



REINVENTING YOUR CITY

A watercolor illustration of a park scene. In the foreground, there is a light green lawn. In the middle ground, a pavilion with a teal roof and wooden pillars stands on the lawn. Behind the pavilion is a dense line of green trees. The background is a light blue sky with vertical brushstrokes. The entire scene is rendered in a soft, painterly style.

CITY OF GREENACRES
2019 Vision & Strategic Action Plan

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INTRODUCTION & EXECUTIVE SUMMARY

This Vision & Strategic Action Plan for Greenacres is based on RMA's market analysis, economic development assessment and staff, stakeholder and public input. The report recommends realistic strategies developed to position Greenacres to compete for investment and increase its tax base, while maintaining and strengthening its community character and brand. This approach includes an assessment of the area's economic development or redevelopment potential and an overview of the constraints and opportunities influencing the drivers of economic development, land, labor, capital, markets and regulation.

Greenacres is centrally located within Palm Beach County and has a number of significant economic development projects recently completed, currently underway, or in planning. This includes 359 new single-family units and over 200,000 square feet of new commercial space.

This plan presents five strategy areas defined to support economic growth in Greenacres. They are:

- 1. Identity and Market Positioning** – Strategies that directly position Greenacres unique assets and opportunities to attract and retain residents, businesses and visitors.
- 2. Economic Development Prosperity** – Strategies that support private, commercial investment in Greenacres through new development and redevelopment that enhance the tax base, expand and capitalize on markets, and create jobs.
- 3. Sustainability & Mobility** – (Capital Projects/Public Improvements/Transportation) – Strategies that indirectly support private commercial and residential investment by enhancing the infrastructure and aesthetics of Greenacres.
- 4. Community Connections: Neighborhood Pride and Housing** – (Residential Development and Quality of Life) – Strategies that enhance the quality of life for the residents of Greenacres, and which improve Greenacres' market position and reputation as a great place to live.
- 5. Economic (Re)development Support** – Strategies that support the ability of the city and its partners to implement this plan.



The City of Greenacres, Florida is strategically located in Central Palm Beach County in close proximity to the West Palm Beach area which is a major southeast Florida trade center. It is also minutes away from the east coast beaches, Palm Beach International Airport, and major shopping centers.

The City of Greenacres was first incorporated as "Greenacres City" in 1926 by Lawrence Carter Swain. Mr. Swain saw an opportunity to provide a community for the middle class during the Palm Beach and coastal resort land boom. He positioned the city as "a good place to live". The first portion that was developed was located one-half mile west of Military Trail, centered around Swain Boulevard, which became the "Original Section" of the city. In the following years the city continued to establish its civic organizations and grow its population. In the 1990's the city residents voted to change the name to "City of Greenacres".

The City of Greenacres estimated population in 2017 was 40,719, according to the United States Census Bureau. The City has had an incremental population growth since its incorporation and it is anticipated to continue.

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The focus of this plan is to support the economic development and investment that is already taking place and to enhance the reputation and position of Greenacres in the regional marketplace, so that Greenacres' economy continues to grow and diversify.

These strategies include encouraging the development of a central gathering space that would act as a "downtown" for Greenacres and will serve as an anchor in central Palm Beach County. This plan explores re-imagining six strategic areas in Greenacres – each with their own opportunities and constraints addressed in the Market Analysis– but each viewed through the lens of redevelopment as a more dense "gathering place" or downtown within the character of Greenacres. Enhanced connections to parks or open spaces, addressing public parking, encouraging arts and cultural venues, and assisting local businesses are all components of a successful downtown area. Additionally, strategies that focus on improving the aesthetics along the commercial corridors are important, since they are the gateways to the city and its future central gathering space.

"While small in physical size, downtowns are immensely valuable, diverse, efficient, inclusive, and resilient on multiple levels. A strong downtown is critical for a successful city and region. Downtowns and center cities are where people, capital, and ideas coalesce due to size, proximity and density." The Value of U.S. Downtowns and Center Cities - An IDA Study Calculating the Value of Downtown (Executive Summary Report Appendix A)

This groundbreaking study articulates the inherent value a downtown provides to the greater city, highlighting a downtown's unique and impactful contributions while accounting for 100+ key data points based on economy, inclusion, vibrancy, identity, and resilience.

DOWNTOWN VITALITY



Downtowns or central gathering spaces are often the "soul" of a community and become their most important overall economic development asset.

"DOWNTOWNS THROUGHOUT NORTH AMERICA ARE **MAKING A MAJOR CONTRIBUTION TO THE BOTTOM LINE OF THEIR MUNICIPALITIES.** IN MOST CASES, DOWNTOWNS SERVE AS THE ENGINE FOR LOCAL ECONOMIES. HOWEVER, DOWNTOWNS ARE MUCH MORE THAN A PROFIT CENTER TO CITIES. THEY ALSO **REPRESENT THE IMAGE AND CHARACTER OF A CITY TO THE REST OF THE WORLD.** DOWNTOWNS ARE UNIQUE IN THAT THEY ARE TYPICALLY THE ONLY NEIGHBORHOOD THAT BELONGS TO AND IS SHARED BY EVERYONE IN THE REGION."

— Andy Kitsinger



DOWNTOWNS HAVE 'AN IMPORTANT AND UNIQUE ROLE IN ECONOMIC AND SOCIAL DEVELOPMENT' FOR THEIR CITIES AND 'CREATE A CRITICAL MASS OF ACTIVITIES WHERE COMMERCIAL, CULTURAL, AND CIVIC ACTIVITIES ARE CONCENTRATED. THIS CONCENTRATION FACILITATES BUSINESS, LEARNING, AND CULTURAL EXCHANGE.

— International Downtown Association



"PUBLIC SPACES - PERMANENT AND TEMPORARY COMMUNITY-WIDE GATHERING PLACES LIKE PARKS, STREETS, AND PLAZAS - HAVE HISTORICALLY CONTRIBUTED TO DOWNTOWNS' AUTHENTICITY BY PROVIDING VENUES FOR HALLMARK EVENTS SUCH AS CONCERTS, FESTIVALS, OUTDOOR MARKETS, ART AND STREET FAIRS, AND PARADES. (OR JUST PLACES FOR FAMILY OUTINGS OR QUIET CONTEMPLATION.) COLLECTIVELY, IT IS THESE PUBLIC SPACES, AS-IS OR ACTIVATED, **THAT PROVIDE DOWNTOWNS WITH THEIR DISTINCTIVE SIGNATURES AND DIFFERENTIATE THEM FROM OTHER NEIGHBORHOODS** - THEREFORE CREATING AUTHENTIC CLUSTERS THROUGHOUT THE ENTIRE CITY."

— International Downtown Association



"WE WANT A GATHERING PLACE FOR LEISURE TIME WITH FAMILY AND FRIENDS."

— Greenacres Residents.

SECTION 1

SELECT MARKET FINDINGS

The full Market & Situation Analysis is included as Appendix B in this plan and an Executive Overview of the Analysis is outlined in Section 2. Notable findings from this process uncovered the following highlights:

- ◆ Re-imagining and redevelopment of existing, underutilized plazas and spaces will be required as 97% of the City's land is built-out.
- ◆ Opportunities for residents to work in Greenacres is limited. Nearly 97% (13,553) of the City's overall workforce (13,986) commute outside of Greenacres for work.
- ◆ Greenacres' centralized location and access to transportation nodes provides convenient traveling options for residents and businesses. Greenacres features direct access to Interstate 95 and Florida's Turnpike, and is located only 3 miles from Palm Beach International Airport.
- ◆ Greenacres traffic counts are significant on major corridors exceeding 40,000 average daily trips on Military Trail, Lake Worth Road and Jog Road.
- ◆ Greenacres' low tax rate (6.4 mills) compared to similar sized cities in Palm Beach County increases the attractiveness of living and/or conducting business in Greenacres. The City continues to invest in quality of life, which is evidenced by the commitment to infrastructure projects such as Gladiator Lake improvements, Original Section drainage improvement, Swain Boulevard Sewer conversion and several streetscape enhancements.
- ◆ Greenacres remains one of the most affordable locations to buy or rent housing in Palm Beach County despite the rise in property values. Median housing values in Greenacres have seen an increase of over \$40,000 since 2015 levels. The high percentage of owner-occupied homes (52.5%) compared to renter occupied (32.2%) indicates residents' desire to invest in Greenacres.
- ◆ The Market Demand under current market conditions with normal development capacity from 2018-2024 is estimated to be:
 - ◇ 1,900 residential units;
 - ◇ 254,983 square feet of retail;
 - ◇ 6,323 square feet of restaurant/bar;
 - ◇ Limited industrial/flex space



Example of an outdated strip plaza redevelopment in Colorado.

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- ◆ The Market Potential (an estimation of development capacity that could potentially become available through the convergence of brand strength, regulatory efficiency, financial feasibility and developer execution) that Greenacres could tap into from 2019-2024 is:
 - ◆ 5,000 residential units;
 - ◆ 350,000 square feet of retail and restaurant space
 - ◆ Limited industrial/flex space
 - ◆ (Note market demand and market potential is calculated utilizing the retail gap analysis which indicates leakage and surplus spending within the trade area.)
- ◆ The existing regulatory framework is under review by city staff as some areas with the maximum height of 35 feet is limiting to motivate development. Additionally, some of the parcels are limited by current regulations due to their width and depth size requirements.

VISION & KEY RECOMMENDATIONS

Vision & Brand Promise

Greenacres will be known as a vibrant and welcoming city that celebrates and promotes its location, parks and natural assets and business and residential diversity. Greenacres is dedicated to surpassing its founder's motto as "a good place to live" and will foster neighborhood community pride and pedestrian connections, promote strategic partnerships to enhance professional and personal opportunities, and support economic growth while maintaining Greenacres' authentic community character.

Key Recommendations

1. Identity & Market Positioning: Community identity and brand positioning Greenacres unique assets and opportunities.
 - a. Launch Greenacres new logo, tagline/campaign and brand position
 - b. Encourage citywide advocacy of your Vision & Brand Promise
 - c. Create a Business Recruitment, Retention and Expansion Program
2. Economic Development Prosperity: Greenacres Economic Reach and Positive Economic Impact
 - a. Attract new development and encourage commercial property redevelopment
 - b. Explore the opportunity for Annexation & Land Acquisition
 - c. Support and recruit "target" commercial and cultural uses that incorporate cultural arts, education and recreation as critical components of Economic Development
 - d. Consider (re)development-friendly Land Use Regulations
 - e. Target economic development and/or redevelopment for Strategic Areas as identified in this Plan
3. Sustainability/Mobility: Greenacres Streetscapes and Gathering Places, Walkability and Community Connections
 - a. Create "vibrant" commercial corridors with high levels of foot traffic, especially along 10th Avenue, Lake Worth Road, Jog Road, and an enhanced "neighborhood" vibrancy along Swain Boulevard in the Original Section
 - b. Coordinate roadway, sidewalk, landscaping, infrastructure, and open public space improvements that invite pedestrian interactions as a priority while allowing the efficient flow of bicycles, automobiles, and transit

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4. Community Connection – Neighborhood Pride and Housing: Community Pride and Healthy Housing Mix
 - a. Establish Neighborhood Improvement Programs and Neighborhood Community Pride/Networking Programs
 - b. Work with the private sector to create and maintain a “Healthy Mix” of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing
5. Economic (Re)Development Support: Strategic Partnerships and Funding Sources
 - a. Provide Economic Incentives and other support to projects that further goals
 - b. Identify and pursue resources for successful implementation of the initiatives in this Plan
 - c. Determine the viability of resources that may provide additional funding to support implementation of this Plan



MARKET ANALYSIS OVERVIEW

The Market & Situation Analysis provides a trade area review for the City of Greenacres and includes a collection of demographic and lifestyle data, retail spending, existing conditions review, real estate and housing market info, and consumer trends organized by their respective influence on one of the key drivers of economic development: Land, Labor, Capital, Markets and Regulation. In addition, extensive community public input/visioning efforts were conducted, and the feedback received from Greenacres residents, businesses and stakeholders factored into the analysis.

The findings of this analysis provide a basis for the City Vision and the associated Strategic Action Plan.

LAND

Challenges facing economic development in Greenacres include a lack of vacant land for new development, a lack of development types that encourages a better public space for pedestrians and the lack of a gathering place where the community can meet in an active environment. Approximately 97% of the City's land is built-out, therefore new development and redevelopment will require creative strategies from both the private and public sector. Strategic areas where the City can influence economic development have been identified in the Land section of this analysis. Additionally, the Land section provides an overview of real estate market data and trends in Greenacres.

The City of Greenacres features an older building stock with many office and shopping plazas having been built in the 1980's. As technology rapidly reshapes the demand for commercial real estate, older building types are becoming increasingly obsolete. Flexible workplaces have taken the place of traditional offices and online retailers have decreased the need for brick and mortar stores. According to Co-Star Real Estate Group, a record of 105 million square feet of retail went vacant in 2017 and 2018 numbers are on track to break the record once again.

An analysis of the Greenacres real estate market uncovered the

following observations:

- ◆ The city of Greenacres has a number of significant economic development projects recently completed, currently underway, or in planning. This includes 359 new single-family units and over 200,000 square feet of new commercial space.
- ◆ Over the past 12 months the office real estate sector has seen some activity with over 17,000 square feet of product delivered to the market. The new product has increased rents to over \$27.00 per square foot (psf). While rents and additional space increased, vacancy rates have increased as well.
- ◆ The retail sector showed positive trends as rents have increased and vacancy rates have decreased. As the market continues to mature the City of Greenacres is positioned to attract and retain retailers such as fresh markets (i.e. Whole Foods, Green House Bazaar), healthy focused groceries (i.e. Living Green), food halls (i.e. West Palm Beach Grand View Public Market), casual eateries (i.e. Pieology Pizzeria, Chipotle), anchor stores (i.e. H&M, Target), entertainment (Hoffman's Chocolates, Greenacres Bowl, Atlantis Skateway etc.) These types of retailers are showing a gap in meeting the city's demand, meaning resident spending dollars are leaving the City and spent elsewhere.
- ◆ The Greenacres industrial market is showing strong potential as 100% of product is leased. This could be an indicator that there is demand for additional industrial space in the market. There could be an opportunity for Greenacres to attract light industrial developers that house art, technology, and co-working related companies. In 2018, the 29 unit luxury townhome development Santa Catalina was delivered to the market. The low vacancy rate for existing multifamily product could be an indication of demand. Currently, there are a small number of units for lease in the market. As a way to diversify the product and create density in the market, new mixed-use multifamily development needs to occur throughout the City.

LABOR

Historically, Greenacres has primarily remained a residential community. Due to the lack of job opportunities, nearly 97% (13,553) of the City's overall workforce (13,986) commute outside of Greenacres for work. This trend misses a great opportunity for the progress of Greenacres economy since residents may be spending their money elsewhere. Instead, if Greenacres wants to generate economic development it must create a circular economy in which people live in Greenacres (provide housing diversity and affordability), work in Greenacres (new commercial, office, and industrial development), eat in Greenacres (variety of restaurants and social environments), shop in Greenacres (provide places for chic open-air malls), and entertain in Greenacres (the great outdoors and entertainment venues). Creating this environment all begins by improving the physical environment of the public realm. The most popular employment destinations for Greenacres residents are West Palm Beach (14%), Palm Springs (6.9%), and Boynton Beach (4.8%).

The three largest sectors generating demand for workplace real estate in Greenacres include: Education/Healthcare (1,951 jobs), Retail (1,815 jobs), and Arts/Accommodation/Food and Beverage (1,130 jobs). The major workforce industries (where Greenacres residents work) are, Services (52.4% of residents), Retail (13.4% of residents) and Construction (13.3% of residents).

Schools and education are a major factor in where people choose to live, and business choose to locate. Greenacres features nine public schools and several private schools at all levels of the education system. Grades for public schools in Greenacres are satisfactory and have shown steady improvement in recent years. Palm Beach State College's main campus (Lake Worth) is located just two miles from Greenacre's City Hall.

Transportation

Greenacres' centralized location and access to transportation nodes provides convenient traveling options for residents and businesses. Greenacres features direct access to Interstate 95 and Florida's Turnpike, and is located only 3 miles from Palm Beach International Airport. Palm Tran, Palm Beach County's public bus transit service, offers several stops in Greenacres along Forest Hill Boulevard, Jog Road, Woodlake Road, Lake Worth Road, Haverhill Road, Purdy Lane, 10th Avenue, and Melaleuca Lane. Palm Tran also provides Greenacres residents connection to the Tri-Rail station along Lake Worth Road, providing rail access to Palm Beach, Broward, and Dade Counties as well as Palm Beach, Fort Lauderdale, and Miami International Airports. Although the City of Greenacres is connected in part to a public transit system on its main roadways, it still lacks some connections and improvements at the local level, such as along Swain Boulevard.

CAPITAL

According to 2018 ESRI data, there are approximately 1,067 businesses in Greenacres employing nearly 8,900 workers. RMA's analysis of the existing businesses in Greenacres uncovered a diversity of businesses uses. The following themes/clusters of related businesses have been identified; auto sales, restaurant/food and beverage, church's and faith based-institutions, medical, and youth entertainment businesses. Greenacres low tax rate (6.4 mills) compared to similar sized cities in Palm Beach County increases the attractiveness of living and/or conducting business in Greenacres. The City continues to invest in quality of life, which is evidenced by the commitment to infrastructure projects such as Gladiator Lake improvements, Original Section drainage improvement, Swain Boulevard Sewer conversion and several streetscape enhancements. However, it lacks projects that will have a direct impact on the aesthetics of the community public spaces/streets.

Certified property values as of January 1, 2018, showed an increase of 9.4% over the prior year and the County voter-approved one-penny infrastructure surtax has generated approximately \$2.5 million in additional revenue, however, statutory caps on increases in property values, limits on future growth (City is 97% built out), and an over-reliance on the residential tax base creates the potential for budgetary constraints. The ability to diversify future revenue streams will play a major role in future growth of Greenacres.

Economic development incentives are available at the State and County level, however the City of Greenacres maintains a limited Economic Development Department with no local incentives. Large portions of the city are eligible for New Markets Tax Credits, a program that provides low interest, private-sector financing for commercial and mixed-use projects in areas that meet eligibility criteria.

MARKETS

Greenacres is currently home to just over 40,000 residents, and steadily rising. According to ESRI estimates, Greenacres is expected to gain nearly 2,000 residents over the next 5 years. Greenacres residents maintain a diversity of socio-economic backgrounds. While observed income levels in Greenacres are lower than the County and surrounding trade areas, this could be attributed in part to the presence of retirees and young working families. Greenacres features a diverse and multicultural population, with a largely growing migrant community (particularly those of Hispanic origin). To better understand the diverse nature of Greenacres, ancestral data (Country of origin) for Greenacres residents were analyzed. The top ancestries in Greenacres, in terms of percentage of residents, are Mexican (9.2%), Haitian (7.4%), Cuban (6.5%), German (6.3%), and Colombian (5.7%). In addition to its steadily growing and evolving population, Greenacres also has a unique opportunity to capture the spending of consumers traveling along the City's corridors. According to 2018 ESRI estimates, there is a slightly higher female population (21,110) than male (19,327). The greatest group age range is from 25 to 44 years (26.6% of residents), meaning active workers (professional and non-professional).

There are approximately 15,049 households in Greenacres at the time of this study. The fairly large average household size in Greenacres (2.69), compared to Palm Beach County (2.42) is indicative of the presence of families within the area. According to ESRI estimates, approximately 83% of residents in Greenacres reside in family households. While housing values are below the county average, this is due in part to smaller homes and older housing stock within Greenacres. Median housing values in Greenacres have seen an increase of over \$40,000 since 2015 levels (\$107,000). Despite the rise in property values, Greenacres remains one of the most affordable locations to buy or rent housing in Palm Beach County. The high percentage of owner occupied homes (52.5%) compared to renter occupied (32.2%) indicates residents desire to invest in Greenacres. The large percentage of home owners also acts as an impedance for gentrification and a catalyst for growing of household wealth.

A retail gap analysis uncovered existing demand that is not being met in Greenacres within the following industries; Clothing & Clothing Accessories Stores, Building Materials, Garden Equipment and Supply Stores, Furniture Stores, Other General Merchandise Stores (such as dollar stores or general stores), Electronics and Appliance Stores, and Drinking Places. The bottom line however, is that market demand analysis looks at the past, while market potential looks to the future. For Greenacres, RMA believes that it is not the quantity of market demand that is important; rather, it is the quality of market potential. The difference between economic development and redevelopment is that economic development serves and capitalizes on the market while redevelopment shapes and changes the market or creates a new one. Redevelopment is about realizing market potential, and Greenacres has significant potential and opportunity for market change.

MARKET DEMAND

Market Demand (and associated development capacity) is identified through the analysis of existing conditions, and evaluates growth based on normal economic conditions, many of which the City has little direct influence over. Market demand evaluates the current need for additional retail, commercial, and industrial space that the market could support, and the additional residential units that will be necessary to accommodate population growth. In summary, under current market conditions, the normal development capacity from 2018-2024 is estimated to be:

- ◆ 1,900 residential units
- ◆ 254,983 square feet of retail
- ◆ 6,323 square feet of restaurant/bar
- ◆ Limited industrial/flex space

Market Potential

Market Potential is the estimation of development capacity that could potentially become available through the convergence of brand strength, regulatory efficiency, financial feasibility and developer execution. Market potential analysis evaluates migration trends, mobility rates and land; i.e. how many households move into an area and the additional commercial goods and services that those additional units may patronize.

