalization “Focus Areas”

ED Plan Goal # 1: Create a Marketing and Communications Campaign:

Background

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, quality of life, and community engagement. Placemaking is both a community process and a revitalization tool that makes use of smart growth urban design principles. It can be either official and government led, or community driven grass roots tactical urbanism, such as extending sidewalks with chalk, paint, and planters, or open streets events such as the Little

Haiti/Wynwood neighborhood’s Art Basel event. Good placemaking makes use of underutilized space to enhance the urban experience at the pedestrian scale and create a sense of place within the community. According to ULI-the Urban Land Institute, Creative Placemaking is increasingly at the center of competitive, food-oriented experiential retail redevelopment projects and is considered highly supportive of mixed-use urban infill activity.¹

Implementation Recommendations

- **Apply for Placemaking Grants:** There are multiple national sources for Placemaking grants. For example:
 - ArtPlace America awarded \$8.7 million for 23 creative placemaking projects in communities of all sizes across 18 states and one US territory in 2017. In these projects, arts and culture strategies play an integral role in strengthening the social, physical, and economic fabric of communities (<https://www.artplaceamerica.org>)
 - The National Endowment for the Arts and The Kresge Foundation awarded \$1.36 million to help the Local Initiatives Support Corporation, together with PolicyLink, lead technical assistance for community groups injecting arts and culture into neighborhood change. LISC’s creative placemaking initiative will launch the pilot program in seven cities, supporting residents, artists, community developers and policy makers who want to integrate the arts into equitable development in their communities.
- **Partner with National Non-Profit to Implement Pilot Projects:** The City of Tamarac should explore partnering with national non-profit organizations engaged in Placemaking to implement one to three pilot projects. These organizations could include the Project for Public Places (www.pps.org). The City could use the PPS “Lighter,

¹ <https://urbanland.uli.org/planning-design/10-best-practices-creative-placemaking/>

Quicker, Cheaper” tactical urbanism model in Tamarac to jump start redevelopment and reuse of disinvested retail centers in Tamarac.

Seek to create more gathering places for residents of Tamarac by targeting under-performing disinvested centers with available open space or under-utilized parking. Relatively small investments in such interventions that create gathering spaces such as outdoor dining areas, fountains, or small performance spaces for musicians have been proven to have large return in placemaking, repeat visitation and increased sales (e.g., expand recreational amenities).

The Project for Public Spaces is a leading consultant in this field, that has developed a process called “Lighter, Quicker, Cheaper” which maximizes the improved sense of place to the community while creatively containing costs. Examples of projects may include animating spaces with farmers’ markets, food truck rally facilities, and seating for food truck rally areas.

In conjunction with an expert placemaking consultant and community stakeholders, City staff should identify one to three locations where near-term, low-cost and impactful Placemaking projects could be executed. These projects may be programmed for currently underutilized shopping centers, office building plazas, or city-owned land.

Figure 4: San Diego, CA City Heights Community Development Corporation ACT (Art+Community+Transit) Placemaking Pop-up Event: The Boulevard (2015)



Source: Transportation for America (<http://creativeplacemaking.t4america.org>); Willdan. 2018

Mid-Term Implementation Recommendations (Year 3 to Year 5)

2.1: Expand Developer Incentives

Economic Development Plan Goal #5: Diversify the Economic Base

Background

As part of the 2014-2018 Economic Development Plan, the City of Tamarac proposed the creation of three new incentive programs to retain and attract businesses and create high quality jobs for the residents of the City. The City did not proceed with formal adoption of the programs. To strengthen the City's "toolbox" of developer incentives, business retention, expansion, and urban revitalization programs, it is recommended that the City formally adopt the following programs.

Implementation Recommendations

- **Development Density Bonus:** Expand incentives to qualified real estate developers to include density bonuses in exchange for investment/development in priority redevelopment areas (either provided on site or paid in lieu).
- **Public Realm Improvement Incentive Fund:** Additional models the City should investigate in conjunction with soliciting development proposals would include the provision of developer incentives related to public realm improvements (landscaping or Placemaking investments).
- **The Facade Grant Program:** The Facade Grant program would be available to businesses in high priority, targeted and viable retail centers for aesthetic improvements to the exterior of a commercial building and site. Painting of the building, installation of awnings, new doors/windows, landscaping, and brick pavers are typical improvements covered by the Facade Grant Program.

- **The Merchant Assistance Incentive:** The Merchant Assistance incentive would be designed to assist merchants in increasing sales through design, merchandising and marketing techniques. The Program would be available only to restaurants or retail businesses. The incentive is limited to the following activities: re-design and re-merchandise an occupied space, advice in restaurant/retail operation in advertising, marketing, promotion, sales and service techniques. This incentive program would be managed by the Economic Development Manager or through contracted support.
- **Impact Fee Deferral Program.** The City should consider an Impact Fee Deferral program for Light Industrial and Medical developments. Impact fees would be deferred until the issuance of Certificate of Occupancy or upon sale or purchase of the developed property whichever occurs first.

2.2: Promote the Expansion of the Hospital Campus as an Economic Development Anchor

Economic Development Plan Goal #4: University Medical Mile – Redevelopment Focus Area 2

Background

The Tamarac "Medical Mile" is a key City target area for revitalization. Explore opportunities to facilitate expansion of ancillary and related development driven by the anchor hospital in the Medical Mile district. Use city tools such as assistance with property assemblage and streamlined approvals to encourage the hospital to expand in the area or to help the City attract related health and wellness business activity.

To address current market conditions, this area requires a phased, multi-pronged, mixed-use redevelopment approach. However, it is recommended that redevelopment planning for the Medical Mile area should be evaluated in the context of a large-scale, long-term University Drive Corridor Master Plan and through aggressive collaboration with regional business incubation programs and networks. The following

implementation recommendations focus on tactics for each specific land use as there are varying strengths and opportunities.

Implementation Recommendations

- **Retail Development:** As a provisional measure, the Medical Mile is recommended to be included in the short-term retail corridor revitalization strategy to meet the City's immediate beautification/improvement goals. The process for corridor revitalization and establishment of a retailer and property owner stakeholder group will further clarify the mid- and longer-term priorities of the retailers and landlords in the area.
- **Multifamily Development:** Multifamily residential demand continues to be strong in Broward County. Multifamily developers report challenges finding sites for new apartment construction throughout the region. The area surrounding University Hospital is comprised of single-family residential development. A new multifamily development would be compatible and appropriate facing a major arterial such as University or McNab and stepping down to single-family neighborhoods behind it. The area's recreational amenities including Woodmont Natural Area and Hampton Pines Park are attractive to apartment residents. Additional rooftops would provide more support for area retail, which already includes grocery stores, an amenity sought by multifamily residents. The City could consider land banking in this area to expedite the assembly of sites for reuse as multifamily or mixed use consistent with the 2014 Redevelopment Study.
- **Office Development:** The medical office market in the Tamarac submarket area is currently weak. The hospital's operations are not currently generating new spin-off demand in the immediate area for physician medical office space or for related medical services. There are high vacancies in existing area office buildings, including on the hospital campus itself.

