

# **City of Deerfield Beach**

## **Citywide Economic Development Strategy**

### **Strategy Recommendations**

#### **Report 3 of 3**



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**FIU**  
Metropolitan  
Center

## Acknowledgements

The **FIU Metropolitan Center** sincerely thanks the City of Deerfield Beach elected officials, Economic Development Task Force, business leaders and residents involved in the Citywide Economic Development Strategy planning process.

Their active engagement and commitment throughout the planning process was essential to the success of the Citywide Economic Development Strategy.

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The City of Deerfield Beach Economic Development Strategy was prepared by the Metropolitan Center at Florida International University.

The **Metropolitan Center** is an applied research and training institute in the Steven J. Green School of International and Public Affairs. It provides policy solutions to public, private and non-profit organizations in South Florida. Established in 1997, the Metropolitan Center has an impressive track record of providing quality services to communities through various social science research studies including economic development plans, housing needs assessments, community indicator studies, economic impact analyses, surveys and focus groups. In addition, the Metropolitan Center has organized workshops, conferences and retreats as well as public opinion forums to address specific urban issues.

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## INTRODUCTION

The City of Deerfield Beach *Citywide Economic Development Strategy* is the outcome of a grassroots initiative that came from the Greater Deerfield Beach Chamber of Commerce and the City's business community at large. The Chamber formed an Economic Development Task Force that consisted of Chamber members and non-members. This Task Force conducted region wide research to see what approaches were working in similar South Florida communities. The Task Force's sole purpose was to make a presentation to the Deerfield Beach City Commission requesting the allocation of the necessary resources to develop a citywide economic development strategy and plan. The Commission voted unanimously to proceed and the Chamber of Commerce has continued to contribute to this strategy throughout its creation.

The following "Strategies and Recommendations" section evolved from a comprehensive strategic planning process which began with an extensive economic analysis of the City of Deerfield Beach followed by a series of group and individual interviews with City and business leaders and community representatives. The economic analysis and community engagement process provided the informed perspectives for the subsequent SWOT Analysis which created the framework for the drafting of the Economic Development Strategies and Recommendations. The following sections include summaries of the "Economic and Competitive Advantage" and "SWOT" analyses followed by the draft "Strategies and Recommendations."

## COMPETITIVE ANALYSIS OVERVIEW

The City of Deerfield Beach, *Citywide Economic Development Strategy* planning process began with an *Economic and Competitive Advantage Analysis*, which analyzed the City's strengths and challenges from a business opportunity standpoint. Effective economic development strategy relies on a process of identifying opportunity and building on local strengths while addressing challenges and shoring up weaknesses. The search for new economic opportunity requires knowing where to look, and sometimes taking a **different** look at the local economic landscape to uncover opportunities that at first blush may not be obvious.

The FIU Metropolitan Center has used this approach, with multiple methods and perspectives, to analyze the City of Deerfield Beach economy. The initial research has uncovered unexpected and surprising local strengths that represent significant opportunities on which to build future employment and diversify the City's professional occupations and housing composition. A summary of these findings is as follows:

### Key Local Strengths and Opportunities

#### A. Central Location and Transportation Access

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The City of Deerfield Beach is strategically located in Broward County and centrally located in the larger Tri-County region. The City has excellent highway access to its commercial and industrial corridors with two interchanges on I-95 and direct access to the Florida Turnpike from SW 10<sup>th</sup> Street.

The combination of the City's central location and level of transportation access is reflected in the size and composition of businesses – key regional distribution, manufacture, assembly and service businesses have made the City of Deerfield Beach a central County business address. Additionally, despite rising traffic congestion and growing commute times across the County, the mean travel time to work for Deerfield Beach residents has increased only slightly from 23.6 minutes in 2000 to 24.1 minutes in 2013, and remains well below the average for workers in Broward County. Deerfield Beach is a central location to live and work – the majority of employed City residents work in Broward County (69.1percent), and the percentage of residents who work in the City has grown from 21.8 percent in 2000 to over 28 percent in 2013.

## B. Land Availability in a Land-Starved Region

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Broward County is approaching full build-out — it has less than 2,000 acres of privately-owned, vacant land. Metrostudy, a real estate analysis firm, has determined that Broward County is virtually out of land suitable for residential development, and is one of the most land-constricted counties in the US. Parcels throughout South Florida larger than 4 or 5 acres are at a premium, and development is quickly shifting to infill development, higher densities and smaller building footprints. Prices for raw land are increasing quarterly and according to market reports, retail developers are increasingly competing with multifamily residential developers for land. However, in the face of rising competition for land and rising prices regionally, the City of Deerfield retains highly competitive commercial rents and housing prices.

Significantly, the City has 355.60 vacant undeveloped acres, of which, 126+ acres are industrial and 78+ acres commercial land uses. The vacant land is scattered throughout the City with several small lots west of Dixie Highway and larger portions in industrial areas in the western part of the City. The land available in the City is an increasingly valuable commodity, providing the platform for significant job expansion. ***Under the City's existing zoning code, the City's available industrial and commercial acreage alone could accommodate space for 28,000 to 43,000 new jobs,*** depending on the density of development.