The potential demand will be shaped by the vision and recommendations for redevelopment of the key opportunity sites identified in this Plan. Retail and restaurant market potential will be driven by redevelopment efforts, branding of Greenacres and realization of residential market potential. Residential development can drive the need for new office space, especially to serve locally generated employment and entrepreneurship.

Market Potential is an estimate of overall market potential, which Greenacres can tap into. It is not an estimate of Market Potential that can be fully accommodated in Greenacres. In summary, the market potential that Greenacres could tap into from 2019-2024 is:

- ◆ 5,000 residential units
- ◆ 350,000 square feet of retail and restaurant space
- ◆ Limited industrial/flex space

REGULATION

In part, the key to reach a City's vision is through its regulations. Developers look at and are guided by regulations to do any type of development and redevelopment, thus it is important that they reflect elements that create a better, safer and more pleasant public realm for pedestrians and bicyclists. Cities should look at their regulations as an incentive to attract positive economic development; this means not only economic development for the sake of economic development, but economic development with a positive impact on quality of life. Private developers and investors cannot generate adequate returns on investment to justify the investment risk if the land development code for entry include prohibitive barriers requiring additional time and money. Typically, lenders view redevelopment projects as being risky and may be reluctant to fund them.

The City of Greenacres must find a balance in which the vision and desires of the community are met and private developers are motivated to invest; an equilibrium that benefits the community, the private investment, and consequently the whole City.

The zoning and district regulations are the guiding tool for land development. They produce and create the physical environment in which people live, work, and play. Currently, Greenacres in its majority is designated as a Residential Medium – 2 (7 units/ acre) (RM-2) and Residential Low – 3 (5 units/acre), which allows a mixture of multi-family and single family uses.

Based on zoning and district regulations, the commercial environment in Greenacres is designated to its main streets and intersections, such as Jog Road, Lake Worth Road, Swain Boulevard, 10th Avenue, Military Trail, and Forest Hill Boulevard. Within the commercial zoning designations, most of the city has Commercial Intensive (CI) on Lake Worth Road, Jog Road, and Military Trail. This designation is intended for intensive, highly automotive oriented uses. Many of the commercial roadways in Greenacres are not under local jurisdiction, therefore limiting the City's development/regulatory capacity. The maximum height is 35 feet.

Greenacres has the Mixed Development District (MXD) that constitutes a community activity center. It is intended to accommodate single-family residential, retail, service specialty shops, institutional and recreational uses that are characteristic of the traditional central community area.

Within this designation there are four varieties. First, the Mixed Development – Commercial (MXD-C) that is along Swain Boulevard between Lake Worth Road (one parcel north) and Biscayne Drive. The intent of this designation is to promote the mix of commercial, housing, and recreational uses. The density is 5 dwelling units per acre and the maximum height is 35 feet.

Second, the Mixed Development – Residential (MXD-R) that is along Swain Boulevard between Biscayne Drive and 10th Avenue. The intent of this designation is to promote the mix of professional offices, housing, and recreational uses. The density is 5 dwelling units per acre and the maximum height is 35 feet for residential uses and maximum height is 25 feet for commercial uses.

Third, the Mixed Development – Original Section (MXD-OS) that is along 10th Avenue between Haverhill Road and the Lake Worth Drainage District (LWDD) E-3 Canal. The intent of this designation is to promote the mix of commercial uses with minimal adverse impacts to serve a greater area. The maximum height is 2 stories and 35 feet.

Fourth, the Mixed Development – Office (MXD-O) is in part along Jog Road between Lake Worth Road and 10th Avenue. The intent of this designation is to promote the mix of residential housing types and densities, and professional office uses to be located proximity to each other. The density ranges from 4-6 dwelling units per acre and the maximum height is 35 feet and limited to 3 stories.

The city does not have any designation and/ or mention of industrial uses.

In general, Greenacres has appropriate uses and potential mix of uses for the areas with the greatest development potential, where the community can meet. However, in some areas the maximum height of 35 feet is limiting to motivate development, for example along Jog Road. Also, some of the parcels are being limited by the regulations due to their width and depth size requirements, for example along Swain Boulevard.

RECOMMENDED IMPLEMENTATION STRATEGIES

1. Identity & Market Positioning: Community identity and brand positioning Greenacres unique assets and opportunities.

1.a. Launch Greenacres new logo, tagline/campaign and brand position

- ◆ Initiate a full marketing campaign that “tells the story” of Greenacres identity, brand, position and opportunities utilizing the adopted logo, tagline/campaign strategy and brand standards.
- ◆ Host a brand launch community/banker/broker/developer event.
- ◆ Develop a banner program for target areas. Design and install branded light-poll banners in strategic areas that express the “brand message” and highlight the strategic area’s unique position (for example, the Original Section/historic district could be lined with banners showcasing the founders and pioneers of Greenacres, while the 10th Avenue Corridor banners could project art, cultural and sporting activities, food, family, etc.)
- ◆ Design and implement a comprehensive city-wide wayfinding signage program, including but not limited to, lighted street name signs, entry and exit wayfinding signs visible at night, lighted public art that serves as wayfinding and City identity.
 - ◆ Review and modify architectural guidelines and update as needed to support the new brand identity.
 - ◆ Identify key locations for “city identity” physical landmarks and gateways.
 - ◆ Study these locations for potential gateway entrances to the city: Intersection of Haverhill Road and 10th Avenue, Haverhill Road and Lake worth Road, Lake Worth Road and Jog Road, Jog Road and Forest Hill Boulevard and 6th Avenue South and Military Trail.
- ◆ Capitalize on Greenacres history and history museum, positioning “The Original Section” as the Greenacres Historic District. Develop the historic district brand message for “The Original Section” promoting the history and opportunities along Swain Boulevard outlined in this Plan (Strategic Area #3).



Mount Dora & North Miami Brand Identity

SECTION 3

North Miami Wayfinding System



Delray Beach Entry Feature (Art in Public Places)



SECTION 3

1.b. Encourage citywide advocacy of your Vision and Brand Promise

- ◆ Hire or assign a city Marketing and Communications manager or contract with a local marketing and public relations firm to market and promote Greenacres stories, milestones, community events and opportunities.
- ◆ Develop an annual strategic marketing plan that identifies goals and objectives for a comprehensive marketing and communications plan.
- ◆ Improve citywide communications, internally and externally.
- ◆ Launch a comprehensive social media campaign on Facebook, Instagram, Twitter and YouTube.
- ◆ Update the city's website utilizing the new brand standards guide, keywords and comprehensive messaging strategy.
- ◆ Continually build resident and visitor database (at events, online, etc.) to launch a monthly e-newsletter – content developed for the monthly newsletter can be repurposed for the City Link printed newsletter.
- ◆ Update the City Link printed newsletter graphics to meet the City's approved brand standards.
- ◆ Ensure inclusion of a multilingual communications program for outreach and relationship building to the various Greenacres stakeholders and communications outlets, including, but not limited to residents, home-owners associations, neighborhood associations, business owners, tourist attractions and tourists, regional and statewide welcome centers, government leadership, Palm Beach County Sheriff's office, real estate owners and developers, bankers and financial institutions, etc.
- ◆ Initiate a Neighborhood Ambassadors Program to build community pride, awareness and consensus around the vision and goals in this Plan. (See Appendix C for an example program outline).
- ◆ Intentionally address safety perceptions as part of the brand repositioning and ensure an effective crisis communications plan is adhered to for safety.
- ◆ Include positive stories in the citizen e-newsletter about solved crimes, police officer's community involvement, etc. (See Lauderhill Living e-newsletter example).
- ◆ Monitor Google Alerts and other third-party websites regularly to respond to negative comments and/or add positive stories/comments about Greenacres.

1.c. Create a Business Recruitment, Retention and Expansion Program

- ◆ Identify new and expand existing business clusters within Greenacres, including Agribusiness/Greenliving (Farmers Markets, Greenhouses, Nurseries, Florists, etc.), Family Entertainment, Tourism/Eco-tourism, Medical, Light Industrial/Flex (i.e.. art galleries, maker spaces, incubators, micro-breweries, and distribution centers), Recreation, Retail/Restaurant, and other industries expanding/relocating within Palm Beach County.



Pompano Beach Neighborhood Ambassador Program



Lauderhill Living E-Newsletter

SECTION 3

- ◆ Promote Greenacres and its assets to increase area business, through participation in Trade Shows such as the regional ICSC events, Developer Forums, and other relevant industry specific trade show opportunities.
- ◆ Initiate Relocation/Tenant Improvements Program. Aid with relocation of new “targeted use” businesses, including incentives for tenant relocation, acquisition, rehabilitation or tenant improvements (buildout) to existing properties (see Appendix D for an Example Incentives Menu).
- ◆ Identify and retain existing businesses, while recruiting and attracting complimentary businesses.
 - ◆ Retention strategies may include the development of a special business feature within the City’s communications plan celebrating local business milestones; encouraging the development of an active local business association and building relationships with area bankers and brokers.
 - ◆ Attraction strategies may include identifying planned development projects for recruitment activities, mapping and promoting available commercial parcels for development, cross referencing available parcels with suitable retailer/restaurants and developing a list of applicable development incentives.
- ◆ Establish programs to provide technical assistance/consulting services to existing business owners for training and minor aesthetic improvements to the interior of a business.
 - ◆ Identify existing destination-merchants for marketing, retention, and expansion.
 - ◆ Identify vacant storefronts for temporary display window improvements, and merchant attraction and recruitment.
 - ◆ Explore opportunities to connect local businesses to the Palm Beach County SCORE program. <https://palmbeach.score.org>
 - ◆ Encourage residents and visitors to shop, live, learn, work and play in Greenacres through promotional efforts of these initiatives and activities outlined in this plan.
 - ◆ Utilize events as a marketing and promotion strategy to attract and retain business while also building community engagement.
 - ◆ Identify opportunities to promote Greenacres assets at existing nearby events and festivals (i.e. partner with local businesses who may benefit from the promotional opportunity to participate in large area events. Greenacres can be featured as a great place to live and own a business.)
 - ◆ Initiate the use of surveys at existing events to gather data on improving the visitor experience in Greenacres.
 - ◆ Continue the current event programs while developing opportunities for local businesses to be more involved.
 - ◆ Utilize the power of social media and neighborhood engagement programs (Neighborhood Ambassadors) to grow attendance and attract new target audiences.
 - ◆ Design, locate, and operate events in ways that intentionally improve safety perceptions (i.e. evening events in places perceived to be unsafe).



SECTION 3

2. Economic Development Prosperity: Greenacres Economic Reach and Positive Economic Impact

2.a. Attract new development and encourage commercial property redevelopment

- ◆ Hire and/or assign a city Economic Development Director (see also 5.b).
- ◆ Work with the private sector to identify and create public/private partnerships for commercial, residential, cultural, mixed-use, and aesthetic projects to realize redevelopment goals and increase the tax base to fund neighborhood improvements.
- ◆ Form an economic development focused group/ team that will work as facilitators to create a productive network of businesses and industry markets that will increase the Greenacres economic vitality within a local and regional context.
- ◆ Ensure that the city's website includes a robust economic development section that includes crucial information for business and development such as market analysis, zoning and planning, regulations, site feasibility, incentives, and programing.
- ◆ Host annual or bi-annual broker/ banker/ developer events that introduce and promote (re)development opportunities and highlight key opportunity sites. (Use the brand launch event as the first banker/broker/developer event. See 1.a.)
- ◆ Create a branded economic development marketing brochure, digital and print, highlighting the benefits of investing in Greenacres and distribute at local, regional, and national events.
- ◆ Reposition the City, implementing the new brand and messaging strategy, to enhance and encourage private investment and consumer spending.

2.b. Explore the Opportunity for Annexation & Land Acquisition

- ◆ Explore the annexation and acquisition of commercial, industrial, and residential properties to further the goals and initiatives outlined in this plan. The intent is to make boundaries more regular, add areas where redevelopment can occur, and add population/purchasing power.
- ◆ Identify, track, and communicate with targeted private development projects, key land owners, and government-owned sites impacting the commercial corridors.

2.c. Support and recruit "target" commercial and cultural uses that incorporate cultural arts, education and recreation as critical components of Economic Development.

- ◆ Continue to support programs that supplement education and provide opportunities for personal and professional growth. Develop collaborative programs with local non-profit organizations such as Community Life (18 non-profit organizations who are partnering together to give the Greenacres community life through ministries such as feeding the hungry, raising the reading level of elementary school students, and advocating for foster children.) Sample collaborations and existing overlapping services and goals are illustrated in the Community Life diagram below.



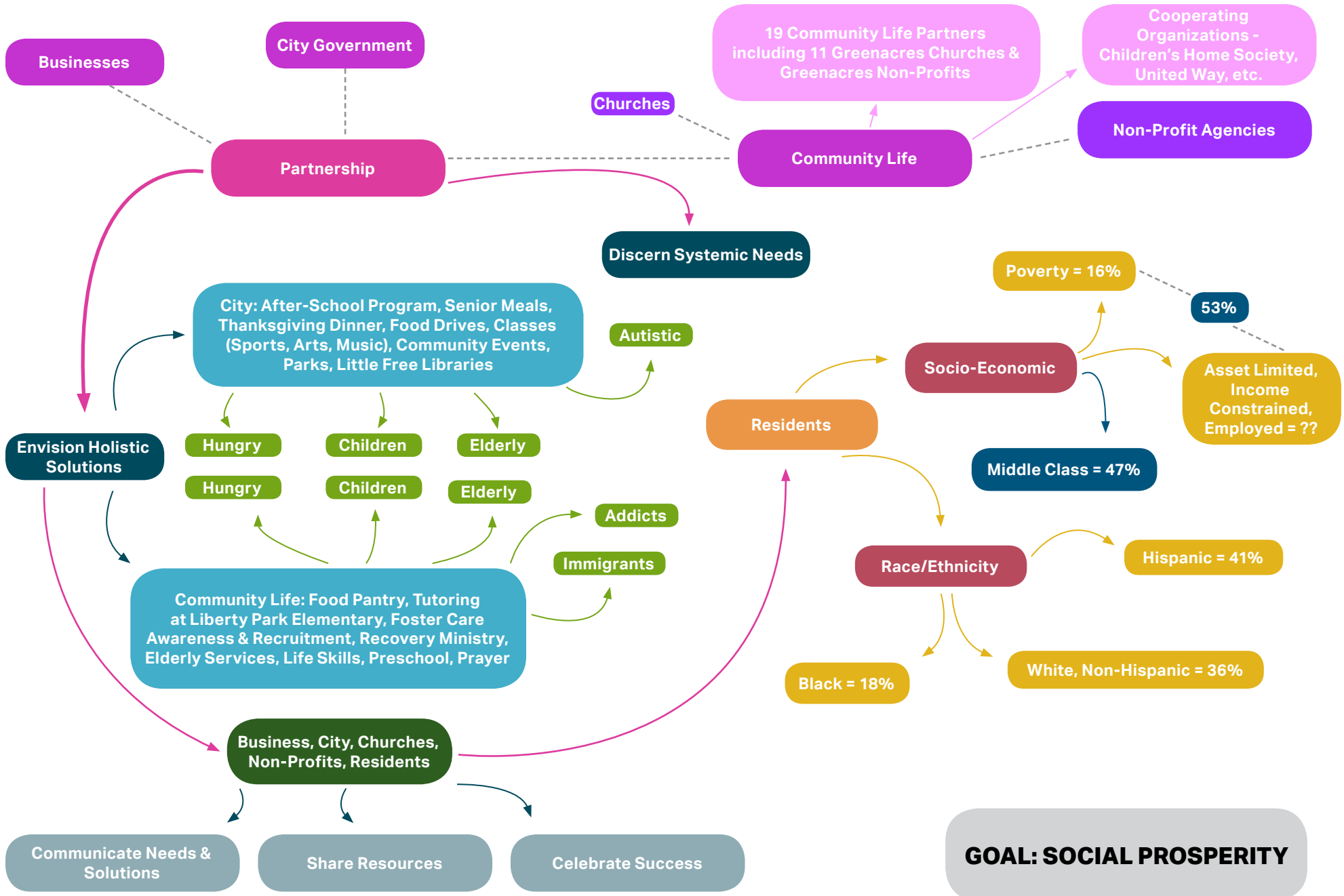
Pompano Beach Innovation District Development Marketing Booklet



Sumter County Economic Development Booklet

SECTION 3

GREENACRES



Why do people attend THE ARTS?

ATTITUDE
How one views one's own social status affects attendance.

MOTIVATIONS

- 73% To Socialize with friends or family
- 64% To Learn new things
- 63% To Experience high-quality art
- 51% To Support the community

ATTITUDE
First-generation immigrants are more likely than the average arts-goer to attend on their own.

Lifestyles of Arts-Goers

- 50% of Adults attend the arts with friends
- 68% of Parents of children under 6 go to socialize
- Young Adults who are full-time students attend most in the 18-34 age group
- Retirees go to experience high-quality art

ATTITUDE
Adults with no high school diploma/ lowest income attend the arts to learn (76%).

Values of Arts Participants

- 83% Being devoted and loyal
- 76% Listening to other perspectives
- 60% Being creative, original
- 47% Trying new things
- 28% Enjoying the excitement, adventure, and risk-taking

BARRIERS

- 47% Time
- 38% Cost
- 37% Access
- 22% No One To Go With

ATTITUDE
Despite similar incomes, only 48% who identified as working class attended; 67% of middle class did.

particularly true for older adults

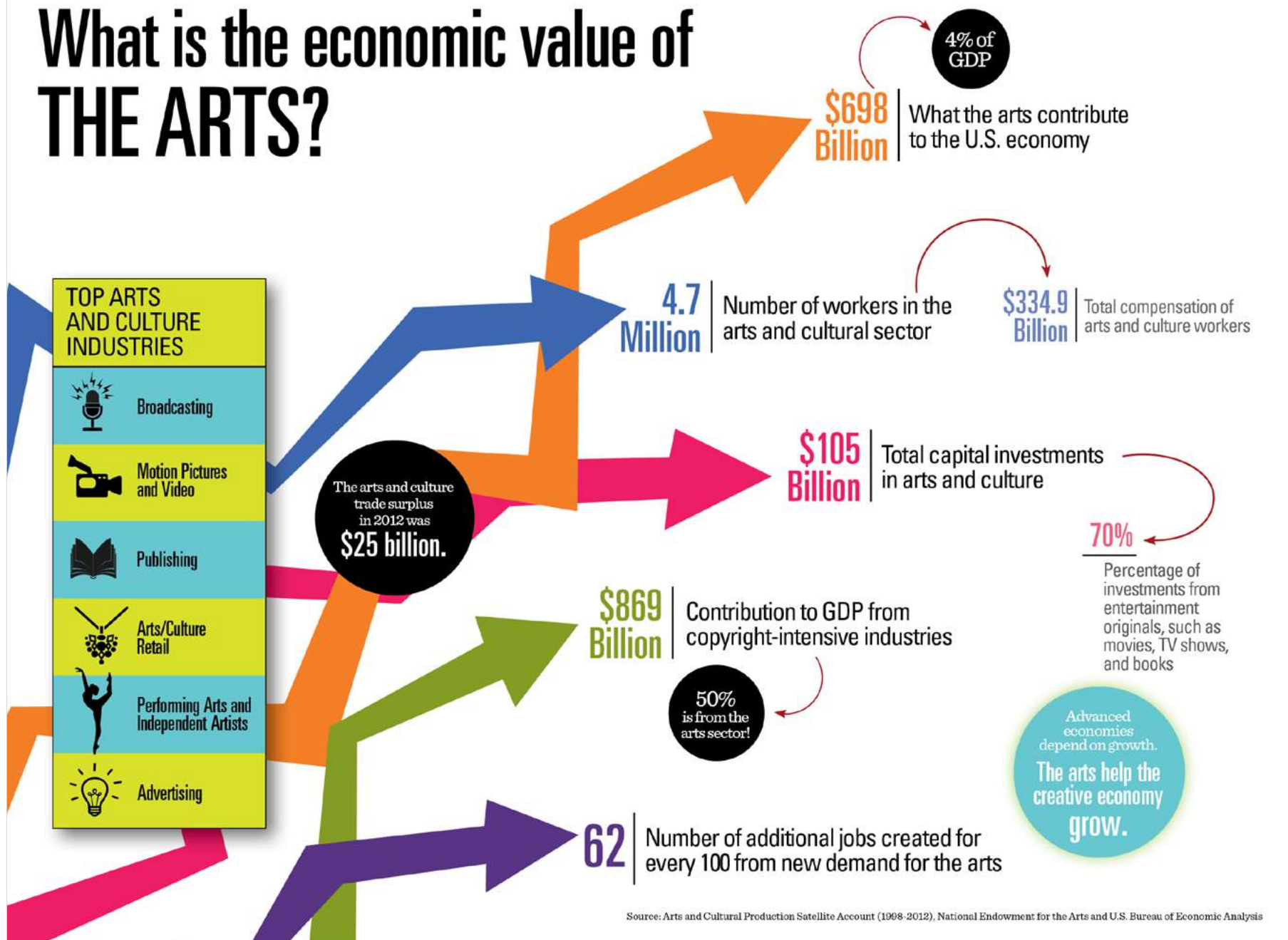
Ideas to reach the missing audience



Address the motivations and barriers and change perceptions and behaviors!