Real estate brokers report that lower-value supporting medical uses such as labs, blood centers, dialysis and the like have located in the vacant retail center space in the area and is priced well below medical office space.

Medical office space faces strong regional competition, especially from the Broward Health Medical Center system and from recently upgraded and/or new state-of-the art medical office space in Coconut Creek offered at similar rent levels.

In general, there is significant regional competition for physician offices from stronger hospital anchors within 15 miles of Tamarac. Many medical office landlords in the area are unable to rent their properties to cover cost and generate profit; therefore, the high medical office vacancy rates in the area may present an opportunity for business recruitment focused on other growth sectors.

This strategy should be further evaluated in conjunction with the Business Retention and Expansion Program and the Business Incubation Program recommendations (ongoing regional to local cluster analysis, focus groups, quarterly meetings with area property owners/brokers in the medical/biotech sectors).

- **Medical Campus Strategy:** If the hospital has plans for growth that would underpin the need for up-to-date medical office space, business recruitment of medical providers may require grants or tax incentives to assist owners to make the spaces regionally competitive for medical office. Absent major expansion or investment by the hospital, there may be a strategy to reposition office space in the area to capture demand from smaller startups, reported by brokers to be a more common category in the market, generally looking for 300 to 500 square feet initially or to focus on other growth sectors.

In coordination with Economic Development outreach activities, pop-up events related to targeted industries or start-ups may be appropriate as part of a rebranding to stabilize the medical office sector. Given the reported demand for small spaces, co-working space and/or outdoor workspace with wi-fi in the hospital district may make sense to capitalize on existing office space inventory and fully position the area as a live-work-play area if there is not an apparent sector to attract to the area.

2.3: Implement Business Retention & Expansion Program

Economic Development Plan Goal #2: Focus on the Needs of Existing Businesses/Industry

Background

Business retention, and fostering the expansion of existing businesses, is the foundation of any competitive economic development program. According to the International Economic Development Council, changes in global marketplace have put increased pressure on firms to become more efficient and more mobile to seek out and take advantage of upstream and downstream industry cluster opportunities.

The purpose of a formal Business Retention and Expansion (“BRE”) program is to retain the existing economic base by making businesses and the communities that house them more competitive. A successful BRE program requires dedicated City staff resources, tools, and techniques to support local businesses.

A BRE program can identify problems that need correction thereby preventing business failures. A BRE program also provides important financing and technical assistance tools in demand by all types of businesses.

A BRE program can help the City to market economic development tools such as:

- Financial assistance
- Technical assistance
- Access to technical resources
- Workforce training and retraining
- Marketing
- Permitting/licensing
- Energy compliance
- Assistance with land and buildings

- Export assistance
- infrastructure
- financing and non-financial incentive

Implementation Recommendations

- **Establish the BRE Organization:** First, it is recommended that the City establish a BRE steering committee comprised of key members of the business community including:
 - City Staff and Elected Officials
 - Tamarac/North Lauderdale Chamber of Commerce
 - CareerSource Broward (Workforce Development Board)
 - Universities/Community Colleges/Research Institutions
 - Utilities (Florida Power & Light)
 - Neighborhood Organizations/Homeowners Associations
 - Regional Strategic Partners (Broward MPO, other)
 - Philanthropic Organizations
 - Regional Business Incubators

The steering committee should conduct a Strength, Weakness, Opportunity and Threat (SWOT) analysis assessment prior to formalizing the BRE program. Once the needs assessment is completed, the BRE steering committee should formalize the program by preparing an Action Plan detailing goals and objectives of the program and decide upon an organizational structure for future business outreach efforts (either entirely in-house, managed by a consultant team, or a hybrid of the two). The benefits of in-house management include better direct access to elective officials and political support, lower up-front costs and greater ability to ensure quality control in the interview process and follow-up by other city staff (public works, zoning, etc.).

The benefits of contracting with a BRE consultant are shorter-upfront lead time, lower demand on staff time/resources and better credibility with local businesses than a government employee. Once the organizational structure is determined, the BRE program manager

should prepare to undertake the BRE survey and design/implement a monitoring and evaluation tool.

- **Conduct Business Climate SWOT Assessment:** To ensure program effectiveness, the Economic Development Manager should coordinate with the City of Tamarac’s ongoing community and business survey. The ETC Institute who administers Tamarac’s regular community, business and employee surveys expects to release the 2018 Business and Resident Surveys by Q3 2018. To ensure that results are statistically valid, surveys will be sent out to a random sample of 300 businesses and 1,200 residents to achieve a statistically valid sampling of business and residential communities. Each Commission district will be randomly mailed 300 surveys for a total of 1,200 surveys Citywide. Tamarac achieved twice the level of participation from FY2016 to FY2017 in the survey.

The Economic Development Manager should work closely with the Assistant to the City Manager to continue monitoring and tracking of the business climate survey results of strengths, weaknesses, opportunities and threats of the local market (“SWOT”).

According to the International Economic Development Council, the Business Climate Survey should be concise and structured to evaluate the strengths/opportunities associated with labor force, infrastructure, access to markets, education, transportation and the overall business climate. Threats and opportunities associated with the economic outlook, technology, legal and regulatory environment, health of major large employers, and other exogenous factors that should be monitored for impact at the local level.

- **Business Climate Survey Process:**
 - **Survey Prep:** The BRE program manager should recruit for the BRE survey. It is important to invest sufficient time in recruiting and training the BRE survey volunteers. It is recommended that the BRE manager hold a minimum of two to three recruitment/training lunches. At the third lunch, those volunteers remaining are the ones you can count on to successfully implement the BRE Survey.

- **Survey Implementation:** Within two days of implementing the survey, the BRE program manager should review each survey response and red flag any urgent issues for immediate response. Within two weeks, the BRE program manager should send a thank you letter, tabulate responses, and open a file for each survey completed. Within four weeks, the BRE program manager should confirm that the survey respondent has received any needed services identified in the survey process. Within four months, the BRE program manager should check in again with the business to ensure that the services provided addressed the area of concern. Additionally, the BRE program manager should send a status update to all participating businesses regarding community-wide policies/programs that have been implemented to address overarching issues identified in the SWOT (i.e., community policing or establishing of a Revolving Loan Fund to expand access to capital at the local level).

- **Monitoring, Reporting and Marketing:** The BRE Program Manager should ensure that each step of the survey implementation schedule is followed and tracked in a simple excel spreadsheet or other Customer Relationship Management (CRM) tool such as Salesforce. This will enable the City to evaluate the relationship between the number of businesses assisted against the return on public investment in the program (i.e., resulting new jobs and businesses, tax revenues and other economic benefits). The program should be marketed through all avenues of social media, press releases, web, print and events (industry lunches or quarterly developer consortium lectures).

Successful BRE programs require strong relationships with local and regional strategic partners to be successful. The incoming Economic Development Manger will require a sustained focus on establishing and fostering these relationships as a core job function. As an initial step, it is critical that the City clearly define its role, responsibilities, and relationship with the Tamarac/North Lauderdale Chamber of Commerce

to effectively coordinate City economic development activities with the Chamber membership stakeholders.

According to ChamberOrganizer.com, a Chamber of Commerce (also referred to in some circles as a board of trade) is a form of business network, e.g., a local organization of businesses whose goal is to further the interests of businesses. The Chamber of Commerce is comprised of local businesses members that elect a board of directors and/or executive council to set policy for the Chamber.

There are two primary functions of a Chamber of Commerce: first, it acts as a political representative for the business and professional community and translates the group thinking of its members into action; secondly, it renders a specific product or services type that can most effectively be beneficial to a community organization and its members as a whole.

The Chamber's "Business Plan" is directed by the composition of its member business and future business targets. A Chamber's focus could include promoting affordable housing opportunities to attract workers to area businesses, education/workforce development to fill workforce gaps, tourism promotion, small business assistance, and other forms of public policy advocacy that intersect with a City's Economic Development Department functions. Successful economic development marketing (AKA: the location/retention of businesses) cannot occur without a sound quality of life, solid education system (K-12 and life), solid workforce development opportunities and leadership development.

Accordingly, the City of Tamarac's incoming Economic Development Manager should include routine interface with the Tamarac/North Lauderdale Chamber of Commerce as a core job function to successfully implement the proposed BRE Program.

Currently, the City of Tamarac provides \$15,000 in annual funding to the Tamarac/North Lauderdale Chamber of Commerce. It is recommended that the City of Tamarac refocus its working relationship with the Chamber of Commerce by collaborating on the preparation of a formal Chamber business plan with quarterly progress milestone targets. The business plan and quarterly updates should be presented to the City Commission as a condition of future financial support.

2.4: Partner with Broward County/Workforce One Business Incubation Program Networks

Economic Development Plan Goal #3: Create Entrepreneurial & Innovative Opportunities

Background

Business incubation programs are often sponsored by private companies or municipal entities and public institutions, such as colleges and universities. Their goal is to help create and grow young businesses by providing the necessary financial and technical tools to enhance their ability to obtain sustainable success beyond the startup phase. Tamarac is currently experiencing strong growth in its industrial sector with very low vacancies.

According to CBRE, Broward County continues to enjoy robust industrial activity. As of Q1 2018, total warehouse vacancy rate is 3.8% (trending downward) while average lease rates per square foot are \$7.50 (trending upward). A total of 1.6 million square feet of new industrial space is under construction. As industrial lease rates continue to trend upward, and vacancy rates decline, opportunities for repositioning of existing underutilized space or other urban infill tactics become more financially advantageous.

The 2014 Economic Development Plan and 2017 Economic Development Element stakeholder interview process identified expanding Tamarac's industrial base through business incubation activities as a near-term strength and opportunity.

The question for Tamarac is how to allocate limited staff and capital resources to establish and grow the business incubation function within the market. Business incubation is complex because it requires a combination of ongoing market research, strong strategic partnerships with regional stakeholders across multiple business sectors, and effective follow-up to connect emerging businesses with high quality City services (permitting, licensing, marketing) and property opportunities in Tamarac.

Implementation Recommendations

▪ Partner with CareerSource Broward’s Start-Up Now Business Incubator:

The incoming City of Tamarac Economic Development Manager should establish a close working relationship with CareerSource Broward’s existing business incubation program to leverage existing regional networks.

The Economic Development Manager should concurrently work to establish effective relationships with area industrial brokers/property owners to attract emerging business operations to existing vacant space in Tamarac.

Initially, the Economic Development Manager should focus efforts on CareerSource Broward’s primary business incubator program, Start-Up Now. This program promotes entrepreneur skills and is presented by CareerSource Broward in partnership with the Innovation Hub @ Broward College using Federal funds from the Economic Development Administration of the U.S. Department of Commerce.

Start-Up Now is a unique entrepreneurship training program in South Florida that helps people “bring their ideas to life”. This program partners with Broward County’s premiere incubator to provide advice and mentoring of experienced entrepreneurs, investors and C-level professionals. Start-Up Now offers a four-stage program that challenges entrepreneurs to test ideas and launch it if product-market fit is proven through Boot Camp and other activities. In Boot Camp, emerging entrepreneurs learn key concepts about entrepreneurship in addition to marketing and finance principles that are necessary for successfully negotiating with potential investors and other business partners. The organizations listed in Figure 5 are current resources for business incubation programs and other entrepreneurial startups.

The “Lean Launchpad”, developed by entrepreneur Steve Blank, is taught within a framework of accountability and support. By the end of this phase, the entrepreneur will know if there is a product-market fit or not.

Figure 5: CareerSource Broward Business Incubator Partners



This “Go/No Go” phase allows entrepreneurs to determine if they are ready for the next phase. The “Start-Up” phase provides entrepreneurs with mentoring in developing a business plan and the pitch. The business plan and pitch are judged separately by entrepreneurs and investors, with written feedback provided at the end of the process. The final “Launch” stage is where the entrepreneur is held accountable to an advisory team. Participants must be a resident of Broward County and male applicants must be registered with Selective Service. Businesses must be based in Broward County.