Source: When Going Gets Tough, National Endowment for the Arts

What is the economic value of THE ARTS?



SECTION 3

- ◆ Collaborate with existing educational institutions in and around Greenacres.
- ◆ Evaluate opportunities to add educational and vocational programs supporting employment opportunities with new development or redevelopment initiatives (see Turner Construction educational form, Appendix E). Develop an advisory council or Neighborhood Ambassador committee with representatives from each of the following institutions to connect, collaborate and assist with implementation.
 - ◆ Greenacres Branch Library and Little Free Library
 - ◆ Community Life (Faith-based non-profit organization)
 - ◆ Palm Beach State College
 - ◆ John I. Leonard High School
 - ◆ Local Middle and Elementary Schools
 - ◆ Greenacres Youth Programs
- ◆ Develop a public art program (art in public places ordinance and board or committee) focused on image corridors and gateways. See Appendix F for an example AIPP Ordinance and Guidelines
- ◆ Consider conversion of residential/commercial properties into artist colonies particularly in the Original Section on Swain Boulevard. See Bradenton Village of the Arts. <https://www.villageofthearts.com>
- ◆ Capitalize on authentic connections to fresh food to connect food culture to the brand. Develop a shared commercial kitchen space program at the community center. See Appendix G City and CRA of Pompano Beach E. Pat Larkins Community Center Commercial Kitchen Program.
 - ◆ Issue an RFP and/or Partner with a local organization to develop a culinary and/or agriculture magnet or charter program.
 - ◆ Once established, capitalize on the opportunity to develop culinary tourism-related cooking programs.

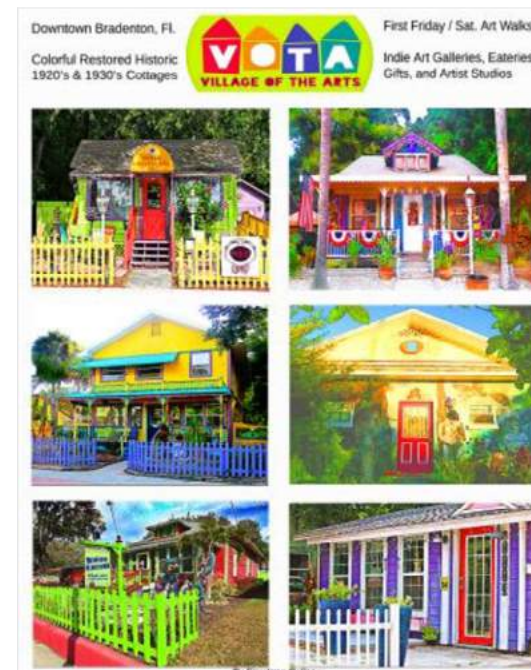
82%

of Americans believe arts & culture are important to local businesses and the economy

87%

of Americans believe arts & culture are important to quality of life

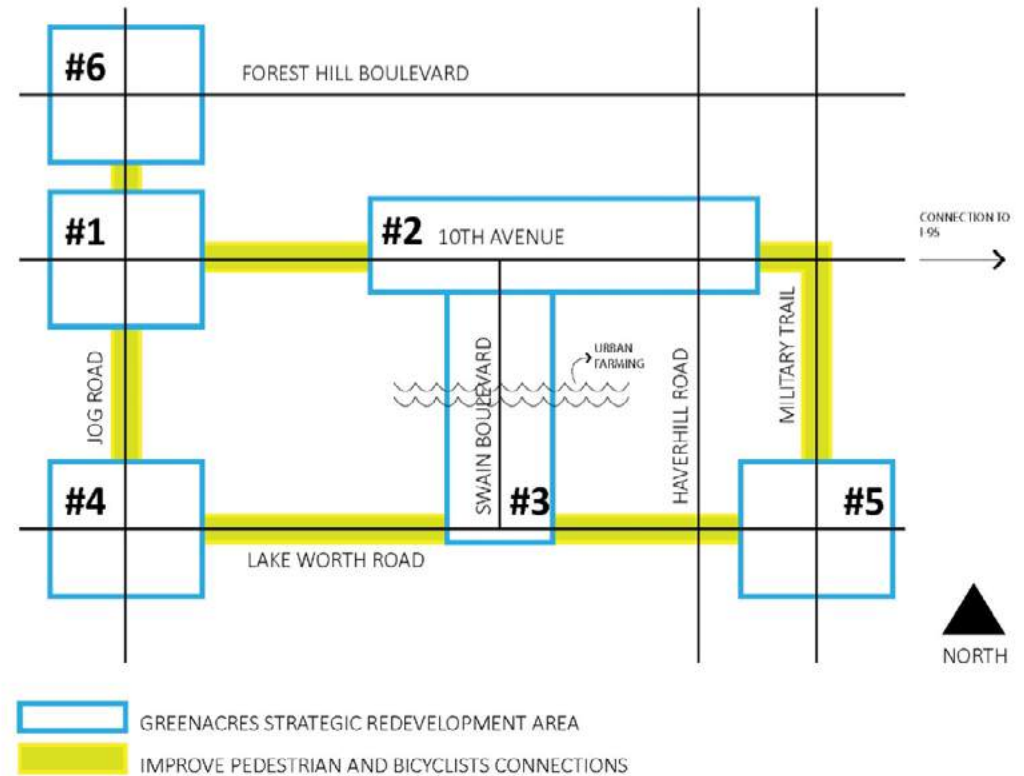
Source: Americans for the Arts 2016 survey of 3,020 adults by Ipsos Public Affairs



SECTION 3

2.d. Consider (re)development-friendly Land Use Regulations

- ◆ Initiate a form-based code overlay in the commercial areas identified in this plan. (Note, city staff is currently attending Form Based code educational seminars.)
- ◆ Implement zoning and planning changes that further enhance the Greenacres area to attract new private investment and encourage mixed-use development. Contextually and sensibly increase densities and intensities horizontally, such as allowing buildings to go to a maximum of 5-6 stories in areas of intended "growth", (i.e. Jog Road and 10th Avenue and Jog Road and Forest Hill Boulevard).
- ◆ Identify density increases in strategic areas that will attract additional private investment and encourage the private sector to provide public area improvements.
- ◆ Target strategic development areas as identified in this Plan and as illustrated above. For each of these areas identified and featured below, initiate an illustrative master plan that will serve as the basis for a potential form-based code.

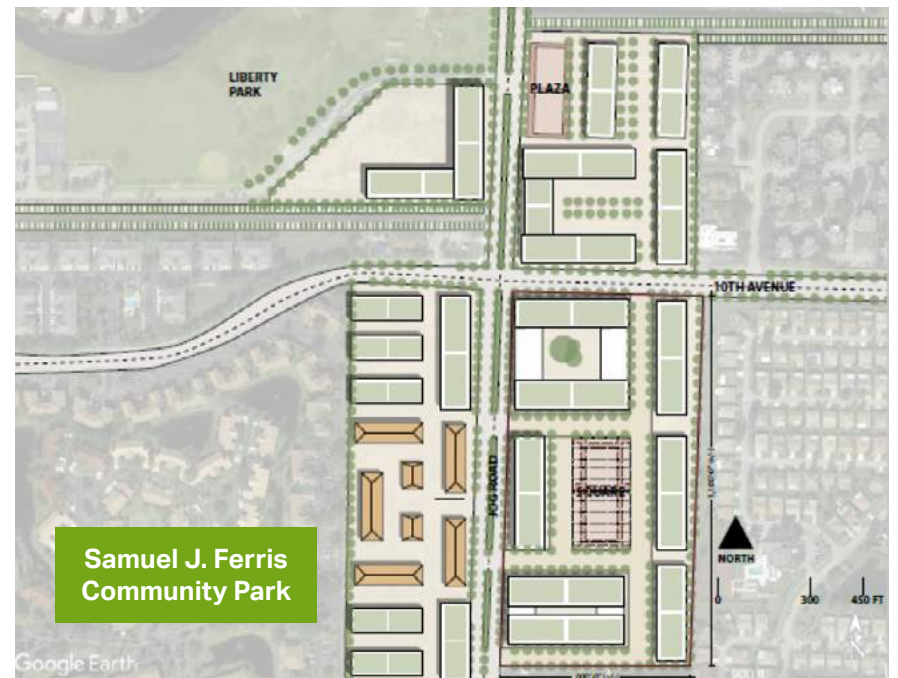


SECTION 3

STRATEGIC AREA 1

Located along Jog Road and the intersection of 10th Avenue. The area features a mix of commercial, residential, office, civic and park space. This includes local/regional draws, such as Greenacres Community Park, Greenacres Farmers Market, Atlantis Skateway and various multicultural eateries. Zoning designations along Jog Road in Strategic Area 1 range from General Commercial (CG), Mixed-Development Office (MXD-O) to Government Use (GU).

- ◆ Focus on incentivizing the redevelopment of the existing underutilized properties and the development of vacant commercial parcels east of Jog Road to create a mixed-use development with a community gathering place (connecting to special events and activities held in Community Park). Zoning changes may be applicable in order to achieve this vision.

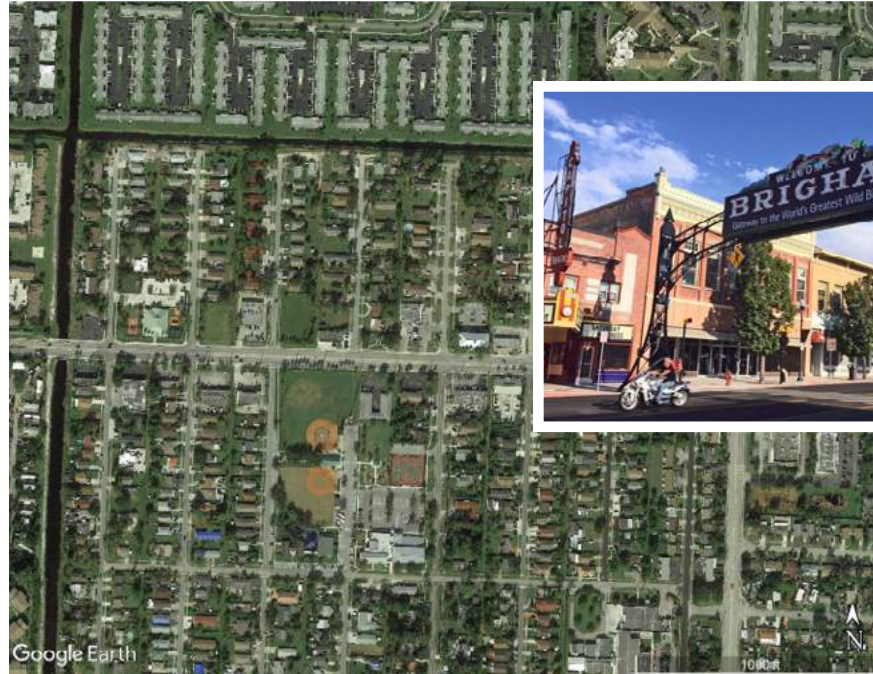


SECTION 3

STRATEGIC AREA 2

Located along 10th Avenue between Military Trail to the east and Jog Road to the west. This area acts as an Eastern Gateway to Greenacres and the City's "Original Section". Strategic Area 2 hosts a diverse mix of uses including commercial (service and convenience retail, office, local ethnic restaurants), Civic (John I Leonard High School and Greenacres Community Center), light Industrial, and residential (mainly single- family homes). Additionally, there are several church and day care facilities in the area. The zoning designation for Strategic Area 2 is Mixed Development – Original Section (MXD-OS).

- ◆ This area has the potential for infill development for local "neighborhood" type businesses; unique niche, ethnic foods, boutique shops, arts and craft with local talent, and small-scale mixed-use development. Encourage a walking destination environment with business attraction for these types of business along 10th Avenue.
- ◆ Create a "gateway arch" or other dramatic entry feature at the intersection of 10th Avenue and Haverhill Road, that will reflect the Greenacres identity and brand.
- ◆ Explore the opportunity to outparcel a portion of the city owned land (currently green space) along 10th Avenue. Consider a potential public-private partnership that may include a farm-to-table food hall style destination, open to the adjacent park, creating a natural amenity for potential outdoor dining with open space for farmer's markets or other events. The building structure should front 10th Avenue to enhance the 10th Avenue corridor walkability.



Example of a historic gateway, Brigham City, Utah. Image Source: Newsletter at The Standard Examiner.



SECTION 3

STRATEGIC AREA 3

Located along Swain Boulevard in the area identified as the “Original Section”. The “Original Section” remains as the heartbeat of the community featuring a large single-family neighborhood, Greenacres Community Center and Ira Van Bullock Park. The eclectic mix of churches as well as historical elements such as the former Greenacres City Hall (now Greenacres Historic Museum) and the Belks General Store have remained staples in the community since the 1920’s. The area is zoned Mixed-Use Original Section (MXD-OS) along Swain Boulevard.

- ◆ Create a “shared-use” walkable lively streetscape, that may include a curbless street with pavers, outdoor seating, tables, umbrellas, landscape, trees, planters, string lights, and public art. This will create a unique community gathering place.
- ◆ Identify potential adaptive reuse opportunities with existing buildings.
- ◆ Use the canal right-of-way/ green space at Swain Boulevard and Biscayne Drive for community uses, such as, urban gardening, community farming, and urban farming. Capitalize on the opportunity to partner with local organizations to implement the vision. Reference <https://www.incredible-edible-todmorden.co.uk/> for inspiration and Dania Beach PATCH (People’s Access to Community Horticulture) <http://thepatchgarden.com/> and Pompano Beach’s Patricia Davis Community Garden for local examples.



SECTION 3



Patricia Davis Community Garden is now open

Posted on [January 23, 2018](#) by [admin](#)

We've partnered with the NW neighborhood of Pompano to build and grow a Community Garden/ Micro Urban Farm!

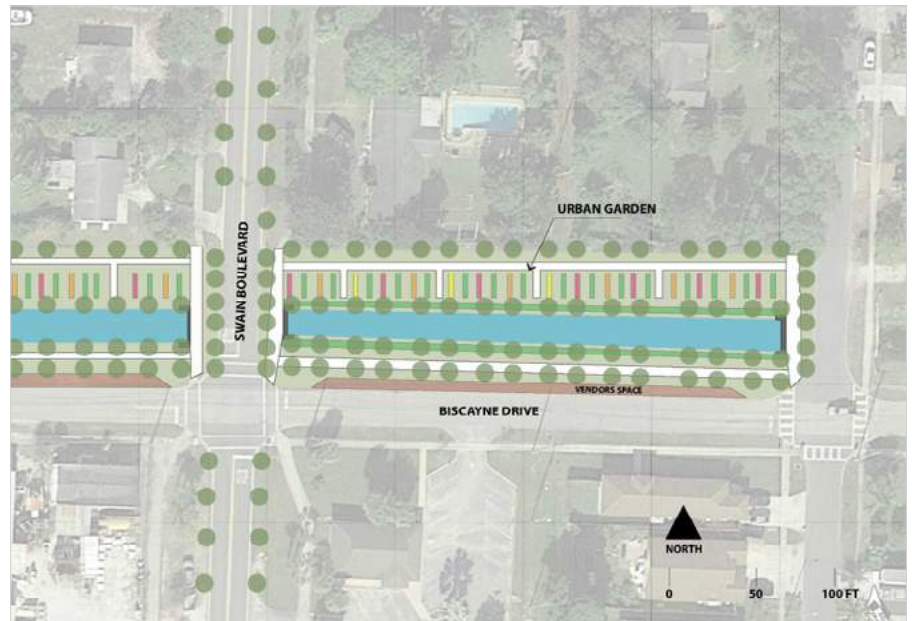


Via: <http://thefruitfulfield.org/>

SECTION 3



Illustration: Urban Gardening – Biscayne Canal ROW



STRATEGIC AREA 4

Located at the intersection of Jog Road and Lake Worth Road (which are two of the most heavily traveled vehicular thoroughfares in Palm Beach County). This area is highly oriented to the automobile, featuring eight (8) lanes in every direction of the intersection. Strategic Area 4 features a mix of older (mostly 1980's) shopping and office plazas. Uses range from restaurants and medical office to big box retailers such as Target, Goodwill and Jumbo Supermarket. Additional activity generators such as Phoenix Theatre, Greenacres Library, YouFit and Peter Piper's Pizza, and several notable automobile dealerships are present along the corridor. The zoning along the corridor is Commercial General (CG) and Commercial Intensive (CI).

- ◆ Twenty-five single family homes are proposed for the vacant land around Alliance Church of Morija. The site may also be suitable for more dense housing product, such as townhomes and courtyard apartments which could provide open public space that may serve the community and be used for public gatherings.
- ◆ Identify and promote the opportunity to assemble land in this area to create mixed-use developments.
- ◆ Incentivize outdated shopping plaza owners/ tenants to rehabilitate their properties for the pedestrian experience and seek opportunities to convert underutilized parking lots into developable land.



SECTION 3

STRATEGIC AREA 5

Located at the intersection of Military Trail and Lake Worth Road. The area features a mix of commercial uses. Zoning in the area is mainly Commercial General (CG) and Commercial Intensive (CI) along Lake Worth Road.

- ◆ Market the potential infill development opportunity, especially opportunities with the land around the Villa Madonna site.
- ◆ Create a “gateway arch” or other iconic entry feature at the intersection of Lake Worth Road and Military Trail, that will reflect the Greenacres identity and brand.
- ◆ Analyze potential annexation of “pocket” spaces outside the city to complete this area and avoid redevelopment conflicts.
- ◆ Analyze the opportunity to develop a “district brand” for this area as a “food and beverage district”. Capitalize on the consumer potential due to the vehicular traffic, churches and auto dealerships. Review opportunities to connect the existing Bud’s Chicken commercial kitchen, the La Granja owned property and the future Greenacres commercial kitchen and urban garden/farm.

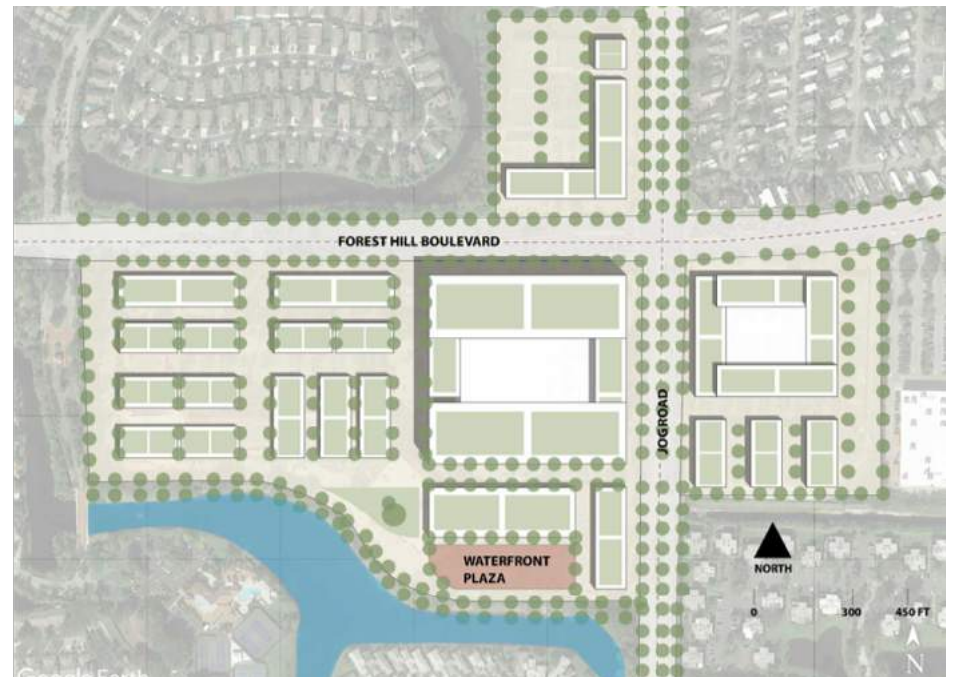


SECTION 3

STRATEGIC AREA 6

Located in the City's Northernmost area, along the intersection of Jog Road and Forest Hill Boulevard. This area focuses on three major shopping areas: Riverbridge Plaza (Southwest Corner of Jog Road and Forest Hill Boulevard), Trafalgar Square (Southeast Corner of Jog Road and Forest Hill Boulevard), and Pines Plaza (East side of Jog Road South of Forest Hill Boulevard).

- ◆ Encourage the redevelopment of these sites. During this planning process, the property owner/developer of the Riverbridge site advised they are currently exploring a complete redevelopment. The illustration below is only for the purpose of re-imagining the area and does not reflect the developer's plan.