CareerSource Broward StartUp Now Contact:

Mason C. Jackson, President/CEO
CareerSource Broward
2610 W. Oakland Park Blvd.
Oakland Park, FL 33311
954-677-5555
<http://www.fbionline.org/incubators/south.htm>

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- **Become a Member of the Florida Business Incubation Association (FBIA):** FBIA provides support to business incubators throughout Florida through several key initiatives including:
 - **Statewide Peer-to-Peer Meetings:** The FBIA hosts numerous meetings for its members throughout the year plus the Annual Conference. These gatherings present great opportunities for the incubator employees to network and share ideas.
 - **Program Development:** The FBIA plays an integral role in identifying and developing programs that help provide greater service to incubator clients.

As a member of the FBIA, the City of Tamarac will have access to networking and incubator management training workshops to identify a pipeline of potential second stage companies seeking new space. The following table provides a summary snapshot of FBIA business incubator members located in the Broward/Miami market.²

² <http://www.fbiaonline.org/incubators/south.htm>

Table 6: Southeast Florida Business Incubators

<p>ARCEO 3606 Enterprise Avenue, Suite 200 Naples, FL 34104 (239) 260-4332 arceo.us</p>	<p>Florida Women's Business Center 401 W. Atlantic Avenue, Suite 09 Delray Beach, FL 33444 (561) 265-3790 flwbc.org</p>	<p>Lauderhill International Trade Incubator 3800 Inverrary Boulevard Lauderhill, FL 33319 (954) 730-3041 lauderhill-fl.gov/economic-development/international-trade-incubator</p>	<p>South Florida Tech Accelerator 225 E Las Olas Boulevard Fort Lauderdale, FL 33301 tsfa.co</p>
<p>EcoTech Visions 670 NW 112th Street Miami, FL 33168 (305) 399-5556 ecotechvisions.com</p>	<p>GBDC Entrepreneurship Institute 3200 South Congress Avenue, Suite 104 Boynton Beach, FL 33426 (561) 894-4510 gbdcei.com</p>	<p>Metro Broward Small Business Success Center 1033 N.W. Sistrunk Boulevard, Suite 208 Fort Lauderdale, FL 33311 (954) 587-3755 metrobroward.org</p>	<p>StartHub Miami 66 West Flagler Street, Suite 900 Miami, FL 33130 (786) 888-2491 starhubcenters.com</p>
<p>Endeavor Miami 121 Alhambra Plaza, Suite 1605 Coral Gables, FL 33134 (786) 953 7541 endeavormiami.org</p>	<p>Hialeah Technology Center 601 W 20th Street Hialeah, FL 33010 (305) 925-1260 www.hiatec.org</p>	<p>Naples Accelerator 3510 Kraft Road, Suite 200 Naples, FL 34105 (239) 249-5911 naplesaccelerator.com</p>	<p>Startup Miami 200 South Biscayne Boulevard, Suite 2790 Miami, FL 33131 (305) 782-7887 www.startupmiami.com</p>
<p>Englewood Incubation Center 1141 Arbroid Drive Englewood, FL 34223 (317) 796-7617 englewoodincubationcenter.org</p>	<p>Indian River State College Pioneer Incubator 3209 Virginia Avenue Fort Pierce, FL 34981 (772) 462-7630 cctiirsc.com</p>	<p>Proton Enterprises 1150 Central Avenue Naples, FL 34102 (412) 370-6726 protonenterprises.com</p>	<p>The Rocket Lounge 1422 Hendry Street, 3rd Floor Fort Myers, FL 33901 (239) 236-8650 therocketlounge.com</p>
<p>FAU Tech Runway 901 NW 35th Street Boca Raton, FL 33431 (561) 297-8000 TechRunway.fau.edu</p>	<p>Innovation Hub at Broward College 6400 NW 6th Way Fort Lauderdale, FL 33309 (954) 201-7981 broward.edu/academics/ce/Pages/innovationhub.aspx</p>	<p>Research Park of Florida Atlantic University 3651 FAU Boulevard, Suite 400 Boca Raton, FL 33431 (561) 416-6092 Research-Park.org</p>	<p>The TED Center – Delray Beach 401 W. Atlantic Avenue, Suite 09 Delray Beach, FL 33444 (561) 265-3790 TEDcenter.org</p>
<p>Source:</p>	<p>Southwest Florida Enterprise Center 3903 Dr. Martin Luther King Jr. Boulevard Ft. Myers, FL 33916 (239) 321-7085 swflenterprisecenter.com</p>	<p>Rokk3r Labs 2121 NW 2nd Avenue Miami, FL 33127 (305) 259-6637 rokk3rlabs.com</p>	

2.5: Actively Engage in Targeted Regional Partnerships

Comprehensive Plan Goal 1#: Foster an Inclusive Community

Background

The City of Tamarac is encouraged to fully leverage regional economic development resources available to achieve some of the more challenging and capital-intensive community goals including:

- Poverty Alleviation
- Improving Public Schools Performance
- Accelerating Tamarac's access to regional Public Transit Linkages

To improve schools, the first step is to understand how Broward County School Board ("BCSB") is performing currently and where it aspires to go. With more than 272,000 students (175,000 adult students) and 235 public schools and 93 public charter schools, the BCSB is the sixth largest district in the county. Tamarac's challenge will be to focus on improvement within the BCSB schools that serve its residents.

Nationwide, the local rank and reputation of a city's schools (through the proxy of test scores) directly correlate to home prices and appreciation in its neighborhoods or in the city as a whole.

To understand what information homebuyers and the local real estate professionals use to form their impressions about Tamarac's area schools, the following Table 7 provides a comparison of school performance published by GreatSchools.org.

As of September 2017, GreatSchools' ratings incorporate additional information, such as college readiness, academic progress, advanced courses, equity, discipline and attendance data. Therefore, the GreatSchools ratings are more nuanced than looking at straight scores which do not take into the account the trajectory of the school's performance.

In general, school rating websites are linked to realtor pages and to individual home listings for use by consumers shopping for homes. These ratings, in combination with local anecdotes and local and regional press, form the opinions in the marketplace. GreatSchools.org is the school rating system used by the major for-sale listing real estate websites Zillow.com, Trulia.com and Realtor.com. Niche.com is another private service that provides school data to apartments.com, a leading search engine for rental housing.

Supportive educational pathways that extended from strong attendance in Voluntary Pre-Kindergarten ("VPK") to support for enrollment and completion of higher education are critical. Partnerships from the BCSB to Community College to ensure that students have the support (financial aid and remedial learning) to succeed are required to help economically disadvantaged students overcome the myriad hurdles they face. The percentage of the City's population in VPK, on grade reading level by third grade and algebra are all competitiveness factors.

Regional strategic partnerships are the cornerstone of any successful Economic Development Strategic Plan as they position the City's economic development programs/policies and staff resources to benefit from existing knowledge and networks, connecting the City to an existing critical mass of economic development activity. Establishing and fostering these regional strategic partnerships should be considered a core job function of the incoming Economic Development Manager.

Table 7: City of Tamarac Public Schools Performance, 2017

High Schools Performance									
High School	Grades Served	Performance vs State	Enrollment	Great Schools Rating	School Type	Scores	AP Course Participation	Graduation Rate	% Econ Disadvantaged
Marjory Stoneman Douglas (Parkland)	9 to 12	Above Ave	2,972	8	Public	1595	42%	97%	21%
JP Taravella High School (Coral Springs)	9 to 12	Average	3,104	5	Public	1450	22%	91%	54%
Piper High School, Sunrise (Lauderhill)	9 to 12	Below Ave	2,406	3	Public	1294	20%	90%	67%

Middle and Elementary Schools Performance										
Middle School	Grades Served	Performance vs State	Enrollment	Great Schools Rating	School Type	Local School Test Performance	State Average	Local School Test Performance	State Average	% Econ Disadvantaged
						English	English	Math	Math	
Millennium	6 to 8	Above Average		7	Public District	48%	53%	52%	50%	72%
Elementary Schools										
Renaissance Charter	K to 8	Above Average	1,425	7	Public Charter	61%	54%	63%	56%	57%
Challenger Elementary	PK to 5	Above Average	949	7	Public District	62%	56%	67%	61%	70%
Tamarac Elementary	PK to 5	Below Average	845	4	Public District	42%	56%	45%	61%	74%
Excelsior Charter of Broward	K to 5	Below Average	176	4	Public Charter	63%	57%	64%	63%	14%
West Broward Academy at Excelsior	K to 8	Below Average	53	2	Public Charter	38%	54%	40%	57%	2%
Everest Charter	K to 8	Below Average	65	3	Public Charter	41%	53%	42%	54%	48%
Charter School of Excellence	K to 5	Below Average	423	3	Public Charter	41%	56%	44%	61%	87%

Note: Averages for performance on state tests may or may not be grade level

Source: GreatSchools.org; Willdan, 2018

Implementation Recommendations

Improving Public Schools Performance

The City of Tamarac should explore possibilities of further enhancing critical educational pathway programs for City residents, including:

- **Poverty Alleviation:** Create an Education Improvement Stakeholder Group. Poverty alleviation programs have been documented to improve K-12 school performance³. The key is to determine the most appropriate role for the City of Tamarac in promoting poverty alleviation programs in the community. It is recommended that the City establish a “School Readiness Advisory Council” focused on nutrition including a parental involvement partnership with the School Board of Broward County to support the following:
 - Whole Child Tamarac Initiative (Children Services Council)
 - Headstart
 - Healthy Start
 - Voluntary Pre-K (subject to municipal approvals)
- **Leverage Community College Educational Pathways:** Coordinate with the area’s community college network to ensure high school graduates are well prepared to complete degrees and have access to financing and scholarship opportunities.
- **Implement National Best Practices:** The National Education Association (NEA) has created the Community Schools Institute to share best practices from community school efforts across the country and has published “The Six Pillars of Community Schools Toolkit: A Resource Guide for educators, families, and communities.” The process outlined is based on school improvement science pioneered through the Carnegie Foundation. According to the Coalition for Community Schools, a community school is “both a place and a set of partnerships between the school and other community resources” with an integrated focus on

academics, health and social services, leadership, and community engagement.

- Overall, the community schools process is typically not expensive but requires changing the way the BCSD has analyzed challenges and steps up the wider community’s participation and stake in the success of the BCSD. As the NEA outlines, the community schools concept involves and requires the participation of the greater community to address the myriad of small obstacles that create achievement gaps. The obstacles often come from issues that are well outside education and beyond the scope and budget of a school system to address. The Community Schools strategy rests on the idea that there are no single easy solutions to complex problems. Each issue (ex: tardiness, low 3rd grade reading levels, etc.) has many root causes that must be ferreted out. Root causes must be addressed methodically, one by one, to see positive outcomes across a wide range of issues from relatively easy fixes to systemic challenges.

The process for determining if this methodology can be successful for a given BCSD can begin with joint stakeholder leadership (BCSD, City, Community, County, etc.) outreach to NEA’s Community Schools Institute; and visiting and connecting with high performing community school models.

- **Collaborate with the Broward Independent School District to apply for Innovative Educational Pilot Programs/Grants:** Explore philanthropic grant opportunities to incorporate a more diverse range of innovative and challenging high school curricula. For example, work with the community and school district to designate a magnet high school in the district that provides customized programs or other STEM/pathways opportunities for residents. For example, Texas Instruments awarded \$5.4 million in corporate and foundation grants to improve kindergarten through 12th grade science, technology, engineering and math (STEM) education in 2016.

³ (Center for the Study of Social Policy, <https://www.cssp.org/policy/2014/Results-Based-Public-Policy-Strategies-for-Reducing-Child-Poverty.pdf>)

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- **Promote School District/Local Schools Marketing:** In conjunction with and in advance of implementing new strategies for school improvement, the impact of effective marketing and market research cannot be underestimated. For example, there may be immediate marketing opportunities for the BCSD to capture families choosing other schools.

The local schools or BCSD could hold focus groups with prospective families from various market segments (race/ethnicity and income groups, professions, etc.), to get feedback on how the schools/BCSD's current pitch resonates. This can be a very compelling exercise that helps to identify the concerns of each market segment. Once parents' concerns are understood, it is possible to more effectively market the programs that are currently in place.

For instance, it may make sense to market the International Baccalaureate program's performance if it is competitive in the area. A listening tour to solicit honest feedback from the community can also help to define new programs and more effectively market to niche audiences. In some cases, school systems have decided to institute a dedicated language magnet school, honors programs or other offerings that are stated requirements of target market segments or even build new schools to attract families.

Regional Transportation Connection Improvements

The Broward Metropolitan Planning Organization's ("MPO") Mobility program serves as the implementation arm of the Complete Streets Initiative and focuses on implementing projects and improvements that provide additional transportation options other than the automobile. Projects under this program include bicycle and pedestrian facilities that seek to complement the goals and vision of the Broward MPO's Complete Streets initiative. Additionally, these projects fill vital gaps in Broward's bicycle and pedestrian network. The Broward MPO continues to fund new improvements under the Mobility Program on an annual basis. Regional transit investments are made by committees with advocacy from local stakeholders. It is critical for the City of Tamarac to actively engage with the Broward MPO to ensure that future regional

transit investments are aligned with Tamarac's local investments in priority redevelopment focus areas.