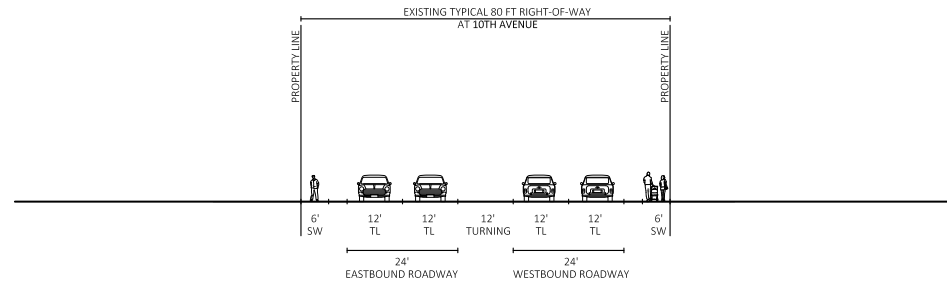


SECTION 3

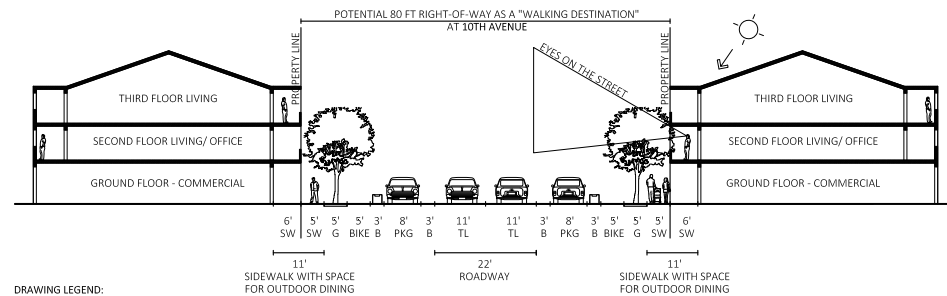
3. Sustainability/Mobility: Greenacres Streetscapes and Gathering Places, Walkability and Community Connections

3.a. Create “vibrant” commercial corridors that encourage walking/ foot traffic, especially in Strategic Areas along 10th Avenue, Lake Worth Road and Jog road, and a more “neighborhood” type vibrancy along Swain Boulevard. Coordinate roadway, sidewalk, landscaping, infrastructure, and open public space enhancement improvements that invite pedestrian interactions as a priority while allowing the efficient flow of bicycles, automobiles, and transit.

- ◆ Initiate a right-of-way design study of 10th Avenue from city limits to the east to one parcel west of Fleming Avenue (at the waterway) with the purpose of redefining the streetscape to encourage a “walking destination.”



DRAWING LEGEND:
 B BUFFER
 G GREEN/ LANDSCAPE/ SHADE TREE
 PKG ON-STREET PARKING
 SW SIDEWALK/ PEDESTRIAN ONLY PATH
 TL VEHICULAR TRAVEL LANE



DRAWING LEGEND:
 B BUFFER
 G GREEN/ LANDSCAPE/ SHADE TREE
 PKG ON-STREET PARKING
 SW SIDEWALK/ PEDESTRIAN ONLY PATH
 TL VEHICULAR TRAVEL LANE

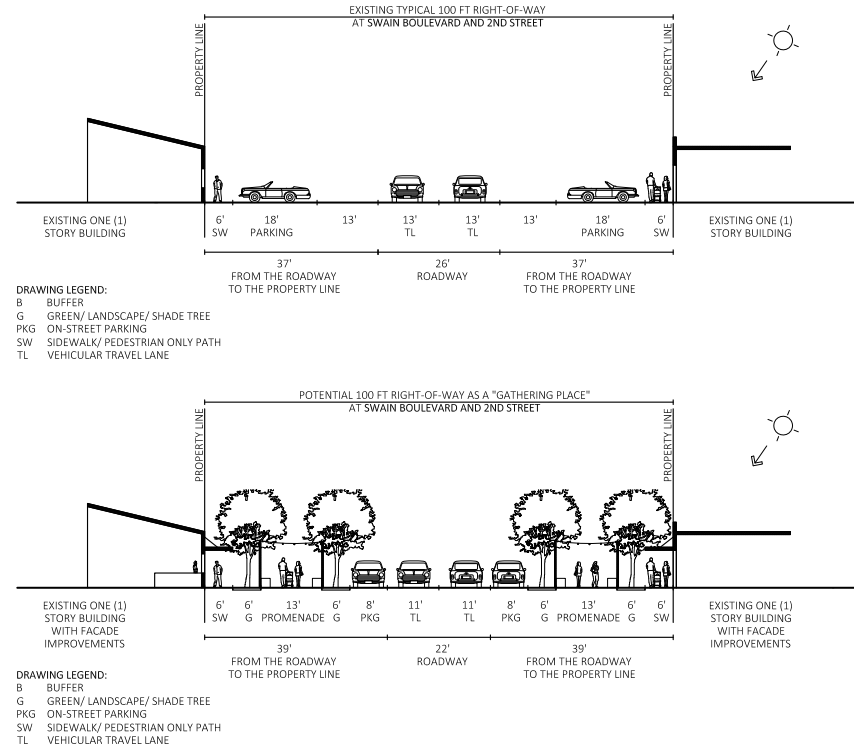
****NOTES:**

1. ELIMINATE ONE LANE IN EACH DIRECTION TO ALLOW FOR MORE SPACE FOR OTHER MODES OF TRANSPORTATION, SUCH AS, WALKING AND BICYCLING.
2. MAKE SIDEWALKS WIDER TO ALLOW FOR POTENTIAL LEISURE ACTIVITIES AND SOCIAL GATHERINGS.
3. PROVIDE SHADE TREES FOR THREE PURPOSES, ONE TO PROVIDE COMFORT AND SHADE TO THE PEDESTRIAN, TWO TO FRAME THE STREET AND GIVE THE "URBAN LIVING ROOM" COZY EFFECT, AND THREE TO CREATE AN ECOSYSTEM FOR OTHER ANIMALS, IT CLEANS THE AIR, AND IT LOWERS THE USE OF AC MECHANICAL SYSTEMS INSIDE BUILDINGS.
4. BRING BUILDINGS CLOSER TO THE STREET EDGE TO FRAME THE STREETScape, AND HAVE ACTIVE INTERACTION BETWEEN THE GROUND FLOOR USE AND THE PEDESTRIAN.

10th Avenue existing and potential

SECTION 3

- ◆ Initiate a right-of-way design study of Swain Boulevard from 2nd Avenue to the south to 10th Avenue to the north with the purpose of linking 10th Avenue commercial activity with Swain Boulevard "Original Section". The study should illustrate opportunities to provide safe, comfortable, and accessible space for pedestrians.

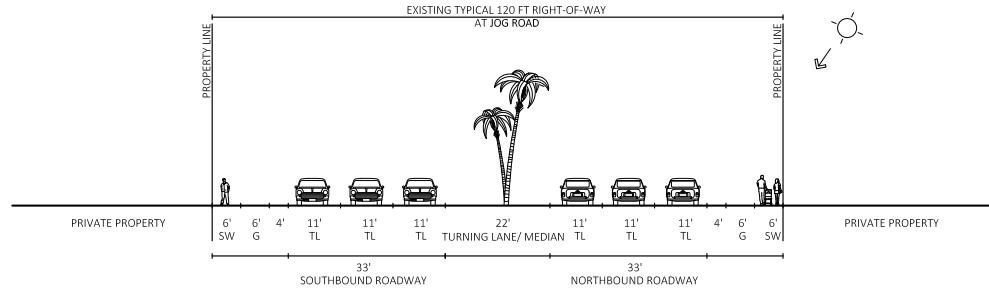


- **NOTES:**
1. MAINTAIN SAME TRAVEL LANES, HOWEVER REDUCE THEIR WIDTHS TO 11 FT EACH, TO FREE UP MORE PUBLIC SPACE FOR OTHER USES.
 2. RELOCATE EXISTING ON STREET HEAD IN PARKING WITH ON STREET PARALLEL PARKING.
 3. PROVIDE A ROW OF SHADE TREES ON EITHER SIDE TO FRAME A "PROMENADE" STYLE PUBLIC GATHERING PLACE, THAT WILL ATTRACT PEOPLE AND GENERATE LOCAL ECONOMIC DEVELOPMENT.
 4. IMPROVE EXISTING BUILDINGS WITH STREET FACING FACADES THAT WILL ENCOURAGE PEDESTRIAN "INTERACTION", IN EXAMPLE, A WINDOW VENDOR THAT SERVES FOOD THRU THE WINDOW.

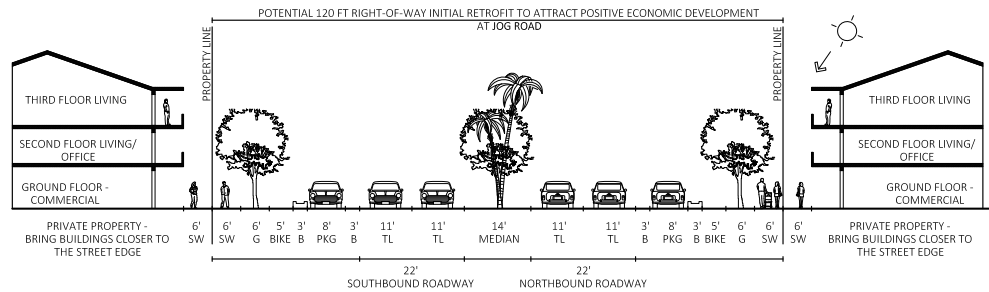
Swain Boulevard at 2nd Street Existing and Potential

SECTION 3

- ◆ Initiate a right-of-way design study of Jog Road from Lake Worth Road to the south to Forest Hill Boulevard to the north with the purpose of linking to 10th Avenue commercial activity to Swain Boulevard "Original Section" and enhancing the accessibility to Greenacres Community Park and Freedom Park. Additionally, improve the Intersection for pedestrian safety, that may include, pedestrian safety islands, wider crosswalks, signalization, and bulb-outs.



DRAWING LEGEND:
 B BUFFER
 G GREEN/ LANDSCAPE/ SHADE TREE
 PKG ON-STREET PARKING
 SW SIDEWALK/ PEDESTRIAN ONLY PATH
 TL VEHICULAR TRAVEL LANE



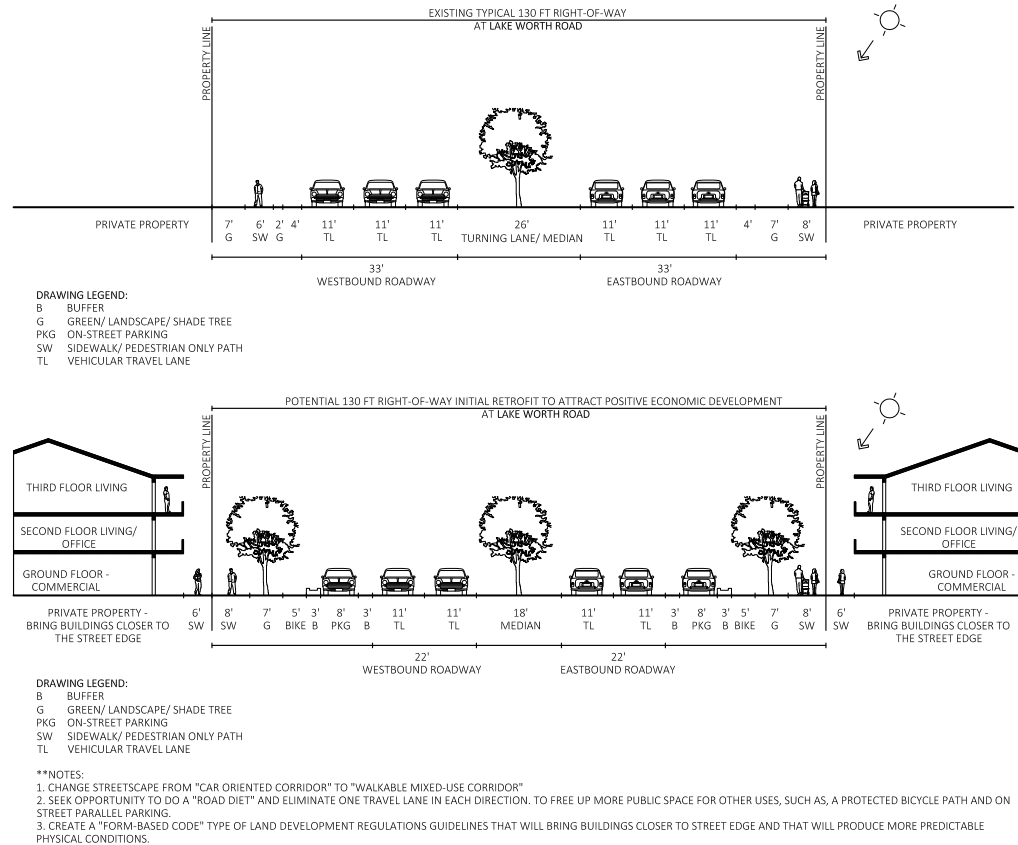
DRAWING LEGEND:
 B BUFFER
 G GREEN/ LANDSCAPE/ SHADE TREE
 PKG ON-STREET PARKING
 SW SIDEWALK/ PEDESTRIAN ONLY PATH
 TL VEHICULAR TRAVEL LANE

**NOTES:
 1. CHANGE STREETScape FROM "CAR ORIENTED CORRIDOR" TO "WALKABLE MIXED-USE CORRIDOR"
 2. SEEK OPPORTUNITY TO DO A "ROAD DIET" AND ELIMINATE ONE TRAVEL LANE IN EACH DIRECTION, TO FREE UP MORE PUBLIC SPACE FOR OTHER USES, SUCH AS, A PROTECTED BICYCLE PATH AND ON STREET PARALLEL PARKING.
 3. CREATE A "FORM-BASED CODE" TYPE OF LAND DEVELOPMENT REGULATIONS GUIDELINES THAT WILL BRING BUILDINGS CLOSER TO STREET EDGE AND THAT WILL PRODUCE MORE PREDICTABLE PHYSICAL CONDITIONS.

Jog Road Existing and Potential

SECTION 3

- ◆ Initiate a right-of-way design study of Lake Worth Road from Haverhill Road to the east to Jog Road to the west with the purpose of linking to Jog Road and Swain Boulevard and improving the Intersection for pedestrian safety, that may include pedestrian safety islands, wider crosswalks, signalization, and bulb-outs.
- ◆ Implement funding programs (grants and/or loans) for rehabilitation, crime prevention, and beautification of commercial buildings to help local businesses attract new customers. These grants may be made available to Business Owners and/or Commercial Property Owners.
- ◆ Provide funding and/or staffing for proactive "clean and safe" programs and activities, including pressure cleaning of sidewalks, litter control, graffiti removal, area code enforcement, public landscape maintenance, and community policing.

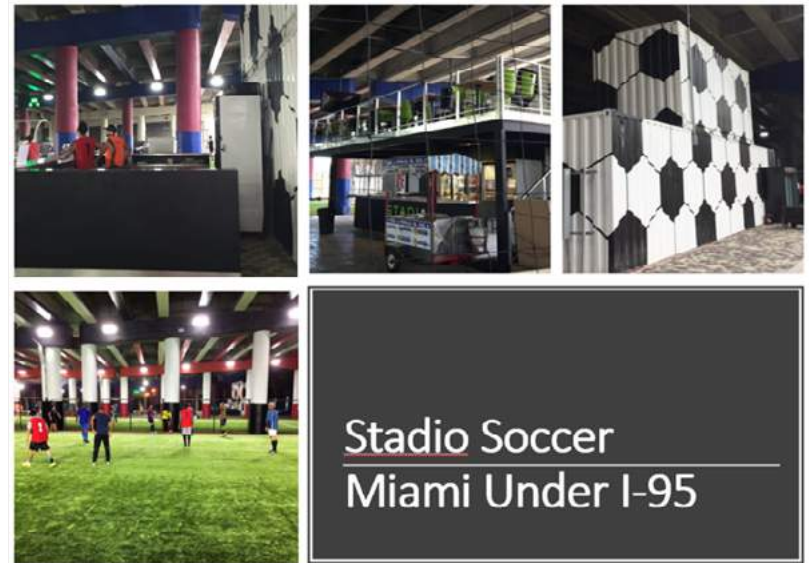


Lake Worth Road Existing and Potential

SECTION 3

3.b. Coordinate roadway, sidewalk, landscaping, infrastructure, and open public space improvements that invite pedestrian interactions as a priority while allowing the efficient flow of bicycles, automobiles, and transit. Coordinate with local, county, state and federal authorities to create and fund a “complete streets” initiative along the roads identified in this plan that fall within their control. Encourage safe, convenient, efficient and effective motorized and alternative-means transportation and transit systems throughout Greenacres. (Note: complete streets initiative is underway.)

- ◆ Coordinate the retrofit of Lake Worth Road with the state (Lake Worth Road is a State Road).
- ◆ Coordinate the retrofit of Jog Road and 10th Avenue with the county (Jog Road and 10th Avenue are County Roads).
- ◆ Promote the rehabilitation of Swain Boulevard streetscape, building facades, signage, and landscape.
- ◆ Create efficient and attractive parking to support neighborhood retail, cultural, office, and other facilities.
- ◆ Support neighborhood improvements to preserve and celebrate the history of this residential neighborhood. (See Paint, Plant & Pave Program Appendix H for example program details and DeCode Day Program, see 4.a.).
- ◆ Initiate a mobility study with the purpose of creating a well-defined network for pedestrians and bicyclists to parks and commercial areas.
- ◆ Initiate a citywide geographical study of the park’s locations, (see Parks Walking Diagram Appendix I) Ensure streets within the overlapping walking circles are improved.
- ◆ Continue efforts to foster and promote the renowned Greenacres Parks system.
 - ◆ Freedom Park – consider redevelopment/reconfiguration of the park to include concessions. Promote the opportunity for smaller scale sports tournaments and other recreational activities.



<https://www.facebook.com/Stadio-Soccer-614042751983557/>

- ◆ Burrowing Owl Park – partner with the Florida Audubon Society’s Project Perch. Project Perch is working to stabilize and increase the burrowing owl populations in Southeastern Florida, principally through passive attraction to nearby schools and parks, which the owls like for their wide-open space.
- ◆ Samuel J. Ferreri Community Park – Consider the opportunity to allow concessions and/or retail/cultural space in the park to increase the park’s amenities and encourage regular use. This park is used for the City’s special events and is the current main “public gathering space”.
- ◆ Establish Citywide or Strategic Area Public WiFi Network that can be used for enhanced public safety, data collection and communications to engage/educate residents. Seek 3rd party companies/partnerships to develop the infrastructure.

SECTION 3

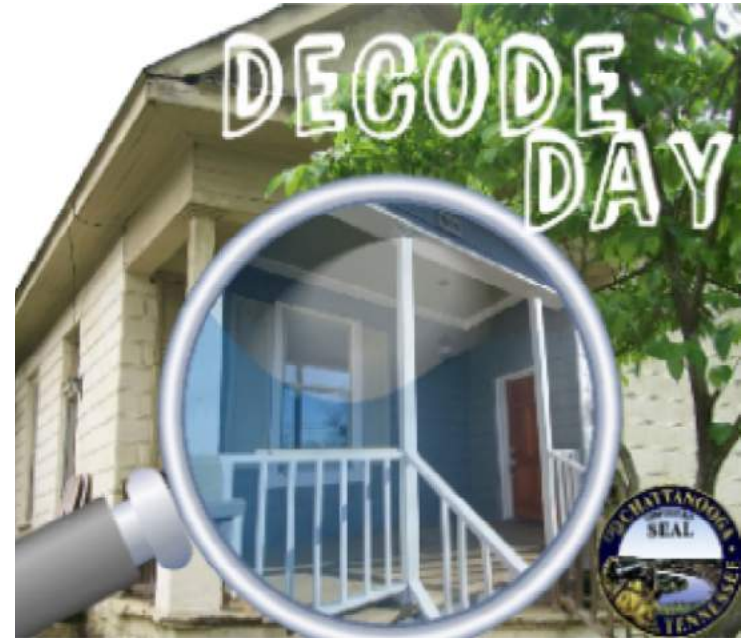
4. Community Connection – Neighborhood Pride and Housing: Community Pride and Healthy Housing Mix

4.a. Establish Neighborhood Improvement Programs and Neighborhood Community Pride/Networking Programs.

- ◆ Through the Neighborhood Ambassador program (Appendix C), establish a Beautification Committee to volunteer and support neighborhood improvements.
- ◆ Continue to provide funding and support for innovative Community Policing/Code Enforcement/volunteerism and community pride within residential neighborhoods. Consider the development of a “DeCode Day,” originally developed by the City of Chattanooga Economic Development Department. <https://www.youtube.com/watch?v=9hqjAkfx8lc>, <http://www.chattanooga.gov/economic-community-development/neighborhood-services/code-enforcement#DeCodeDay>

4.b. Work with the private sector to create and maintain a “Healthy Mix” of affordable, workforce, market rate, luxury, and mixed-income housing.

- ◆ Identify areas for higher density mixed/use development (i.e. target areas outlined in this Plan).
- ◆ Incentivize Mixed-Use development/redevelopment.
- ◆ Work with partners, including Palm Beach County Public Housing and Community Development to coordinate and facilitate use of public funds and regulatory initiatives:
 - ◆ Low-Income Housing Tax Credits (LIHTC)
 - ◆ State Apartment Incentive Loan program (SAIL)
 - ◆ Other Funds available to private sector
 - ◆ Land Development Regulation amendments



5. Economic (Re)Development Support: Strategic Partnerships and Funding Sources

5.a. Provide Economic Incentives and other support to projects that further Greenacres Goals & Initiatives.