- **Actively Engage in Broward Metropolitan Planning Organization's Transit Initiatives:** Designate a City of Tamarac Representative to participate in one or more of the following Broward MPO's committees to ensure that the Tamarac community's interests are leveraged within the regional transit network:
 - Citizens' Advisory Committee (CAC)
 - Complete Streets Advisory Committee (CSAC)
 - Executive Committee
 - Evaluation Committee
 - Freight Transportation Advisory Committee (FTAC)
 - Governance Committee
 - Transportation Disadvantaged Local Coordinating Board (LCB)
 - Technical Advisory Committee (TAC)

There are currently several transit routes serving the City of Tamarac and are provided by Broward County Transit and City of Tamarac Transit. It should be noted that the City of Tamarac Transit Yellow and Red lines are designed to work in conjunction with the connections to the Broward County Transit routes.

The City of Tamarac should actively pursue achieving transit service for targeted priority redevelopment areas as a form of developer incentives assistance.

Implementation Plan Monitoring and Reporting

The City of Tamarac Economic Development Plan Implementation Recommendations are tied to the community's long-term goals to attract citywide mixed-use revitalization. These recommendations build upon more than 10 years of prior planning and redevelopment efforts, updated and refocused to capture near-term opportunities based on current market conditions and competitive context of Southeast Florida commercial development trends.

For Economic Development Strategic Plans to be successful, Economic Development Managers need metrics. Tracking economic development metrics will:

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

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

1. **Deals:** Creation of jobs and wealth from outside of the City of Tamarac (inbound growth). **Key Metrics:** Deals closed, deals in the pipeline.

2. **Promotions:** Generation of awareness and inquiry into what the City of Tamarac has to offer for businesses and residents. **Key Metrics:** Awareness, inquiries per month.
3. **Retention/Entrepreneurship:** Creation of jobs and wealth from within the City of Tamarac (internal growth). **Key Metrics:** Meetings, issues resolved, new policies.
4. **Infrastructure:** Improvement of the business community through policy, transportation, infrastructure and workforce development. **Key Metrics:** Projects built, legislation passed, value of new funding secured for program implementation.

Table 8 shown on the following page provides a template/example framework as a starting point for the future Tamarac Economic Development Manager to build and track the metrics that measure the effectiveness of the City's Economic Development Function. The following table provides an illustrative example of a variety of "prosperity" metrics that can be tracked in a simple Microsoft Excel spreadsheet and incorporated in the proposed bi-annual Economic Development Update. Strong working partnerships with academia, local and regional economic development organizations, trade associations, and the Chamber of Commerce are critical for successful implementation of the EDSP and regional recognition of the priority Tamarac is placing on economic development within the City. This content should be incorporated into the redesigned City of Tamarac website and disseminated to the Developer workshops, the Chamber of Commerce, and other peer organizations to further raise the profile of Tamarac as a highly competitive place to invest and develop property. Tracking these metrics is also an important ingredient in creating a sense of place in Tamarac. Relocated employees and executives want to know that they are moving to a great place for families with a strong economy. The Economic Development Scorecard/Tracker will enable City staff and elected officials to better represent the community's value proposition and the vision of what the community wants to become.

Table 8: Economic Development Scorecard/Tracker Example

1.1: Adopt Comprehensive Plan Land Use Amendments and Hybrid Form Based Code to Attract Mixed-Use Urban Infill Revitalization Activity		
Building Permits and New Applications for Development	25	10%
# & \$ Value of New Development Applications Submitted	\$250 M	10%
\$ Value of Building Permits	\$250K	10%
# & \$ Value of Projects Approved by Commission	15 / \$350M	10%
1.2: Implement Land Bank Policy		
\$ Value of Land Acquired	\$1.5 M	N/A
Acres Assembled	25	N/A
\$ Value Private Redevelopment Investment	\$4.5 M	N/A
1.3: Expand City Pride/City Beautiful Programs		
1.4: Adopt Pro-Growth, Development Friendly Business Program		
1.5: Implement 1-3 pilot Placemaking Projects		
Number of Small Businesses Assisted	15	10%
Number of Code Violations Resolved	10	10%
Retail Vacancy Rates	0.05	-2%
Retail Rents	\$7 / sq. ft.	10%
Office Vacancy Rates	0.07	-2%
Office Rents	\$23 / sq. ft	1%
Number of Wayfinding/Retail Plaza Signs Installed	5	10%
Acres of Public Space Converted from Passive to Active	10	10%
2.1: Expand Developer Incentives		
\$ Value of Incentives Awarded	\$1.5 M	N/A
Miles/Acres of Public Realm Improvements	2 Mi/5 Ac	N/A
\$ Value of Private Investment Attracted	\$4.5 M	N/A
2.2: Promote the Expansion of Hospital Campus as an Economic Development Anchor		
2.4: Partner with Broward County/Workforce One Business Incubation Program Networks		
2.3: Implement Formal Recruitment & Expansion Program		
Business Outreach Activities	12	10%
# of Corporate Outreach Visits	25	10%
# & \$ Value of Corporate Incentives (company name, committed hires, & capital investment approved)	\$1.2 M	10%
Number of Events attended/Hosted (Bi-annual Developer Consortium, MRO Miami, etc.)	4	10%
Number of Businesses Attracted to New Businesses Incubation Space	0	10%
2.5: Actively Engage in Targeted Regional Partnerships (Poverty Alleviation, Public Schools Performance, and Public Transit Linkages)		
Number of Public School Children Served	100	10%
\$ Value of Innovative Education Grants Awarded (e.g., Texas Instruments)	\$50,000	

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

Source: City of Tamarac; Willdan, 2018

Appendix 1: Data & Analysis Report

Appendix 2: Case Study Examples

Retail Revitalization Case Study Examples

City of Washington, DC Vibrant Streets Retail Toolkit

The District of Columbia’s Office of the Deputy Mayor for Planning and Economic Development, in conjunction with consulting services provided by Streetsense, developed an innovative Vibrant Streets Retail Toolkit to tackle retail gaps in the District’s most challenging neighborhoods.