- ◆ Work with the private sector to encourage and facilitate sound real estate acquisition, assemblage, and development, specifically mixed-use commercial development that incorporates multi-family, office and retail uses.
- ◆ Prepare Site Readiness Reports that provide detailed information on land availability; workforce; traffic and infrastructure; local and regional market analysis; news clippings and other narrative about local economic growth, new projects and investments, and the city’s proactive approach to business attraction; and comparisons to other locations within the market and comparisons to competitor locations that highlight the strength of this location.
- ◆ Consider real estate development accelerators that are performance-based tax incentives that provide larger incentives to developers during the initial development stage and are typically used in projects that are greater than \$5 million.
- ◆ An example of development assistance was in New Smyrna Beach for a Hampton Inn Business Class Hotel in the downtown area. The incentives included a reimbursement for impact fees; half in cash on proof of payment, and up to half from a reimbursement of their TIF. Also the City/CRA reimbursed up to the appraised price of the property, the costs associated with the development of the infrastructure.
- ◆ Adopt incentives to encourage development specifically in the Strategic Areas. (See Incentives menu Appendix D)
- ◆ Conduct financial feasibility analyses to identify the market and financial feasibility of targeted economic development priorities within the context of existing regulations at the preferred sites/ neighborhoods.
- ◆ Identify public benefits and improvements for which the city would be willing to provide density bonuses in Strategic Areas identified in this Plan.
- ◆ Ensure that Greenacres staff provides exceptional customer service and that the process for permitting applications is viewed as “business friendly”.
- ◆ Provide incentives to match other funding for development projects, including:
 - ◆ **Low-Income Housing Tax Credits (LIHTC)**
 - ◆ State Apartment Incentive Loan program (SAIL)
 - ◆ **New Markets Tax Credits:** This federal program incentivizes business and real estate investment in low-income communities of the United States via a federal tax credit. It is administered by the US Treasury Department’s Community Development Financial Institutions Fund and allocated by local Community Development Entities across the United States.
 - ◆ **Economic Development Agency:** Public Works program investments help facilitate the transition of communities from being distressed to becoming competitive by developing key public infrastructure, such as technology-based facilities that utilize distance learning networks, smart rooms, and smart buildings; multi-tenant manufacturing and other facilities; business and industrial parks with fiber optic cable; and telecommunications and development facilities. In addition, EDA invests in traditional public works projects, including water and sewer systems improvements, industrial parks, business incubator facilities, expansion of port and harbor facilities, skill-training facilities, and brownfields redevelopment.
 - ◆ **Economic Development Transportation Fund:** The Economic Development Transportation Fund, commonly referred to as the “Road Fund,” is an incentive tool designed to alleviate transportation problems that adversely impact a specific company’s location or expansion decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to \$3 million. The award is made to the local government on behalf of a specific business for public transportation improvements.
 - ◆ **Brownfield Incentives:** Florida offers incentives to businesses that locate on a brownfield site with a Brownfield Site Rehabilitation Agreement (BSRA). The Brownfield Redevelopment Bonus Refund is available to encourage Brownfield redevelopment and job creation. Approved applicants receive tax refunds of up to \$2,500 for each job created.

SECTION 3

5.b. Identify and pursue resources for successful implementation of the initiatives in this Plan.

- ◆ Hire Economic Development staff and additional resources with the specific skills and knowledge to implement the initiatives identified by this Plan (see also 2.a.)
- ◆ Implement a grant strategy to pursue additional funding to support implementation of initiatives.
- ◆ Expand participation and engagement with other organizations to build relationships which may benefit revitalization in Greenacres by attracting new businesses, attracting new customers, and expanding the positive awareness of the City. (May include: commercial and residential realtors, lending institutions, area assets and attractions, tourism and economic development organizations such as the Tourist Development Council, local and regional chambers of commerce, the International Council of Shopping Centers, the Urban Land Institute Southeast Florida Council, Economic Council of Palm Beach County and the Florida Department of Economic Opportunity, etc.)

5.c. Determine the viability of resources that may provide additional funding to support implementation of this plan including:

- ◆ Design business attraction programs with developer entitlements and financial incentives in mind to fund public improvements and infrastructure with private investment.
- ◆ Partner with developers to encourage design and/or construction of parks and other public facilities and infrastructure projects providing community benefit.
- ◆ Through Public Private Partnerships, participate in revenue sharing projects for long-term benefits and self-sustainability.
- ◆ Access CDBG available funds for eligible projects through Palm Beach County.
- ◆ Access the US Department of Housing and Urban Development (HUD) low-interest loans for the implementation of capital projects for revitalization and economic development, including streetscape and infrastructure improvements. (These loans can be supplemented by Economic Development Initiative (EDI) grants from HUD.)
- ◆ Access Florida Department of Economic Opportunity (DEO) grants to local governments for the planning and implementation of economic development initiatives. (Grants are usually in the \$40,000 range.)

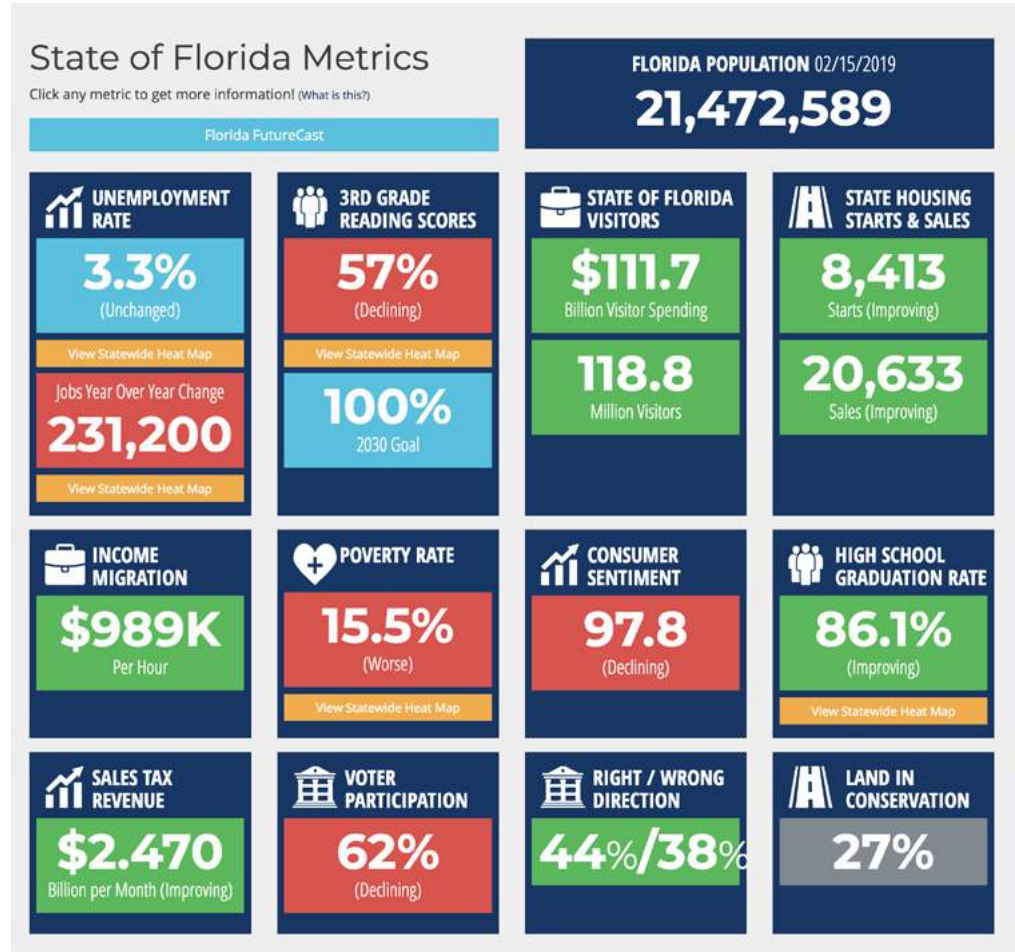
CONCLUSION & MEASURING SUCCESS

This Vision & Strategic Action Plan is designed to provide a framework, recommendations and strategies to realize Greenacres goals.

This Plan is based on market reality, community character, and opportunity. It is realistic, actionable and achievable. It supports smart growth, tax base enhancement, job and wealth creation, and quality of life. Reinventing a city takes a vision, strong leadership, a plan and a team to implement the plan. Redevelopment and economic development is about bringing people together. It's about how they feel when they are in Greenacres. It's about creating a culture of hospitality. And it's about providing a clean and safe environment for the citizens. It's also about providing connections and attractive public spaces that encourage people to participate in their community. Consequently, over time the economy is expanded and employment opportunities for people of all income levels become available. That is the goal of redevelopment. Through public engagement, strategic planning, public commitment, and ongoing development support, Greenacres is poised to take the next steps forward in the redevelopment of the City.

“The lack of resources is no longer an excuse not to act. The idea that action should only be taken after all the answers and the resources have been found is sure recipe for paralysis.”

—Jaime Lerner – Architect, Urbanist, former Mayor of Curitiba



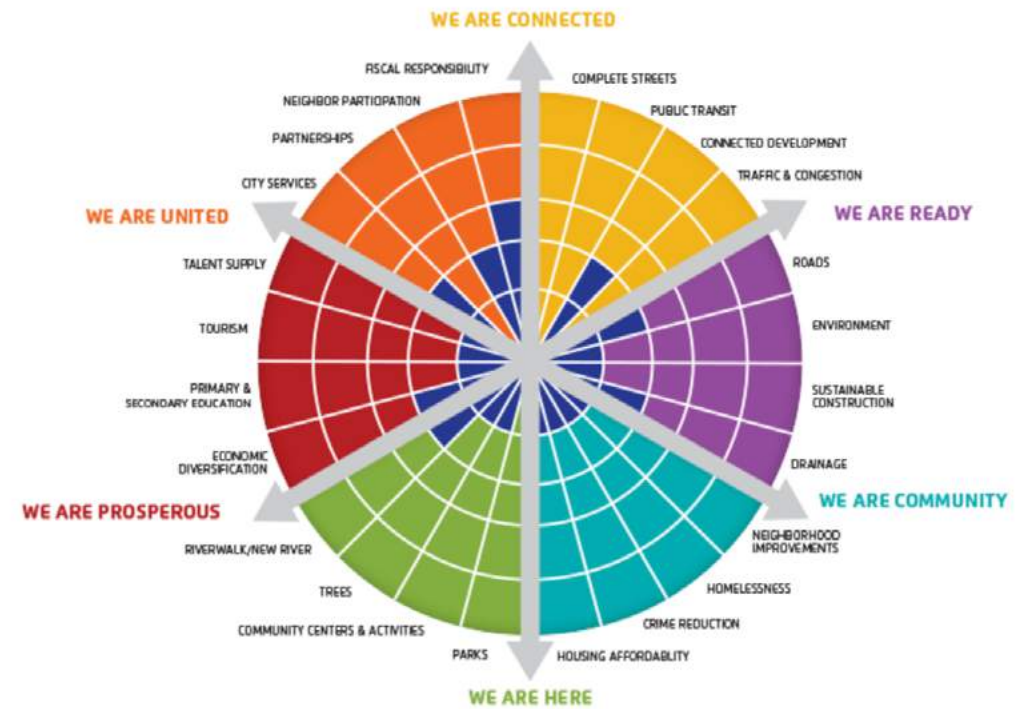
Florida Chamber of Commerce Scorecard

SECTION 4

There are many ways to measure the successful implementation of this plan. From new development, to business grand openings, to increased attendance at events and more. It will be important for the Greenacres staff and City Council to prioritize the recommended initiatives, establish benchmarks and measure the impact of economic development and redevelopment efforts. Two example measurement tools are the Florida Chamber Scorecard <https://www.flchamber.com/research/the-florida-scorecard/> and the City of Fort Lauderdale Vision Scorecard, <https://www.fortlauderdale.gov/departments/city-manager-s-office/structural-innovation-division/vision-plan/vision-scorecard>

“Not everything that counts can be counted and not everything that can be counted counts.”

—Albert Einstein



Fort Lauderdale Fast Forward Vision 2035 Plan Scorecard

Sample measurements include, but are not limited to:

- ◆ Tax base growth and increase of increment revenue
- ◆ New business starts
- ◆ Consumer and business perception survey results
- ◆ Retail sales change
- ◆ Household income change
- ◆ Private investment levels
- ◆ Number of requests for and/or need for incentives for project feasibility
- ◆ Public investment and capital project completions
- ◆ Change in the crime rate
- ◆ Transfer of successful program responsibility to partner organizations
- ◆ Successful utilization of alternative funding mechanisms
- ◆ Increased online and offline community engagement

SECTION 5

APPENDICES

Appendix A – The Value of U.S. Downtowns and Center Cities - An IDA Study Calculating the Value of Downtown -Executive Summary Report

Appendix B – Greenacres Market & Situation Analysis

Appendix C – Neighborhood Ambassadors Program Guide

Appendix D – Incentives Menu

Appendix E – Turner Construction Education Program Registration

Appendix F – West Palm Beach AIPP Ordinance and Guidelines

Appendix G – Pompano Beach Culinary Incubator Program and Shared Commercial Kitchen

Appendix H – Paint, Plant & Pave Incentive Program

Appendix I – Greenacres Parks Walking Diagram



INSPIRED LEADERS
SHAPING CITIES

The Value of U.S. Downtowns and Center Cities

AN IDA STUDY CALCULATING THE VALUE OF DOWNTOWN
COMPENDIUM - SECOND EDITION
EXECUTIVE SUMMARY

A STRONG DOWNTOWN IS CRITICAL FOR A SUCCESSFUL CITY AND REGION.

The Value of U.S. Downtowns and Center Cities project focuses on demonstrating the impact and benefits American downtowns and center cities provide all citizens in the community. Informed by IDA's award-winning project, *The Value of Investing in Canadian Downtowns*, this study:

- Establishes a replicable, accessible, standard methodology for IDA to calculate the value of an American downtown.
- Articulates the unique contributions, importance, and multiple benefits of downtown investment for a broad range of relevant stakeholders and audiences.
- Benchmarks the performance of American downtowns and creates a baseline for future data collection.

The study identified five key principles—economy, inclusion, vibrancy, identity, and resilience—and analyzed more than 100 key data points within the principles to quantify the value of a given U.S. downtown. The study relied on both public and proprietary data sources, defining the commercial downtown beyond the boundaries of a downtown development authority or business improvement district. Metrics were calculated by change over time, by square mile, and by share of city and regional value, allowing IDA to begin measuring each downtown against its respective city and region.

Twenty-four downtown urban place-management organizations across the U.S. have participated in the study to date, informing this new industry standard. The 2017 pilot included Baltimore, Charlotte, Grand Rapids, Lancaster, Miami, Norfolk, Pittsburgh, Sacramento, San Antonio, San Francisco, Santa Monica, Seattle, and Wichita. Participants in 2018 are Ann Arbor, Atlanta, Austin, Dallas, Durham, El Paso, Greensboro, Indianapolis, Minneapolis, Oklahoma City, and Tucson. Our analysis of this group of downtowns opened a window on just how much impact downtowns truly have, not only on those who live and work downtown, but also on their respective cities and regions. The findings reveal that each downtown functions as a leading economic driver in each city and region. While small in physical size, downtowns are immensely valuable, diverse, efficient, inclusive, and resilient on multiple levels.

Economy: Thanks to the density of economic activity, downtown investment provides a higher level of return per dollar invested than other parts of the city. The findings from the pilot downtowns highlight the economic role that downtowns play as centers of tax revenue generation, employment, and commercial real estate. Given their relatively small size (on average, just three percent of all citywide land), downtowns in this study deliver an average of 16% of the citywide property tax revenue, 42% of hotel tax revenue, and 12% of sales tax revenue. Downtowns contain 11% of the citywide assessed land value, 28% of total employment, and 36% of the city's office space. Downtowns represent economic opportunity and have a built environment that supports future growth. The mix of uses, coupled with ample commercial real estate, positions both downtown and city for continued office, job, and residential growth.

Inclusion: Downtowns and center cities provide access to opportunities and essential services for diverse users, positioning them as highly inclusive urban nodes. The downtowns exhibited marked demographic diversity with residents from a wide range of backgrounds. On average, downtown residents are 44% non-white, 29% middle-income, and 47% hold a bachelor's degree or higher. In most downtowns, those between the ages of 18-34, the millennial population, accounted for the largest age group, averaging 46% of residents.

Vibrancy: Due to their higher density and expansive user base, downtowns support a vibrant variety of retail, infrastructure, and institutional uses which offer mutually-reinforcing benefits to the region. Study downtowns outpaced their cities in residential growth between 2010 and 2016, growing an average of 27% against the citywide average of 7%. Downtowns are also regional shopping, nightlife, and entertainment centers. The average study downtown contains 14% of all citywide retail, food and beverage businesses, 35% of all hotel rooms, and generates \$53 million in sales tax per square mile (nearly 10 times the citywide average).

Identity: Downtowns have intrinsic cultural significance, defining the region's brand by offering historical assets, culture, recreation, entertainment, and participation in civic activities.

A blend of old and new, downtowns provide a high quality of life that attracts employers, investment, visitors, and residents. On average, the study downtowns contain 24 civic and community places, 11 museums, 84 public art installations and 81 historic structures.

Resilience: The mixed-use nature of a downtown allows for residential uses alongside commercial, connected by a variety of mobility options. Downtowns in this study consistently and significantly rank higher than their city in Walk Score (88 downtown, 49 city), Transit Score (77 downtown, 44 city), and Bike Score (80 downtown, 53 city). The average pilot downtown contains 5 parks per square mile, providing a multitude of health, environmental, well-being and sustainability benefits. The diversity and density of resources and services in downtown make it inherently better able to rebound from economic, social, and environmental shocks and stresses than other parts of the city and region. For instance, if one area of the market is in decline, the downtown can continue growing in other market areas.

Downtown Typologies: Each downtown in the study has its own unique context, and is at different stages of development. Based on the 24 study downtowns, three tiers of downtowns emerged based on average growth in employment, density, population, and assessed value. The charts on the next page show different trends across all five principles in each tier.

OPPORTUNITIES FOR DOWNTOWNS

Investment: Continued public investment in downtown will benefit current infrastructure, residents, and firms, but also generate outsized returns to the greater community. Because of downtown's economic productivity, every dollar invested has the potential to produce much greater returns than investment in less productive areas. To maintain downtown's economic impact, cities will need to continue investing in these areas where the tax revenues support the entire city. With shrinking federal funding, cities will be increasingly reliant on the local economic engines which are increasingly found in the downtown.

Quality of Life as a Factor in Talent Recruitment and Retention: As downtown job markets shift even more heavily toward knowledge workers and technology professionals, place-management organizations can play a crucial role in attracting and retaining talent by making sure its downtown has the amenities, qualities of place, and mix of uses these businesses increasingly seek out. The relatively recent jobs-follow-employees model hinges

on quality of place and more specifically the quality of walkable urban places where talented knowledge workers are choosing to live. Municipalities have a ready-made vehicle for investing walkable urban places by partnering with their downtown management organization. Not only can they activate public spaces, place-management organizations can also champion adaptive reuse of older industrial structures, help transform office spaces for other uses, and help keep pace with the evolving marketplace.

Equity: Downtown priorities need to include equitable development and growth that does not displace residents nor exclude workforce opportunities. While place-management organizations don't typically set out to address these issues, increasingly they are organizing workforce-training programs, collaborating across sectors to improve offerings for all socioeconomic levels, or they are working to diversify a downtown's tenant mix to provide goods and services for all households. Place-management organizations should seize the opportunity to embrace a collaborative approach, engaging community cooperation, public and private leadership, thoughtful planning, and a regulatory climate that encourages strategic, place-based development designed to build community wealth, inclusion and accessibility.

Access: As downtowns strive to be inclusive homes for diverse residents and employers, they'll want to consider several questions: *How can they attract more diversity and make it easier for all kinds of people to live, work, and belong? What workforce and middle-income employment and housing strategies have proved most successful? How can they encourage more transportation access, immigrants in the workforce, and jobs at all levels?* Downtowns should continue work to welcome everyone within and outside the community.

CONCLUSION

Downtowns—and their place management organizations—can bring clarifying leadership to these issues, turning challenges into opportunities. We undertook this study with the goal of creating a product that would empower local leaders to work with the public and private sectors at all levels to encourage investment in and support for downtowns. As this study makes clear, investing in downtown delivers powerful benefits for the city and region.

Downtown Typologies

Based on the data collected for the *Value of U.S. Downtowns and Center Cities* study, we identified three tiers of downtowns, defined by stage of development. We divided the 24 downtowns that have participated to date into “established”, “growing” and “emerging” tiers based on average growth in employment, residential density, population growth, job density, and assessed value per square mile. It is important to note that downtown geography and demographics served as the sole basis for the tiers and that a small sample size required a conservative approach to generalizations.