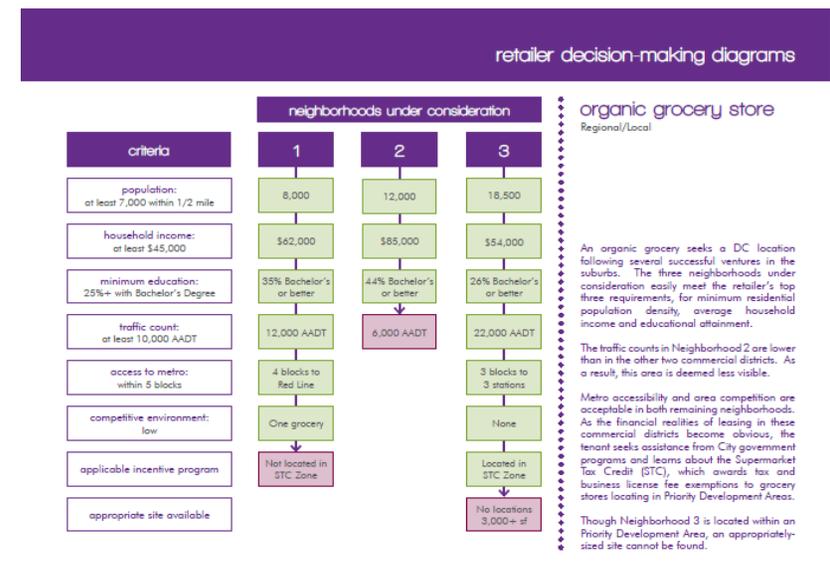
The District recognized that the City’s evolving retail economy was an opportunity for the city to grow its tax base and become more fiscally sound. The Vibrant Retail Streets Toolkit is a guide designed to take advantage of renewed interest in urban markets by retailers as well as the District’s growing population who choose the City’s increasing number of walkable, bikeable, transit-rich neighborhoods to shop and access services in the city.

The Toolkit evaluates the essential elements of outstanding retail areas and offers a customizable toolbox of programs, incentives, and implementation steps to improve retail streets. The toolkit incorporates research on best practices and innovative approaches to managing successful commercial districts, in addition to utilizing retail metrics that assess the level of retail demand and accessibility while considering location mix and format. The Toolkit offers guidance on key retail issues such as retailers’ site location considerations and decision-making processes, as well as how neighborhoods can measure, gauge and spark retail vibrancy. The analysis and toolkit will equip retailers, landlords, business and neighborhood associations, nonprofits and government agencies with the tools needed to support more dynamic retail streets.

The Vibrant Retail Streets Toolkit provides the framework to help achieve a vision of inclusive retail for all by stimulating greater and more innovative collaboration among retail stakeholders. This ensures all retail entrepreneurs are supported, neighborhood shoppers have a greater selection of products and services, and DC’s retail streets thrive.

The Toolkit provides several process flow matrices, demographic and economic targets, and retail inventory templates to help provide communities with an action-oriented framework to create a dynamic retail experience for retail developers, property managers, tenants, residents, workers and visitors.

The Toolkit is available for any community to access at: https://planning.dc.gov/sites/default/files/dc/sites/op/publication/attachments/DC%20Vibrant%20Retail%20Streets%20Toolkit_final_1.pdf



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City of Baltimore, Maryland Site Assemblage Assistance

The City of Baltimore, Maryland has a precedent for working with institutions, developers, and land owners to assist in assemblage opportunities. For example, the City collaborated with Baltimore Gas and Electric (BGE) and Landex Development on a property adjacent to the Cold Spring Light Rail Station (2001 W. Cold Spring Lane) to enter into a land swap for city property on the other side of Cold Spring Lane.

In this public/private partnership, BGE built a new substation on city-owned property north of Cold Spring Lane. In turn, the City of Baltimore acquired BGE owned property to assemble a parcel sufficient to accommodate a comprehensive TOD project.

One of the largest impediments to large-scale, catalytic development in Baltimore's disinvested retail corridors is the dearth of assembled land available for such transformative projects. The City demonstrated a targeted willingness to assist developers assemble land and a conduct land swap to help encourage they type of development that would spur more private development.

City of Baltimore Retail Corridor Capital Improvement Program

The City of Baltimore established a \$3 million capital improvement program focused on the Belair Road corridor at Erdman Avenue, Frankford Avenue and Fleetwood Avenue. The fund was established to fully implement proposed "Complete streets" plans. Improvements included:

- Basic infrastructure and geometric improvements where needed (Resurfacing, Curb/gutter, etc.)
- Expanded sidewalks
- ADA compliant curb cuts
- Lighting (if needed)
- Planted medians

- Decorative crosswalks
- Signal upgrades, removal of span wires
- Bump-outs
- Greening
- Curb cut consolidations
- High quality bus shelters/real time arrival information
- Bike parking
- Way finding
- Public art
- Seating/plazas on public right of way
- Other traffic calming components
- Other safety improvements based on the BCDOT Belair Road Corridor Study

Between these nodes, the funding supported the implementation of linkages include the following features:

- Bike lanes between Fleetwood and Brendan Ave
- Neighborhood banners
- Way finding
- Crosswalk improvements/additional crosswalks where missing
- Travel lane restriping to improve safety/calm traffic where possible

Following the design and public input phase, public meetings, engineering and construction was completed within 18 months, ending in mid-2015.

Land Bank Policy Case Study Example

City of Lancaster, Texas Land Bank Policy

- **Purpose:** The primary purpose of the Lancaster Land Bank (LLB) is to encourage private investment for desired development including retail, manufacturing, industrial, and housing.
- **Criteria for Property:** Property acquired must be zoned for the use enumerated in the City's Master Land Use Plan. The primary criteria will be that the property is in a desirable location. For instance, retail property must be on roads such as Pleasant Run or IH35E. Manufacturing and industrial structures must be in locations where access is easy or amongst other like properties. Housing will be strictly for in-fill development and will include uses desired in the hospital district, such as assisted living homes. City Council will take into consideration if the property is visibly undesirable and in need of improvements and redevelopment.
- **Acquisitions and Funding:** Properties will be acquired through various mechanisms. Properties that undergo code enforcement procedures that result in liens and foreclosure proceedings will be placed into the LLB if they fit the criteria. Manufacturing and industrial properties will be purchased through Type-A economic development funds in accordance to state law. Retail property will be purchased using Type-B economic development funds or other City general funds in accordance to state law. Type-A funds may be used if the agreement is crafted in a manner that promotes statutory uses. *Note: in Florida, this program would be funded from General Fund Revenues.
- As an example, the City of Desoto, Texas set a precedent for a retail business incubator using Type-A funds. A private developer purchased a property. The Desoto EDC guaranteed lease payments for ten years subject to the developer redeveloping the property and actively seeking tenants. The EDC reserved the right to accept or deny any business for that location. An agreement like this would

need to be written by the City Attorney to make sure there is no misuse of Type-A funds.