Established Downtowns

- MIAMI
- MINNEAPOLIS
- SEATTLE

AVERAGE OF 6.1% OF THE CITYWIDE LAND AREA WITH AN AVERAGE ASSESSED VALUE OF \$29.4 BILLION (28% OF THE CITY'S TOTAL VALUE) AND ACCOUNTS FOR:

- 32% PROPERTY TAX REVENUE
- 26% SALES TAX REVENUE
- 49% HOTEL TAX REVENUE
- 14% CITYWIDE POPULATION
- 41% DOWNTOWN RESIDENTS ARE MILLENNIAL



RESIDENTIAL

	DOWNTOWN	CITYWIDE
GROWTH AVG. 2010-2016	29%	10%
DENSITY RESIDENTS / ACRE	26	12
INCOME MEDIAN HOUSEHOLD	\$57K	\$52K



EMPLOYMENT

- 52% CITYWIDE JOBS
- 62% CITYWIDE KNOWLEDGE JOBS
- 53% CITYWIDE CREATIVE JOBS
- 69% CITYWIDE OFFICE SPACE



	DOWNTOWN	CITY
49 HOTELS	9,479 HOTEL ROOMS	57% CITYWIDE HOTEL ROOMS



DOWNTOWN
NON-SOV
COMMUTE

DOWNTOWN
54%

CITY
36%

WALK SCORE

DOWNTOWN
96

CITY
73

BIKE SCORE

DOWNTOWN
77

CITY
68

TRANSIT SCORE

DOWNTOWN
98

CITY
58

Growing Downtowns

- ANN ARBOR
- ATLANTA
- AUSTIN
- BALTIMORE
- CHARLOTTE
- DALLAS
- GRAND RAPIDS
- INDIANAPOLIS
- PITTSBURGH
- SANTA MONICA
- UNION SQUARE, SAN FRANCISCO

AVERAGE OF **3.1%** OF THE CITYWIDE LAND AREA WITH AN AVERAGE ASSESSED VALUE OF **\$7.4 BILLION** (11% OF THE CITY'S TOTAL VALUE) AND ACCOUNTS FOR:

- 13% PROPERTY TAX REVENUE
- 16% SALES TAX REVENUE
- 51% HOTEL TAX REVENUE
- 5% CITYWIDE POPULATION
- 52% DOWNTOWN RESIDENTS ARE MILLENNIAL



RESIDENTIAL

GROWTH
AVG. 2010 - 2016
37%

DENSITY
RESIDENTS / ACRE
14

INCOME
MEDIAN HOUSEHOLD
\$53K

DOWNTOWN
14%

CITYWIDE
6%

DENSITY
RESIDENTS / ACRE
6

INCOME
MEDIAN HOUSEHOLD
\$33K



RESIDENTIAL



EMPLOYMENT

30% CITYWIDE JOBS

32% CITYWIDE KNOWLEDGE JOBS

38% CITYWIDE CREATIVE JOBS

38% CITYWIDE OFFICE SPACE



27 HOTELS

6,042 HOTEL ROOMS

40% CITYWIDE HOTEL ROOMS



18 HOTELS

3,399 HOTEL ROOMS

21% CITYWIDE HOTEL ROOMS

Emerging Downtowns

- DURHAM
- EL PASO
- GREENSBORO
- LANCASTER (CA)
- NORFOLK
- OKLAHOMA CITY
- SACRAMENTO
- SAN ANTONIO
- TUCSON
- WICHITA

AVERAGE OF **1.7%** OF THE CITYWIDE LAND AREA WITH AN AVERAGE ASSESSED VALUE OF **\$1.5 BILLION** (3% OF THE CITY'S TOTAL VALUE) AND ACCOUNTS FOR:

- 11% PROPERTY TAX REVENUE
- 4% SALES TAX REVENUE
- 31% HOTEL TAX REVENUE
- 3% CITYWIDE POPULATION
- 41% DOWNTOWN RESIDENTS ARE MILLENNIAL



RESIDENTIAL

GROWTH
AVG. 2010 - 2016
14%

DENSITY
RESIDENTS / ACRE
6

INCOME
MEDIAN HOUSEHOLD
\$33K

DOWNTOWN
14%

CITYWIDE
6%

DENSITY
RESIDENTS / ACRE
4

INCOME
MEDIAN HOUSEHOLD
\$47K



EMPLOYMENT

17% CITYWIDE JOBS

15% CITYWIDE KNOWLEDGE JOBS

23% CITYWIDE CREATIVE JOBS

25% CITYWIDE OFFICE SPACE



18 HOTELS

3,399 HOTEL ROOMS

21% CITYWIDE HOTEL ROOMS



DOWNTOWN
NON-SOV
COMMUTE
44%



WALK SCORE

DOWNTOWN
91



DOWNTOWN
NON-SOV
COMMUTE
35%



WALK SCORE

DOWNTOWN
82



BIKE SCORE

DOWNTOWN
81



DOWNTOWN
NON-SOV
COMMUTE
35%



BIKE SCORE

DOWNTOWN
79



TRANSIT SCORE

DOWNTOWN
80



DOWNTOWN
NON-SOV
COMMUTE
35%



TRANSIT SCORE

DOWNTOWN
64

CITY
37

CITY
47

DOWNTOWN
64

CITY
31

SECTION 5

Appendix B – Greenacres Market & Situation Analysis (Under separate cover)

Appendix C – Neighborhood Ambassadors Program Guide

NEIGHBORHOOD AMBASSADOR
PROGRAM

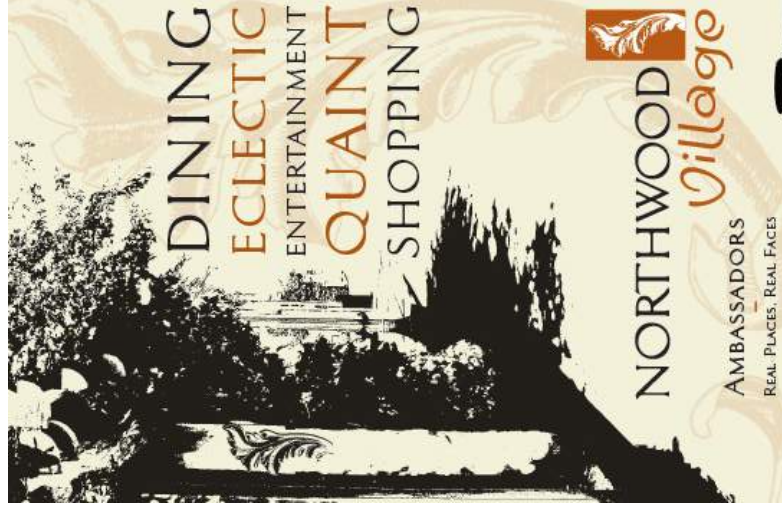
Example Outline

Your guide to involving the community

NEIGHBORHOOD AMBASSADORS PROGRAM

A Neighborhood Ambassador Program is strongly recommended for the City of Greenacres. The objective of the Neighborhood Ambassador Campaign is to educate and engage residents in the redevelopment and revitalization efforts of the city and its neighborhood and commercial districts through social networking events presented by the City of Greenacres and hosted by area shops and restaurants. The program provides an opportunity for neighbors to get to know local businesses and the owners in a welcoming, festive atmosphere that encourages neighbors to keep these businesses “top of mind” when making their buying/dining choices.

Below is an illustration of the program:



Let's Spread the Word and Make Some Noise!

YOU'RE
Cordially invited
to join the **DBCRA**
FOR A SERIES OF
NEIGHBORHOOD
AMBASSADOR EVENTS!

SAVE THE DATES

MAR 8 - The Casino @ Dania Beach
301 E Dania Beach Blvd | 10-11pm

MAY 5 - The PATCH Urban Farm & Garden
1201 W Dania Beach Blvd | 10-11pm

JULY 7 - Historic Decks
303 N Federal Highway | 10-11pm

SEPT 8 - The Holocaust Museum
303 N Federal Highway | 10-11pm

Our leaders' knowledge of all that's happening in our ever growing City of Dania Beach is bringing your friends and most new ones at great

DANIA BEACH
FLORIDA

Get Involved with the 4th Annual Dania Beach Arts & Startup Celebration on April 2nd - 3rd, 2015
Get your handle up at the PATCH for visitors like thePatch.com

AS AN AMBASSADOR YOU WILL RECEIVE:

- E-invitations to all upcoming events in the City
- Special offers from area businesses.
- CRA e-newsletters with redevelopment information and updates.

NEIGHBORHOOD BEACH

POMPANO

Ambassadors

BE INVOLVED • BE IN THE KNOW • BE A VIP

You are Cordially Invited

To Join the **POMPANO BEACH CRA** for a Series of Neighborhood Ambassador Events & Happenings!

VIP's & Participating Businesses Kick-Off Event Sponsored by

**Fort Lauderdale Marriott
Pompano Beach Resort & Spa**

FEBRUARY 28

1200 N OCEAN BLVD | POMPANO BEACH FL 33062

**MARRIOTT RESORT
FORT LAUDERDALE
POMPANO BEACH**

#PompanoInTheKnow

Be Involved...
Neighborhood Ambassadors are liaisons between local businesses, area friends, residents, community programs, events and all things "happening" in Pompano Beach.

Be In The Know...

- Learn about what's happening in your community and how you can participate.
- Bring your friends and make new friends at great, often undiscovered, soon to be "hot spots" in Pompano Beach.
- Then... Talk it UP!

Be a VPP (Volunteer In Pompano)...

- E-invitations to upcoming events, new project ground breakings, and business grand openings.
- Special discounts and deals from participating businesses.
- Special offers at Bailey Contemporary Arts (BaCA) and the Historic All Cultural Arts (The All).
- CRA e-newsletters with redevelopment information and regular updates.
- Special event volunteer opportunities.
- VIP goodie bag and "IN THE KNOW" Guide at each Neighborhood Ambassador special gathering.
- And opportunity to make a difference in your community.

FOR MORE INFORMATION OR TO JOIN

 PompanoBeachFL.gov

 (954) 786 - 5535

 PompanoInTheKnow@COPBEL.com

pompano beach
Florida's Warmest Welcome

IT'S SHOW UP WHEN YOU'RE HERE!

CRA
POMPANO BEACH

GUIDE TO ESTABLISHING AND MANAGING A NEIGHBORHOOD AMBASSADOR PROGRAM

Definition of “Neighborhood Ambassador” Neighborhood Ambassadors are:

- Liaisons between local neighborhood businesses and area residents.
- In the “Know”.
- Know the “News” (New Restaurants, New Shops, New Services).
- Share the Treasures (Iconic Restaurants, Shops, Services).
- Great Volunteers.
- Fun & Energetic!
- Attend Grand Opening Events.
- Volunteer for Special Events.
- Make a Difference.
- Encourage friends and neighbors to learn about the City of Greenacres businesses and City redevelopment plans.

Target Marketing

- Invitations emailed to the community within and surrounding the redevelopment districts with attention paid to Greenacres neighborhood presidents and homeowner associations. They should be contacted by phone/email to explain the program and ask them to forward the invitation to their neighborhood email list.
- Postcards should be distributed to all area businesses to hand out to customers and to cross-promote area businesses.
- Postcards should be distributed to the area business organizations and non-profits via email and hard-copy.
- A local radio morning show host should be asked to promote the event program as a community-based effort.
- Press releases should be sent to all area media.
- All businesses in the areas should be invited to participate by attending the event and offering coupons and/or special offer for the “goodie bag”. (When space allows, participating businesses may have an opportunity to display items or host an auction).

Monthly Events: Date, Time and Location, Registration

- Select a consistent mid-week monthly or quarterly date (i.e. third Thursday of each month).
- Select time (i.e. 5:30 pm to 7:30 pm).
- Produced by the City of Greenacres.
- Hosted at a Greenacres retail shop or restaurant.
- Guests sign in at a registration table manned by City staff and/or volunteers.
- Guests receive a name tag, two beverage tickets and a “goodie bag” filled with information about the City projects and programs and special offers/coupons from area businesses.

- Additional information available for pick-up at the registration table will be items such as flyers about properties available for lease/sale in the target commercial areas and existing development plans to promote business attraction.

Guidelines

- City staff should work with each individual business owner to logistically plan and execute events.
- City should provide all rentals and materials necessary to produce the event (in the event any rental items such as tables, chairs or tents are needed and not available from host).
- The focus of the Ambassador program is to build community pride and loyalty and showcase the existing businesses located within the target commercial districts and to promote available opportunities for new business growth and development within those areas.
- Each business owner that agrees to host an Ambassador event must be willing to work within the guidelines set forth by the City.

Refreshments

- When hosted at an area restaurant, refreshments will be prepared and provided by the restaurateur.
- When hosted in an area retail shop, City Staff will arrange to showcase a restaurant or caterer located in the target commercial district.
- City Staff will coordinate event details with the restaurant or shop owner by collecting RSVP's and communicating with host.
- A price per person will be established by City Staff and event refreshment providers (whether restaurant or caterer) so that budgets are adhered to.

SECTION 5

Appendix D – Incentives Menu

Program	Jurisdiction	Use	Minimum Jobs	Minimum Investment	Description	Bonus	Target Industry	Geographic Limits	Geographic Restriction	Public Hearing Required	Contact	Organization 1	Organization 2	Address	City State	Phone	Email	Web 1	
Qualified Targeted Industry Tax Refund (QTI)	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts	10		Provides inducement, performance-based, cash incentives to new or expanding targeted industry businesses creating a minimum of 10 jobs and considering relocation or expansion to Florida. Eligible industries include accounting, corporate headquarters, engineering, financial services, logistics, information technology, legal services, life sciences, production facilities and research & development. The incentive includes refunds on taxes including corporate income, sales, ad valorem, intangible property, insurance premium and other taxes. Projects must meet average county or state wage requirements and receive local municipal support. This program requires Miami-Dade County Commission approval.	This program has a bonus for paying a higher average wage or being in an Enterprise Zone.	Yes		None	Yes	Heather Squires	Enterprise Florida		800 North Magnolia Avenue, Suite 1100	Orlando, FL 32803	407.956.5696	hsquires@eflorida.com	http://www.enterpriseflorida.com/why-florida/business-climate/incentives/	
Economic Gardening Program	State of Florida	Entrepreneurial training and leadership development			Provides strategic research, leadership development, and networking opportunities for new CEO's		Yes				Tammie Nemecek	Grow FL		12201 Research Parkway	Orlando, FL 32803	407.823.0388	growfl@ucf.edu	http://www.growfl.com/about/economic-gardening/	
Qualified Targeted Industry Tax Refund (QTI)	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts	10		Provides inducement, performance-based, cash incentives to new or expanding targeted industry businesses creating a minimum of 10 jobs and considering relocation or expansion to Florida. Eligible industries include accounting, corporate headquarters, engineering, financial services, logistics, information technology, legal services, life sciences, production facilities and research & development. The incentive includes refunds on taxes including corporate income, sales, ad valorem, intangible property, insurance premium and other taxes. Projects must meet average county or state wage requirements and receive local municipal support. This program requires Miami-Dade County Commission approval.	This program has a bonus for paying a higher average wage or being in an Enterprise Zone.	Yes		None	Yes	Heather Squires	Enterprise FL, Inc		800 North Magnolia Avenue, Suite 1100	Orlando, FL 32803	407.956.5696	hsquires@eflorida.com	http://www.enterpriseflorida.com/why-florida/business-climate/incentives/	
Economic Development Transportation Fund	State of Florida	Alleviate transportation problems			Grants, limited to \$2 million and are awarded to the local government for public transportation facility improvements.		Yes				Crystal Sircy	Enterprise, FL		325 John Knox Road, Suite 201	Tallahassee, FL 32303	(850) 298-6620	csircy@eflorida.com	http://www.floridaleagueofcities.com/Assets/Files/Publications/2009-grants-book/EconomicDevelopmentTransportationFund.pdf	
Incumbent Worker Training Grants (IWT)	State of Florida	Training Staff			Retains businesses and helps them stay competitive by distributing training funding to for-profit businesses to support skills-upgrade for full-time employees. These flexible grants, available to businesses operating in Florida for at least one year, cover costs for instructor/trainer's salaries, tuition/course fees, curriculum development and required textbooks or manuals.		No		None		Carmen Mims	Workforce Florida		1580 Waldo Palmer Lane, Suite 1	Tallahassee, FL 32308	(850) 921-1119	cmims@workforceflorida.com	http://careersourceflorida.com/training-solutions/incumbent-worker-training/	
Qualified Defense and Space Contractor Tax Refund (QDSC)	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts			Pre-approved applicants creating or retaining jobs in Florida may receive tax refunds of \$3,000 per net new Florida full-time equivalent job created or retained; \$6,000 in an Enterprise Zone or rural county. For businesses paying 150 percent of the average annual wage, add \$1,000 per job; for businesses paying 200 percent of the average annual salary, add \$2,000 per job. (Florida defense, homeland security, and space business contractors)		Yes				Heather Squires	Enterprise FL, Inc		800 North Magnolia Avenue, Suite 1100	Orlando, FL 32803	(407) 956-5696	hsquires@eflorida.com	http://www.enterpriseflorida.com/why-florida/business-climate/incentives/	
High Impact Performance Incentive Grant (HIP)	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts	25	\$50,000,000	A negotiated grant used to attract and grow major high impact facilities in Florida. (lean energy, corporate headquarters, financial services, life sciences, semiconductors, and transportation equipment manufacturing)		Yes												
Capital Investment Tax Credit (CITC)	State of Florida	Purchasing Equipment	100	\$25,000,000	Used to attract and grow capital-intensive industries. Allows an annual tax credit, for up to 20 years, against corporate income tax. Eligible projects are those in the biomedical, commercial advertising, corporate headquarters, financial services, production facilities and silicon technology sectors. For businesses creating at least 100 new jobs and investing at least \$25 million in eligible capital costs including all expenses incurred in the acquisition, construction, installation and equipping of new offices or operations.		Yes		None		Heather Squires	Enterprise Florida, Inc.		800 North Magnolia Avenue, Suite 1100	Orlando, FL 32803	(407) 956-5696	hsquires@eflorida.com	http://www.eflorida.com/Content/Subpage.aspx?id=472	
Florida Venture Capital Program	State of Florida	Provide funding to emerging companies.			Target equity investments and convertible debt instruments ranging from \$1,000,000 - \$3,000,000		Yes		None		Jennifer Dunham	Florida Opportunity Fund	MILCOM Venture Partners	270 West New England Avenue	Winter Park, FL	407.838.1400	Jennifer@floridaopportunityfund.com	http://www.floridaopportunityfund.com/VentureAbout.asp	

SECTION 5

Program	Jurisdiction	Use	Minimum Jobs	Minimum Investment	Description	Bonus	Target Industry	Geographic Limits	Geographic Restriction	Public Hearing Required	Contact	Organization 1	Organization 2	Address	City State	Phone	Email	Web 1
Clean Energy Investment Program		Facility & Equipment Improvement, Process Improvement.			Project financing, asset-based lending, mezzanine financing, equity investments and other funding instruments to promote the use of energy efficient and renewable energy products and technology						Jennifer Dunham	Florida Opportunity Fund	MILCOM Venture Partners	270 West New England Avenue	Winter Park, FL	407.838.1400	Jennifer@floridaopportunityfund.com	http://www.floridaopportunityfund.com/VentureAbout.asp
Fund of Funds Program		Venture capital funding.			Equity investments into diversified, high-quality portfolio of seed and early stage venture capital funds						Jennifer Dunham	Florida Opportunity Fund	MILCOM Venture Partners	270 West New England Avenue	Winter Park, FL	407.838.1400	Jennifer@floridaopportunityfund.com	http://www.floridaopportunityfund.com/VentureAbout.asp
Enterprise Zone Building Materials Sales Tax Refund	State of Florida	Making Property Improvements		\$8,333	Provides businesses located in an enterprise zone targeted for economic revitalization a reduction in State of Florida Sales & Use Tax paid on purchases of construction and renovation materials. A maximum of \$10,000 of refunded Sales & Use Tax is available against building materials per project folio.		No	Yes	This program is only available to businesses in the Enterprise Zone.		Pam Nolan	Enterprise Florida, Inc.	Palm Beach County Department of Economic Sustainability	100 Australian Ave.	West Palm Beach, FL 33406	(561) 233-3678	pnolan@pbccgov.org	http://www.enterprise-florida.com/why-florida/business-climate/incentives/enterprise-zone-incentives/statewide-incentives/
Enterprise Zone Business Equipment Sales Tax Refund	State of Florida	Purchasing Equipment		\$4,850	Provides businesses located in the enterprise zone a reduction in State of Florida Sales & Use Tax paid on purchases of items ranging from select furnishings, fixtures, hardware and equipment. A minimum expenditure of \$5,000 is required, with no maximum threshold.		No	Yes	This program is only available to businesses in the Enterprise Zone.		Pam Nolan	Enterprise Florida, Inc.	Palm Beach County Department of Economic Sustainability	100 Australian Ave.	West Palm Beach, FL 33406	(561) 233-3678	pnolan@pbccgov.org	http://www.enterprise-florida.com/why-florida/business-climate/incentives/enterprise-zone-incentives/statewide-incentives/
Enterprise Zone Corporate Income Tax Credit for Property Tax	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts	5		Provides a credit for new property taxes paid on renovated or newly constructed facilities. A minimum of five jobs must be created by the project, which can apply for a credit of up to \$50,000 a year for five years based on the percentage of employees residing in the enterprise zone.		No	Yes	This program is only available to businesses in the Enterprise Zone.		Pam Nolan	Enterprise Florida, Inc.	Palm Beach County Department of Economic Sustainability	100 Australian Ave.	West Palm Beach, FL 33406	(561) 233-3678	pnolan@pbccgov.org	http://www.enterprise-florida.com/why-florida/business-climate/incentives/enterprise-zone-incentives/statewide-incentives/
Enterprise Zone Jobs Tax Credit Against Sales Taxes	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts	5		Provides for jobs tax credits, based on a minimum of five new jobs created within the enterprise zone's geographic boundaries, resulting in a reduction in state corporate income taxes.	This program has a bonus for having 20% of your workforce be Enterprise Zone residents.	No	Yes	This program is only available to businesses in the Enterprise Zone.		Pam Nolan	Enterprise Florida, Inc.	Palm Beach County Department of Economic Sustainability	100 Australian Ave.	West Palm Beach, FL 33406	(561) 233-3678	pnolan@pbccgov.org	http://www.enterprise-florida.com/why-florida/business-climate/incentives/enterprise-zone-incentives/statewide-incentives/
Enterprise Zone Jobs Tax Credit Against Corporate Income Taxes	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts	5		Provides for jobs tax credits, based on a minimum of five new jobs created with the enterprise zone's geographic boundaries, resulting in a reduction in Sales & Use Taxes remitted to the state.		No	Yes	This program is only available to businesses in the Enterprise Zone.		Pam Nolan	Enterprise Florida, Inc.	Palm Beach County Department of Economic Sustainability	100 Australian Ave.	West Palm Beach, FL 33406	(561) 233-3678	pnolan@pbccgov.org	http://www.enterprise-florida.com/why-florida/business-climate/incentives/enterprise-zone-incentives/statewide-incentives/
Community Contribution Tax Credit	State of Florida	Improve Cash Flow from Rebates, Credits, or Discounts			Allows any business in Florida to receive a 50 percent credit on Florida corporate income tax, insurance premium tax or sales tax refund for donations to local community development projects. The annual amount of credit granted is limited to \$200,000 per firm and \$3,500,000 for the state						Pam Nolan	Enterprise Florida, Inc.	Palm Beach County Department of Economic Sustainability	100 Australian Ave.	West Palm Beach, FL 33406	(561) 233-3678	pnolan@pbccgov.org	http://www.enterprise-florida.com/why-florida/business-climate/incentives/enterprise-zone-incentives/statewide-incentives/
Job Growth Incentive Program	Palm Beach County	Reimbursement for expenses related to the relocation/ expansion project.	50		Provides a grant from \$500-\$2000 per job created with a minimum total award of \$25,000 and a maximum of \$500,000			Yes			Kelly Smallridge	Department of Economic Sustainability	Business Development Board of Palm Beach County	100 Australian Ave.	West Palm Beach, FL 33406	(561) 233-3678		http://www.pbccgov.com/des/programs/Local/jgip_criteria.htm

Appendix E – Turner Construction Education Program Registration

REGISTRATION FORM

FREE!