Housing property that does not create primary jobs in the hospital district will be obtained only through code enforcement procedures. If the property is within the hospital district, then it may be purchased with Type-B funds or City General funds. Note that in Texas, an Economic Development Corporation may borrow four times their annual revenue from a State lending fund setup by the Governor's Economic Development office.

Facilities that will be utilized for the arts and owned by the City, such as a Lancaster Art Center or museum may be purchased using hotel occupancy tax revenue.

There is a precedent to use hotel occupancy tax revenue for the restoration of downtown buildings owned by private individuals because downtowns often contribute to tourism. Hotel Occupancy Tax revenue may be used to land bank a downtown building or lot.

If the City Attorney writes an opinion that the funds noted can be used or cannot be used for what is ascertained here, the proposed use of funds will be amended.

If revenue is derived from property in the land bank through a real estate transaction or rent, the revenue will be returned to the account from which the purchase derived.

- **Use of the Land Bank:** The land that is banked will be utilized as an incentive for sought after development. Applicants will be considered on a case-by-case scenario by City Council and the board that governs the funds being used for the purchase. Each case will be critiqued subjectively to best assure sound investment.
- **Incentives:** The availability and location of the property will be enough of an incentive in some cases. In these cases, land will be conveyed at market value. The City Council will reserve the option of discounting the cost of the land by a percentage subjectively determined based on the desirability of the project and staff negotiations. City Council may convey the entire property at no cost to the developer.

Council will reserve the right to lease the property indefinitely to a developer at a price they determine is required for the success of the project. They may also apply a lease-to-own option. The goal is to leave the policy broad and to be interpreted based on the needs and desires at the time the property is to be used as an incentive.

- **Conveyance:** The City cannot convey property unless it is determined to be abandoned or there is a public bidding process. The one exception is that the City can convey property to either of the two economic development corporations. In turn, those corporations can convey property to private developers.

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Placemaking Case Study Examples

Project for Public Spaces – Lighter, Quicker, Cheaper Model

The Project for Public Spaces is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. PPS provides research, advocacy, technical assistance.

PPS advocates a “Lighter, Quicker, Cheaper” approach to Placemaking:

- Simple, short-term, and low-cost solutions.
- Remarkable impacts on shaping of neighborhoods and cities.
- Get “back to the basics” of what makes cities thrive.

- Proof that expensive and labor-intensive initiatives are not the only solution.
- Bring energy and life into a community’s public spaces – even in spaces with minimal foot traffic.

This approach requires a “Community-Based Placemaking” approach such as:

- Community vision
- Cost-effectiveness
- Collaboration
- Citizen-led change
- Guerilla urbanism
- Pop-up projects
- D.I.Y. Urbanism

This model brings life and amenities to previously lifeless public spaces by breaking down resistance to change in the community. This approach serves to empower vulnerable/disinvested communities who may have lost faith even in the *possibility* of change. It also generates the interest of potential investors, both public and private and establishes (or re-establishes) a neighborhood or region’s sense of community.

To be successful, a Community-Based Placemaking project must:

- Encourage community buy-in
- Provide demonstrations for new street designs/traffic flows - cars, pedestrians, cyclists, transit
- Bring together diverse stakeholders to find solutions/ collective vision
- Foster a community’s sense of pride/ownership of their public spaces

How Light?

- Seasonal/Pop-Up Events
- Guerilla or DIY activations

- Integrate Art
- Temporary events can test the potential of a particular public space

How Quick?

- Employ “LQC” as a path to long-term change
- Experiment with short-term pilot projects before permanent public space investments
- Example: Livable Memphis Placemaking Campaign Broad Avenue
- Initial three block streetscape, bike lanes, pedestrian improvements, pop-up retail, single-day/festive programming

How Cheap?

- Goal: Secure Diverse and Creative Funding Sources - <\$100K
- Crowdsourcing campaigns
- Community grant programs, institutions and foundations
- Private businesses near site improvements

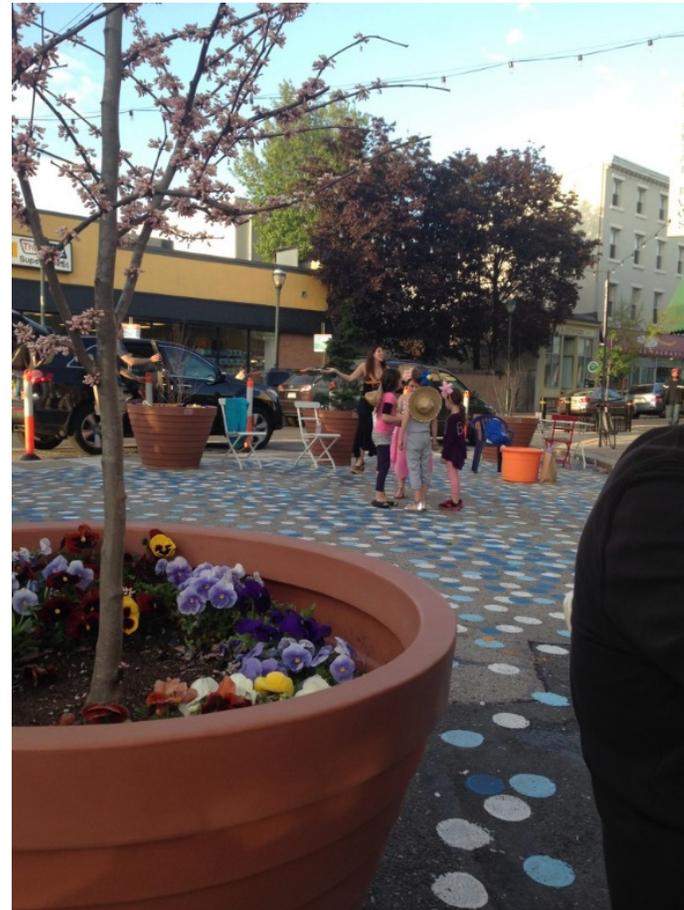
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Community- Based Placemaking Pilot Project Results

Area businesses
report **15%-20%**
increase in sales

Figure A2- 1: Case Study Example: Grey's Ferry, Triangle, Philadelphia, PA (Before & After Activation)



Source: Project for Public Spaces (www.pps.org)