Registration available online at www.sfmssc.org OR Email Form to rwimberly@tcco.com For more information: Contact Rhonda Wimberly (786) 621-9004

REGISTER NOW!!!

First Come, First Serve

February 29, 2016 through May 25, 2016

Classes are held each Monday and Wednesday evening from 6:00 pm until 8:30 pm



City of Pompano Beach
E. Pat Larkin Community Center
520 Martin Luther King Blvd
(NW 3rd Street)
Pompano Beach, FL 33060



COURSES ARE FREE – NO COST TO PARTICIPANTS

Participant's Name: _____
Company Name: _____
Mailing Address: _____
Business Telephone: _____
Mobile Telephone: _____
E-Mail Address (please print): _____

In Partnership with:

City of Pompano Beach CRA
Southern Florida Minority Supplier Development Council
Miami-Dade College in agreement with Broward College



The Turner School of Construction Management is an educational program designed by Turner to assist disadvantaged, veteran, small, minority and women owned businesses in the best principles and practices in the construction industry. Each graduate receives credit for 40 contact hours (4 continuing education units), which can be used towards the renewal of their state contractor's license.

Supported by:

Broward County Florida

Broward County Public Schools



City Code
ARTICLE V. ART IN PUBLIC PLACES
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Sec. 78-121. Definitions.

Unless qualified in the text, the following definitions shall apply to this article:

Art, artwork or work of art means the application of skill and taste by an artist in the creation of original or unique tangible objects according to aesthetic principles, including, but not limited to, paintings, sculpture, engravings, carvings, frescos, stained glass and glass work, mosaics, murals, mobiles, collages, mosaics, statues, bas reliefs, tapestries, photographs, video projections, drawings, fountains, landscape design, artifacts of historical or cultural significance, monuments erected to commemorate a person or event, functional furnishings such as artist-designed seating.

Artwork may include, but is not limited to:

- (1) Sculpture: Freestanding, wall supported or suspended; kinetic, electronic; in any material or combination of materials.
- (2) Murals or portable paintings: in any material or variety of materials.
- (3) Fiberworks, neon, glass, mosaics, photographs, prints, calligraphy, earthworks, any combination of forms of media, including: light, sound, literary elements, film, holographic images, and video systems; hybrids of any media and new genres.
- (4) Furnishings or fixtures, including, but not limited to: gates, railings, lighting, street lights, signage, seating, if created by artists as unique elements or limited editions.
- (5) Artistic or aesthetic elements of the overall architecture or landscape design if created by a professional artist or a design team that includes a professional visual artist.
- (6) Temporary artwork or installations, that serve the purpose of providing community and educational outreach.
- (7) The incremental costs of infrastructure elements, such as soundwalls, utility structures, roadway elements, and other items if designed by an artist as a co-designer.

Ineligible artwork: The following shall not be considered artwork:

- (1) Art objects which are mass produced or of standard manufacture, such as playground equipment, fountains or statutory elements, unless incorporated into an artwork by an artist.
- (2) Reproductions, by mechanical or other means, of original artwork, except in the cases of film, video, photography, printmaking, or other media arts.
- (3) Decorative, ornamental, architectural, or functional elements which are designed by the building architect, as opposed to elements created by an artist commissioned for that purpose.
- (4) Landscape architecture and landscape gardening except where these elements are designed by a professional visual artist and/or are an integral part of the artwork by the artist.
- (5) Services or utilities necessary to operate and maintain an artwork over time.
- (6) Art or artwork that does not comply with the AIPP master plan.

Artist means a practitioner in the visual arts, generally recognized by critics and peers as a professional of serious intent and ability. Indications of a person's status as a professional artist include, but are not limited to, income realized through the sole commission of artwork, frequent or consistent art exhibitions, placement of artwork in public institutions or museums, receipt of honors and awards, and training in the arts.

Maintenance means ordinary repairs or maintenance of a structure, including but not limited to, painting, roof repair or replacement, installation of mechanical equipment, and shall not include modifications required solely for compliance with Americans with Disabilities Act ("ADA").

Public place means any place, public or private, exposed to public view, including, but not limited to, buildings, parks, right-of-way medians and open spaces.

Renovation means and includes alternations to a structure, including but not limited to, a major redesign of a structure, expansion or upgrading the capacity of a structure, increases or decreases to the floor area of a building, creating a new use for the structure, changes to the façade of a building, or other exterior improvements.

Total vertical construction costs means the total project construction costs, excluding engineering and design, demolition costs, real property acquisition costs and soil remediation costs. (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-122. - Art assessment—Private development.

(a) Applicability. The provisions of this section shall apply to all new private development, new construction, renovation or remodeling, where total vertical construction costs of all buildings on a project site are equal to or greater than \$500,000.00. The art assessment for redevelopment of an existing building shall be calculated based on the construction costs of the new development, excluding the assessed value of the existing buildings. All buildings within new planned developments shall be assessed cumulatively towards this art in public places requirement, even if the buildings are permitted separately or developed in phases. The provisions of this section apply to new development or new construction within existing planned developments.

(b) Single-family residences not developed as a planned development are exempt from the art assessment. Ordinary property maintenance is exempt from the art assessment. Repairs and restoration resulting from fire, flood, windstorm or other natural disaster, as determined by the building official, are exempt from the art assessment.

(c) Requirement. All applicable new development, construction, renovation or remodeling shall be required to do one of the following within 90 days of the issuance of the first building permit for any portion of the development:

- (1) Submit documentation evidencing the escrow of funds for a work of art or historic or cultural elements valued in an amount of one percent of the total vertical construction costs, in compliance with this article; and submit an application for approval of the work of art or historic or cultural elements, in compliance with this article; or
- (2) Contribute an amount equal to one percent of the total vertical construction costs for deposit to the art in public places fund.

Sec. 78-123. Provision of art or elements by developer.

(a) *Escrow and accounting of funds for artwork.* If the developer chooses to provide artwork or historical or cultural elements, the developer shall submit documentation to the city showing that a deposit for public art was made with the developer's attorney into an escrow, account not more than 90 [days] after the issuance of the first building permit, in an amount equal to one percent of the total vertical construction costs. The developer and/or the developer's attorney will provide the city a final written affidavit and accounting of the payment for art and any art consulting fees from the escrowed art deposit at the conclusion of the placement of artwork. This affidavit shall be in a form acceptable to the city. Any surplus balance in the escrow account after the developer has completed the installation of the required art work shall be disbursed to the city and deposited into the art in public places fund.

- (b) *Historical or cultural elements.* The developer may choose to retain or incorporate historically important or culturally significant elements in the development in lieu of or in addition to artwork. The total value of all historical or cultural elements and/or artwork must equal one percent of the total vertical construction costs.
- (c) *Application for art or elements.* An application for approval of the work of art or historic or cultural elements shall be made to the arts in public places committee within 90 days of the issuance of the first building permit. The application shall include the artist's resume and portfolio establishing the artist's credentials; a detailed description of the work of art and its location on the site; and the evaluation or appraisal of the value of the art or element. Drawings and renderings of the proposed work of art, in terms of size, scale, color, shape, materials and maintenance program, shall be submitted in sufficient detail to provide the committee with a clear understanding of the art or elements proposed.
- (d) *Board review of contribution of art and elements.* The art in public places advisory board shall review the proposed artwork or historical or cultural elements based on the standards established in this article and shall recommend to the city commission whether to approve, deny, or approve with conditions the selection and location of the artwork or elements in accordance with the art in public places implementation guidelines and with sensitivity to the aesthetic and cultural traditions and the history of the city, and to the character of the surrounding neighborhood.
- (e) *Location.* Artwork and/or historical or cultural elements must be located to be readily visible to the public based on normal traffic of vehicles and pedestrians in the area.
- (f) *Artist selection.* If the developer chooses to provide artwork, the selection and commissions of the artists shall be by written contract between the developer and artists.
- (g) *Art consultant.* If the developer chooses to provide artwork, the developer may utilize up to 12 percent of the escrowed art deposit to retain an art consultant to assist in the selection and procurement of the required work of art. The art consultant shall have no financial or other relationship with the artist or developer, nor any ownership in the artwork purchased by the developer. The artist shall not be entitled to the art consultant fee.
- (h) *Appraisal.* To establish the value of the artwork to be installed or historical or cultural elements to be installed or retained by developer to comply with this article, the city may employ an independent art appraiser to provide a written appraisal of the art work(s) submitted or cultural or historic elements. Such appraisal will be paid for by the developer from the escrowed art deposit.
- (i) *Vertical construction cost overruns.* Prior to the issuance of the final certificate of occupancy for a project, the developer shall submit a revised construction cost affidavit, which shall be submitted whether developer elected to pay the art assessment or install artwork. If the final cost of the total vertical construction for the project is higher than the initial project cost estimate used to calculate the art assessment or escrowed art deposit, the developer shall either: i) provide additional art for the project valued at one percent of the increase in the total vertical construction cost or ii) provide an additional deposit to the art in public places fund valued at one percent of the increase in the total vertical construction cost. The additional art shall be installed or the deposit shall be made prior to issuance of the final certificate of occupancy.
- (j) *Certificate of occupancy.* Unless an alternative deadline is established in a development order, or a time extension is granted by the director of development services, no certificate of occupancy for the project shall be issued until the artwork is installed, the final revised construction cost affidavit and accounting of the escrowed art funds has been provided; and/or the full art assessment has been paid to the city. (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-124. Ownership and maintenance of private art.

Artwork installed on private property pursuant to the requirements of this article shall be the property of the property owner. Title and ownership of the artwork shall transfer in whole or in part to any successor in interest of the property. The property owner shall be responsible for maintenance of the art work in good condition at all times, as determined by the city's code enforcement official. The property owner shall be responsible for ensuring that the public's view of the artwork is maintained and no vegetation or additional construction shall obstruct the public's view. Maintenance shall include any associated landscaping or related improvements. In the event of destruction or casualty to the artwork, the property owner shall repair or replace the artwork with art equal in value to the value of the artwork originally installed. If the artwork is to be replaced, the art in public places advisory board shall review the proposed artwork and shall recommend to the city commission whether to approve, deny, or approve with conditions the selection of the artwork in accordance with the art in public places implementation guidelines. (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-125. Removal or replacement of art.

Artwork or elements installed in accordance with this section shall remain on site in the approved location and cannot be altered, replaced or removed without prior approval of the city commission, except when deemed to be unsafe by the city building official, in which case it must be replaced within 12 months. This includes necessary replacement due to damage from natural disasters, in which case the director of development services may extend the time for replacement. All replacement art and elements must be approved by the art in public places committee and the city commission. (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-126. Public development.

- (a) *Art assessment.* All appropriations and authorizations for the new construction, renovation or remodeling of eligible public improvements by the city shall include an amount of not less than one percent of the total vertical construction costs to be deposited in the art in public places fund.
- (1) Eligible public improvements shall be:
 1. Any public building, facility or structure which permits public occupancy of all or a portion thereof.
 2. Any public park or recreation facility.
 3. Any sidewalk, pedestrian or bicycle path.
 - (2) Ineligible public improvements that are not subject to the art assessment are:
 1. Any road project, including but not limited to construction, resurfacing, curbing, drainage, striping, lighting and signalization.
 2. Any public utility project, including water, waste water and stormwater projects.
 3. Any public building, facility or structure which is not accessible to the public.
 4. Any project funded by a revenue source which by law cannot be utilized for the acquisition of works of art.
 5. Any acquisition of land.
 6. Any eligible public improvements where the city commission determines that the project appropriation cannot accommodate the art assessment, or the assessment resulting from a cost overrun.
 7. Any affordable housing project or project constructed using federal funds which cannot be utilized for public art.

- (b) *Ownership and maintenance.* Artwork installed on city property shall be owned and maintained by the city. (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-127. Artist grant of license.

The artist of artwork approved and installed under the art in public places program shall grant to the city an unlimited, perpetual, non-exclusive, royalty-free license to reproduce and distribute two-dimensional reproductions of the artwork, in photos, videos and related media, for city-related purposes; shall grant to the city irrevocable ownership rights in any copyright or other intellectual property right regarding the artwork; and shall waive and release in favor of the city all rights, including the right of attribution or integrity, which artist may have in the artwork. Any such documentation shall be approved by the city attorney. The city shall have the option of acknowledging the artist and the artwork title in reproductions. By participating in the art in public places process, the artist authorizes review by the art in public places committee and compliance with public records laws. (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-128. Art in public places committee created; membership and organization.

- (a) There is hereby created the city art in public places committee to consist of seven members and two alternate members appointed by the mayor. The first three appointees shall serve a term of one year, the second two appointees shall serve a term of two years, and the last two appointees shall serve a term of three years. Thereafter, all terms shall be for three years expiring on a staggered basis.
 - (b) The art in public places committee shall designate one of its members to act as chair for a term of one year, or until a successor is elected and qualified. The art in public places committee shall maintain minutes of all of its meetings.
 - (c) Each member of the art in public places committee shall serve without compensation.
 - (d) Alternate members shall attend all meetings of the art in public places committee and the presence of alternate members shall count toward a quorum. The first alternate member shall have the privilege of voting only upon the absence of a regular member. The second alternate member shall have the privilege of voting only upon the absence of two of the regular members or the absence of one regular member and the first alternate.
- (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-129. Powers, duties and functions.

- (a) The art in public places committee shall:
 - (1) Advise the city commission on the adoption of policies and procedures to acquire, commission and maintain works of art in public places.
 - (2) Advise the city commission regarding applications for the installation of art as part of a private development pursuant to this article.
 - (3) Sponsor public information and advocacy efforts on behalf of art in public places.
 - (4) Advocate the enactment of public laws relating to art in public places.
 - (5) Identify sites in accordance with the AIPP master plan.
 - (6) Identify sources of funding for art in public places exhibitions.
 - (7) Sponsor or endorse exhibitions of art in public places in any of the following ways:
 1. Identify loaned or contributed works of art for publicly owned or readily visible sites.
 2. Identify appropriate commissioned works of art for publicly owned or readily visible sites.
 3. Identify an artist or work of art for publicly owned or readily visible sites.
 4. Identify a work of art from several proposals submitted by an approved artist for a publicly owned or readily visible sites.
 5. Endorse an approved work of art for publicly owned or readily visible sites.
 - (8) Retain consultants to prepare, and from time to time recommend to the city commission, an art in public places master plan that identifies proposed locations and criteria for public artwork, art selection and placement criteria, recommendations regarding administration of the art in public places funds, and other program recommendations. It is the intent that such master plan be updated every five years.
 - (9) Provide recommendations and guidance in implementation of AIPP master plan.

- (10) Report to the city commission, on an annual basis, the status of the AIPP program, the application of the master plan, the use of art in public places funds and the fund balance.
- (b) The art in public places committee shall not, in any fiscal year, spend more than \$10,000.00 from the art in public places fund for duties and functions authorized by this article, without authorization by the city commission.
- (c) The recommendations of the art in public places committee to the city commission shall be advisory only, and may or may not be consistent with similar recommendations made to the city commission by the city planning board, zoning board, downtown action committee, historic preservation board and/or the city parks and recreation committee relating to art in public places.
(Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-130. Criteria for art and elements.

The art in public places committee shall consider the following criteria in recommending approval or disapproval of a work of art or historic or cultural element. In specific cases, the committee may recommend approval of a work of art that the committee considers exceptional, but does not meet all of the criteria.

- (1) The proposed art conforms to the definition of art contained in this article and will be created by an artist as defined in this article;
 - (2) The proposed historic element is historically important, reflects the history of the city or the character of the surrounding neighborhood;
 - (3) The proposed element is culturally significant and reflects the aesthetic and cultural traditions and diversity of the city or the surrounding neighborhood.
 - (4) The proposed art and/or element(s) meet or exceed the valuation requirements of this article.
 - (5) The proposed art/element will be readily visible to the public and meet the location requirements of this article.
 - (6) The proposed art/element is of exceptional quality and enduring value;
 - (7) The proposed art/element is of appropriate scale to the development site;
 - (8) The proposed art/element is compatible with the neighborhood;
 - (9) The proposed art/element is not detrimental to the public welfare;
 - (10) The proposed art/element will not constitute a safety hazard;
 - (11) The proposed art/element will not require extraordinary maintenance.
- (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-131. Art in public places fund.

- (a) A separate art in public places fund shall be established by the city. All art assessment deposits from private and public development shall be deposited into this fund and the funds shall be kept separate from any other city funds. The art in public places fund shall be used by the city for the selection, commission, acquisition and maintenance of works of art in public places, which may include private property exposed to public view. Funds may be spent anywhere in the city, and such funds may be spent on art works or art-related costs including, but not limited to, consulting, engineering, appraisals, lighting, aesthetic features, maintenance of art, and to promote public art and the public art process in the city. Use of such funds shall be determined by the city commission following a recommendation by the art in public places committee in accordance with the art in public places implementation guidelines. Prior to the use of any funds for artwork on private property, a written agreement detailing the use of funds, the ownership and maintenance responsibilities and other terms as determined by the city attorney shall be entered into with the property owner and approved by the city commission.
- (b) Any monies not expended in the fund in any fiscal year shall be carried over in the fund into the following year. Any interest earned on the funds shall be retained in the fund. Not more than 15 percent of

the fund shall be used for the administration of the art in public places program in any budget year. Not more than 15 percent of the fund shall be used for the maintenance of public art installed on public property in any budget year, without authorization by the city commission. The intent is that 70 percent of the fund shall be used for the selection, commission, acquisition, construction and installation of artworks. (Ord. No. 4501-14, § 1, 3-31-2014)

Sec. 78-132. Enforcement.

The provisions of this article may be enforced through any remedy available to the city in law or in equity. Violations may be enforced through the code enforcement provisions of chapter 26; or through the provisions of section 1-13; or the city may institute a civil action in a court of competent jurisdiction to seek injunctive relief to enforce compliance with the terms of this article or any rule or regulation promulgated under this section, to enjoin and prohibit said violation or to compel the performance of actions which will result in compliance with the terms of this article. The city shall recover its court costs and reasonable attorneys' fees in any legal proceedings commenced to enforce this article. These remedies are cumulative and the use of any appropriate remedy shall not constitute an election of other remedies by the city. The use of one remedy shall not preclude the use of any others. (Ord. No. 4501-14, § 1, 3-31-2014)

Secs. 78-133—78-150. Reserved.

End of Art in Public Places code.

MURALS ARTICLE XIII. - SIGN REGULATIONS

Sec. 94-410. - Murals.

- (a) A mural may be located anywhere in the city provided it is first approved by permit issued by the city building official in accordance with the procedures and criteria listed in this section.
- (b) An application for a mural permit shall be filed with the city building and zoning department and shall include:
- (1) The name of the artist;
 - (2) Examples of previous works done by the artist with references;
 - (3) Description of the materials to comprise the mural and manner of application;
 - (4) A statement regarding the durability of the materials considering the location and positioning of the mural; and
 - (5) Plans and specification for the proposed mural including an exact picture, graphic or other description.
- (c) Not less than 15 or more than 30 days after submittal of a complete application, the city art in public places committee shall meet and review the application. The art in public places committee shall recommend to the city building official that a mural permit be issued upon a finding that:
- (1) The mural will enhance the aesthetic beauty of the area of its proposed location;
 - (2) The artist is capable of completing the work in accordance with the plans and specification;
 - (3) The information regarding durability and expected maintenance requirements is accurate; and
 - (4) The materials to be used and the manner of application will not require excessive maintenance by its owner.
- (d) In making its determination, the art in public places committee may consider evidence of property values and the opinions of the owners and occupants of affected properties. Absent favorable findings as required hereby, the art in public places committee shall recommend that a mural permit not be issued by the city building official.
- (e) Upon a favorable recommendation of the art in public places committee, the city building official shall review the application materials and the information received by the committee and shall, upon a determination that the application materials are complete and accurate and the findings of the committee reasonable, issue a mural permit. Absent such a determination, the building official shall deny the application. Upon an unfavorable recommendation of the art in public places committee, the city building official shall not issue a mural permit.
- (f) Within 15 days of the meeting of the art in public places committee, the building official shall decide whether or not a mural permit shall be issued. Any person aggrieved by the decision of the building official may appeal such decision within 15 days thereof to the city commission which shall apply the standards set forth in this section in reviewing the decision of the building official. The city commission may affirm, reverse or reverse with modifications the decision of the building official. The decision of the city commission shall be final.

(Code 1979, § 33-159)

SECTION 5

Appendix G – Pompano Beach Culinary Incubator Program and Shared Commercial Kitchen

The creation of this culinary workshop is just one facet of the overall plan, the Pompano Beach CRA envisions this center becoming an economic engine for the community, providing burgeoning culinary entrepreneurs with guidance, support and the kitchen to help grow their businesses.

The facility will also operate as a commercial kitchen where food trucks, caterers and other food service providers, from any city, can rent the space to prepare food and receive the technical assistance needed to establish and grow their businesses. In addition, the space will host cooking classes by local chefs and free programs to introduce local youth to culinary careers."

APPLY TODAY!

CULINARY INCUBATOR PROGRAM
8-WEEK CULINARY BUSINESS WORKSHOP*

JAN 09
2ND SESSION

APR 10
3RD SESSION

JUN 05
4TH SESSION

APPLY TODAY!

FIRST SESSION BEGINS
SEPTEMBER 05, 2018
*Workshops FREE for Pompano Beach Residents

POMPANOBEACHCRA.COM

AROUND THE DINNER TABLE

P: 954.706.3565 | E. AroundTheDinnerTableLLC@gmail.com

LOCATION:
E Pat Larkins Community Center
520 Dr. MLK Jr. Blvd | Pompano Beach

pompano beach
POMPAÑO BEACH

CRA
POMPAÑO BEACH

Pompano Beach INNOVATION District

Commercial Kitchen and Culinary Incubator Program
Managed by: Around The Dinner Table, LLC

Culinary Incubator Workshop Application

The Culinary Incubator Workshop is a FREE 8-week program designed to help Pompano Beach residents advance their professional career in the culinary industry. Trainings are on Wednesdays 6:00pm – 8:30pm.

Must be 18 or older to apply

For the First Session, Please Submit Application by Sept. 5, 2018, Before 5:30pm.

Date: _____

First Name: _____ Last Name: _____

Telephone #: _____ Cell [] Home [] Work []

Email Address: _____
Please provide an active email address

Home Address: _____
 Must Provide a Government Issued Photo ID to be Admitted into Program

OR

Business Address: _____
 Must Provide Corporate Entity Documentation or Fictitious Name Registration to be Admitted into Program

What are you interested in learning about during this 8-week course:

Culinary Entrepreneurship _____ Culinary Business Licenses _____ Food Truck _____ Culinary
 Entertainment _____ Marketing/Branding/Packaging _____ Food Handling _____ Other _____

Business Information

Are you already an entrepreneur? Yes _____ No _____ If yes, how many years have you been an entrepreneur? _____

Do you already have an established business? Yes _____ No _____

Business Name: _____ Date of Incorporation: ____/____/____

Please provide Tax ID # (if applicable): _____

Culinary Experience

Did you go to culinary school? Yes _____ No _____ If yes, what school? _____

Did you graduate: Yes _____ No _____ Graduation Date: ____/____/____

How long have you worked in the culinary industry? _____

What area of culinary do you specialize in? (i.e. Bake Goods, BBQ, Seafood, etc.)

Food Truck/Vendor

Do you currently have a food truck? Yes _____ No _____

Permit #: _____

Are you currently a food vendor at events in South Florida? Yes _____ No _____

If yes, please list the events where you are a food vendor:

Food Safety Mangers Certification

Do You Have a Food Safety Certification? Yes _____ No _____

Are you interested in getting your Food Manager’s Certificate? Yes _____ No _____

All food service owners/managers who are responsible for the storage, preparation, display and serving of foods to the public must successfully pass a Food Manager Certification examination. Each licensed establishment shall have at least one certified food manager.

Marketing

How do you market your business?

What social media platforms do you utilize? Facebook: _____ Instagram: _____

Website: _____ Twitter: _____ Other: _____

Business Handle (if applicable): @ _____

Business Website URL: www. _____ .com

Do you need help marketing your company? Yes _____ No _____

How did you hear about this workshop?

Around The Dinner Table, LLC does not discriminate on the basis of race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender expression, age, height, weight, physical or mental ability, veteran status, military obligations, and marital status.

Application Submission:

1. Email to AroundTheDinnerTableLLC@gmail.com
2. Online at www.AroundTheDinnerTableLLC.com
3. In-person at E. Pat Larkins Community Center, **520 Dr. MLK Jr. Blvd, Pompano Beach, FL 33060**, on Wednesdays between 6:00pm – 7:00pm, or call 954-706-3565 or other drop-off arrangement

Contact Information:

Gladys Cameron – **Program Manager**
954-706-3565 /Cell

Willie Cameron – **Facilitator**
954-706-3566 /Cell

Gail Adger - **Facilitator**
954-478-2290 /Cell

Kayla Smith – **Facilitator**
954-461-4948 /Cell

E: AroundTheDinnerTableLLC@gmail.com
W: www.AroundTheDinnerTableLLC.com

Program:	Northwest Paint, Plant and Pave Program (Residential Properties Enhancement Program)
Objectives:	To immediately enhance the aesthetics of residential properties in the Northwest neighborhood.
Description:	<p>This program is created to provide curb appeal to residential, homesteaded properties in disrepair. The program includes the repair or installation of driveways and sidewalks, landscaping, irrigation systems, paint the entire exterior of the primary structure and repair of fences. All improvements to the property shall be visible from the public right-of-way.</p> <p>The Owner shall maintain the improvements to the property. Should the Owner fail to maintain the improvements, Owner will be required to repay the CRA/City for the cost of improvements, including labor.</p>
Strategies:	<p>Identify and contact all property owners that may be candidates for this program; schedule program to complete one (1) block per month.</p> <p>Work with necessary Departments to create a process to expedite permits.</p> <p>Conduct a public education information forum to promote the program.</p> <p>Coordinate with Legal, Purchasing, Finance, Planning, Construction Services and Housing and Community Development to implement the program.</p>
Tactics:	<p><u>Legal</u> Review language in sample contracts for compliance and to adapt contracts, as necessary, to this program in order to expedite the process for the residential improvements.</p> <p><u>Purchasing</u> Work with Purchasing to select from a pool of contractors to hire directly, including but not limited to; plumbers, paving contractors, landscape contractors, irrigation contractors, fence contractors and painters.</p>

Finance

Work with finance to create an expedited payment process in order to pay the contractors quickly and directly.

Planning / Construction Services

Work with Planning and Construction Services to expedite permit review and approval.

Housing and Community Development

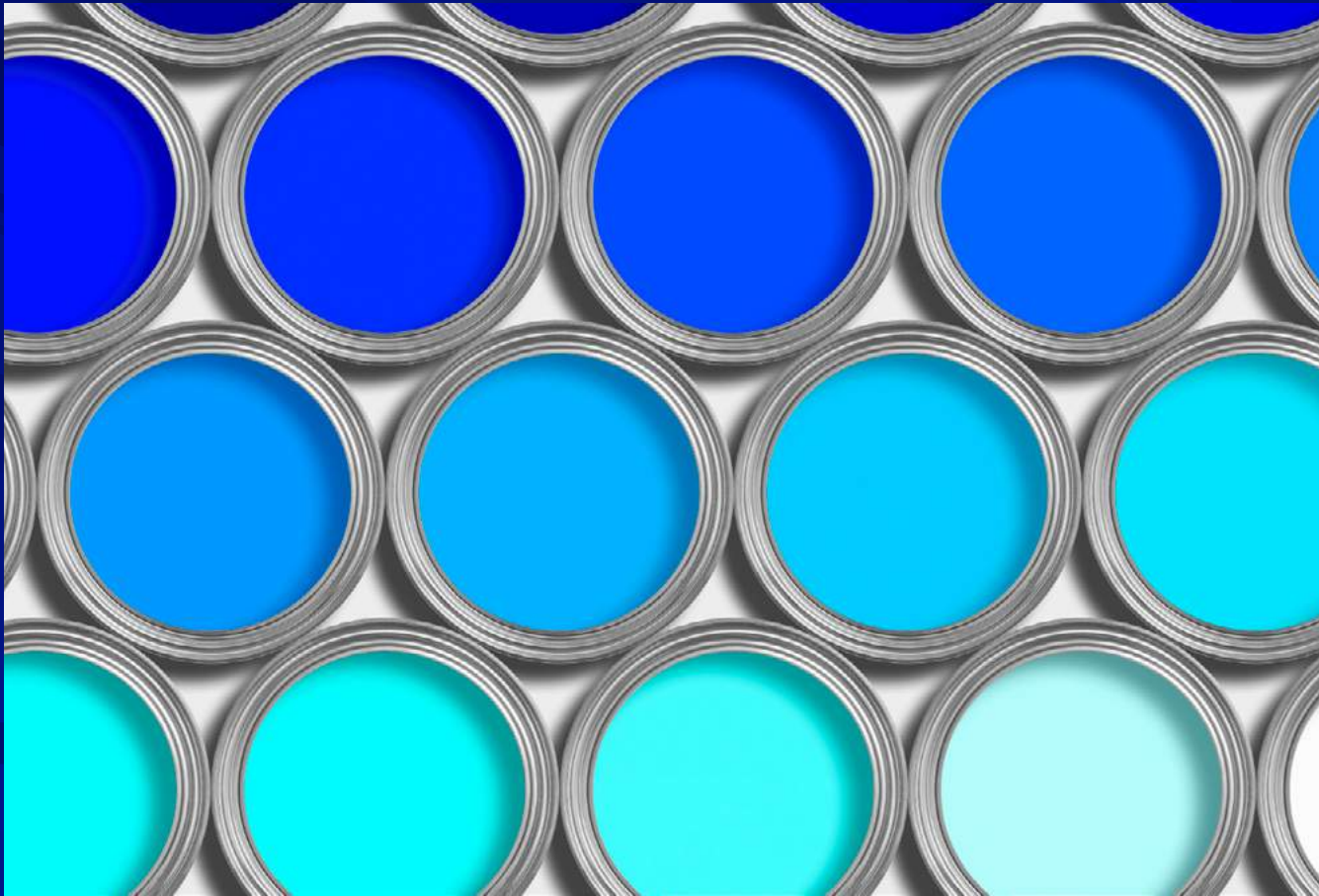
Coordinate other required improvements not covered under this program with Housing and Community Development.

Perform a block by block assessment to determine needs and complete a cost estimate analysis that will include the number of houses qualified for the program and cost estimate per house.

Contact property owners through mailers and set a date for a community forum.

Total Budget: \$330,000.00

City of West Palm Beach Community Redevelopment Agency (“CRA”) Paint Plant and Pave Program



Northwest and Pleasant City Neighborhoods Paint Plant and Pave Program: *A Tool for Residential Improvements*

Purpose:

The Northwest and Pleasant City Paint Plant and Pave Incentive Programs are designed to immediately enhance the aesthetics of residential properties in the Northwest and Pleasant City “CRA” areas. The program is designed to make the most visible impact in the two (2) neighborhoods that would help attract new residents to come to the areas and to impress upon other property owners to improve their property.

Criteria:

The Program is available to residents that are homesteaded and who meet the following qualifications;

- Must live at and have an existing homesteaded property within the boundaries of the Community Redevelopment Agency (“CRA”) target areas.
- Homeowner must agree in writing to maintain property upon completion of the work.

Goals:

The incentive is limited to the following activity;

- Identify and contact all property owners that may be candidates.
- Have a professional inspector evaluate the home and create a task list, schedule and timeline.
- Conduct a public education information forum to promote the program.
- Coordinate with Legal, Purchasing, Finance, Planning, and Construction Services to implement the program.

Target Area:

- The target areas for this program is the Northwest neighborhood located in the Downtown City CRA District and Pleasant City neighborhood located in the Northwood Pleasant City CRA District.

Northwest Impact Map



Northwest Paint, Plant and Pave Program

(Before Improvements)



- Home- Built in 1958 located in the historic Northwest Neighborhood.
- The contractor replaced sod, installed a new irrigation system and painted the exterior of the house. They also repaired the fence, repaired the soffit and replaced the driveway. In addition they planted a flower garden in the front of the house.
- Results: Created the look and feel of a newly renovated home for the elderly couple who has lived in the neighborhood for more that 50 years.



(After Improvements)

Northwest Paint Plant and Pave Program

(Before Improvements)



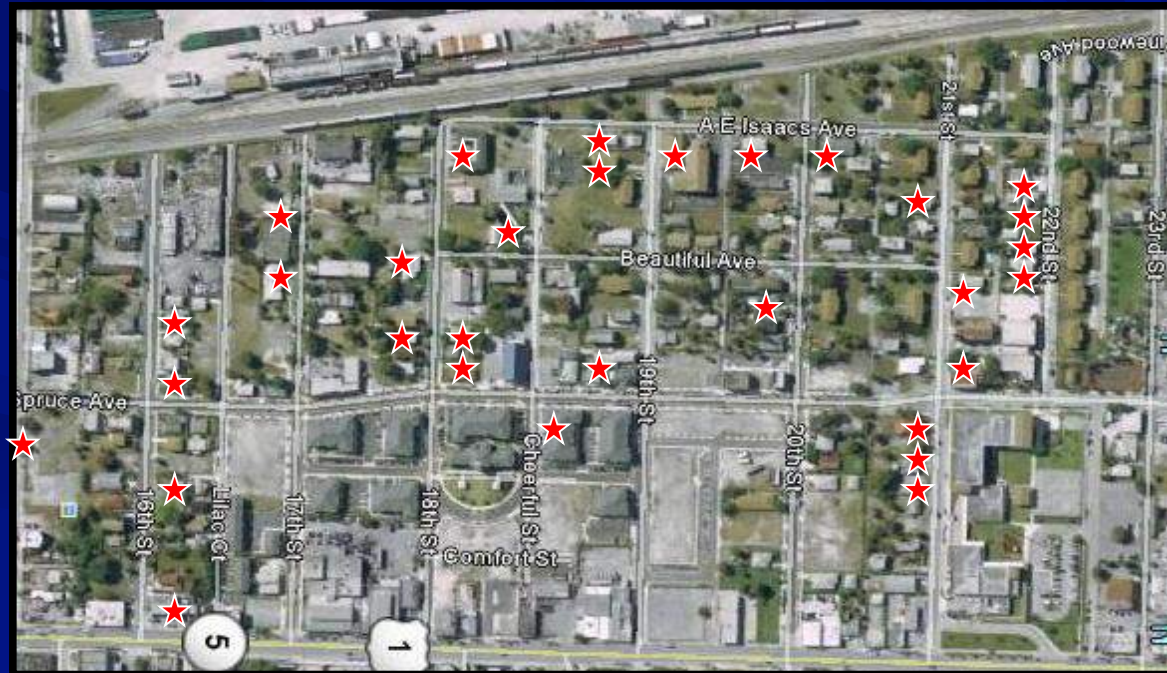
- Home- Built in 1962 located in the historic Northwest Neighborhood.
- The contractor replaced sod and installed a new irrigation system. They also pressure cleaned and painted exterior of the house, replaced the driveway, repaired and painted the fence and repaired the soffit where needed.



(After Improvements)

- Results: Created the look and feel of a newly renovated home for the elderly couple who has lived in the neighborhood for more than 25 years.

Pleasant City Impact Map



Pleasant City Neighborhood

(Before Improvements)



- Home- Built in 1958 located in the Pleasant City Neighborhood.

- The contractor painted the exterior of the house, replaced the sod, installed a new irrigation system and added landscaping.



(After Improvements)

- Results: Created the look and feel of a newly renovated home for his elderly mother, who grew up in Pleasant City.

Pleasant City Neighborhood

(Before Improvements)



- Home- Built in 1958 located in the Pleasant City Neighborhood.

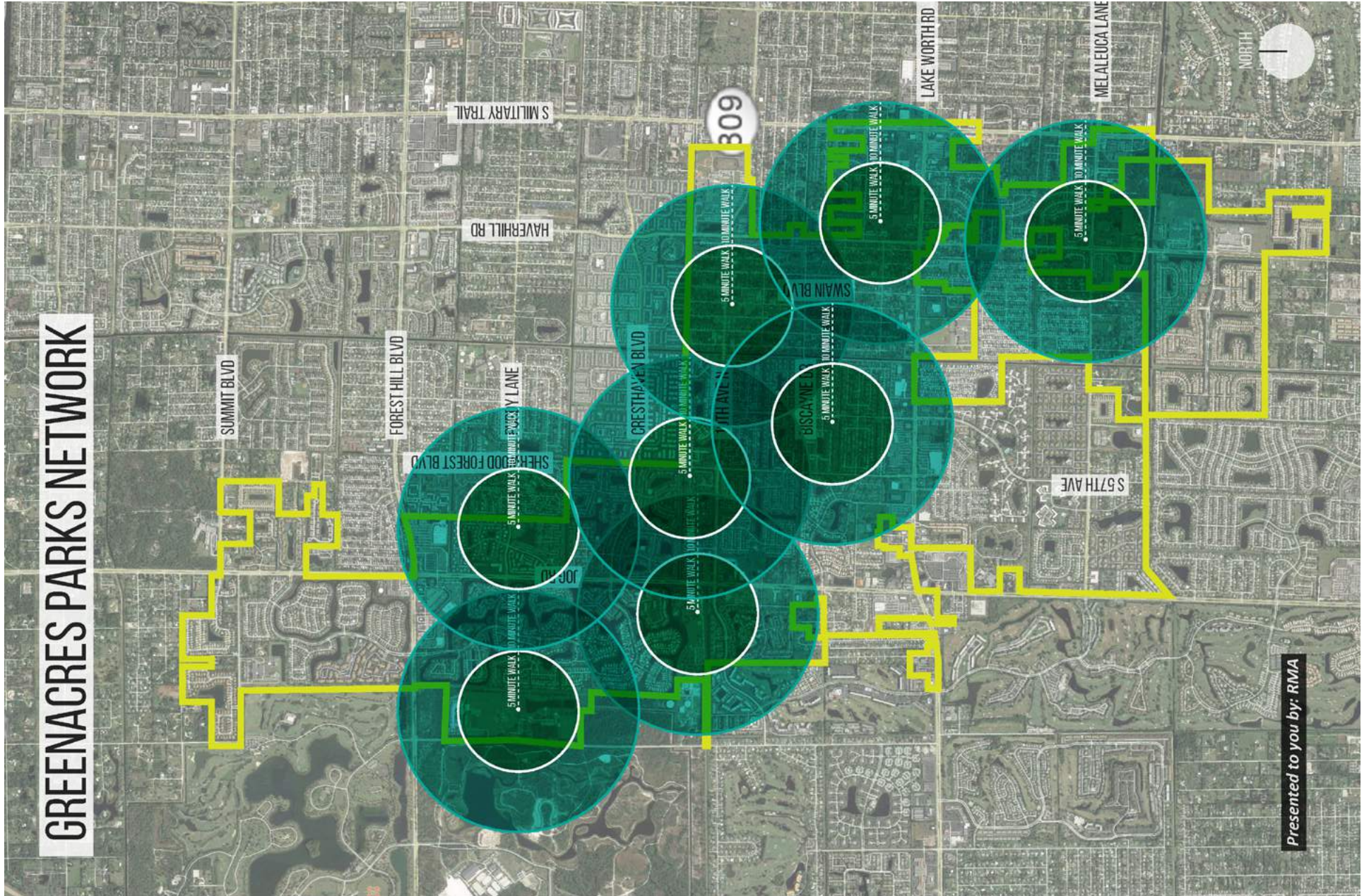
- The contractor painted the house, replaced the sod, replaced the driveway, installed a new irrigation system and landscaped the property.

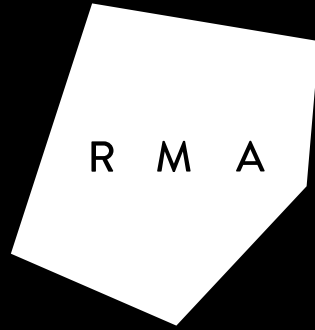


- Results: Created a the look and feel of a newly renovated home .

(After Improvements)

Appendix I – Greenacres Parks Walking Diagram





REINVENTING YOUR CITY

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