## C. A Significant, Interconnected and Diversified Local Economy

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The City of Deerfield Beach is home to a significant local economy. The City's 5,665 business establishments employ over 62,000 workers and generate local annual sales of over \$19.3 billion. Further, the City of Deerfield Beach economy is characterized by its strong level of interconnection to the global economy. The City's local establishments are local branches of multinational firms who employ over 37 million and have annual sales of over \$8.9 trillion.

The City of Deerfield Beach economy is also more diversified than is typical for local Florida economies. The economic base of the City is largely supported by the non-durable service-providing industries with a majority of these jobs directly related to South Florida's tourism industry. However, the City also has a robust and established manufacturing sector, comprised of over 25 different industry groups that account for over 4,000 jobs and is well represented in several of Broward County's established industry clusters including Life Sciences, Marine, and International Trade & Logistics. The study's economic analysis found the City of Deerfield Beach is also well-represented by four industry groups within the emerging Creative Design Cluster: 1) architectural and engineering services, 2) specialized design services, 3) computer systems design and related services and 4) motion picture and video Industries.

Despite the recession, the City's economy has experienced growth in several key industries that provide a platform for future growth — central professional services that support the development and growth of both new and existing businesses. Finance, Insurance and Real Estate Services grew to over \$2 billion in local sales and grew its employment by 33 percent from 2000 to 2010, while Professional, Scientific,

Management and Administrative Services grew 37 percent from 2000 to 2010 and again by an additional 5 percent from 2000 to 2013. Educational, Health and Social Services grew 45 percent and another 2 percent for the same periods. The size and composition of other key industries including legal services, business services, accounting and professional services, engineering, design and transportation and logistics provide a local business service and support base that is significantly larger, more diversified and faster growing than most South Florida communities. The City's core industry composition, mix, and availability of support services provides significant competitive advantages and potential growth opportunities that may be unique to South Florida.

#### **D. The Advanced Industries Sector in Deerfield Beach**

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A different measure of economic diversity, mix, and composition indicates that the City of Deerfield Beach is a uniquely competitive location for **Advanced Industries**. The *U.S. Advanced Industries Sector*, according to the Brookings Institution, are important regional core industries that concentrate in and drive many of the nation's best performing regional economies. The Advanced Industries Sector is composed of 50 industries including manufacturing chemicals, pharmaceuticals, advanced metals, industrial machinery, medical equipment manufacture, energy development and distribution, software design, data processing and hosting and medical and diagnostic labs. The Institution's analysis has sparked broad thinking regarding the development of these key sectors as important ways to improve American global economic competitiveness, lead the nation's economic revitalization, build on regional economic strengths, create new employment post-recession, and provide badly needed high-skill, high paying employment opportunities.

Each of the industries in the Advanced Industries Sector have high relative levels of technology development and research and development spending that are well above averages for the rest of the economy. The Advanced Industries Sector both drives and relies on constant innovation, technology advances, and new service business models to expand and grow. As a sector, Advanced Industries employ 12.3 million workers, or 9 percent of total employment. The Sector produces \$2.7 trillion in value-added annually, or 17 percent of all U.S. gross domestic product.

***The City of Deerfield Beach has a high proportion of business firms and establishments in the Advanced Industries Sector.*** The City is home to 388 establishments and firms within the Advanced Industries Sector. **These business locations employ 4,178 workers, or just over 7 percent of the City's employment base. The total employment of the local firms in the Sector and their parent companies is over 1.2 million workers. In addition, the City's Advanced Industry Sector generates over \$1.1 billion in local sales, and if the parent companies of the local establishments are added generate over \$569 billion in sales worldwide.** Given that ***Advanced Industries employment represents only 3 percent of the state's total employment, the City of Deerfield Beach has growing potential as a leading, high-concentration Florida location for the Advanced Industry Sector.***

## E. Potentially Transformative Major Development Opportunities

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The City’s development planning and support of two major projects – Pioneer Grove and the planned transit-oriented development (TOD) in proximity to the Deerfield Beach Tri-rail station — are unusual in the level of impact they may have on the City’s economic direction. The Center’s analysis indicates that the City is a choice location for significant and diverse advanced manufacturing and service businesses, and their high-skilled employees. However, based on wage data, many higher paid professionals working in the City of Deerfield Beach choose to live outside the City. The development of Pioneer Grove and TOD project could be opportunities to provide a greater a range of housing and neighborhood choices to attract new residents including young professionals and new business owners.

Attracting younger, professional workers to these locations is integral to an effective citywide economic development strategy. The Pioneer Grove Plan recognized this housing deficiency and proposed redeveloping the study area to attract new commercial and residential development, including “building more employee (workforce) housing” and increasing densities in proximity to public open space and retail sales and services. Further, the City’s Future Land Use Plan includes policies and objectives promulgating mixed land use development regulations mixing various residential densities, commercial and recreation land uses, and for the mixing of industrial, office, and commercial land uses land development patterns which combine residential and nonresidential uses to achieve an attractive, well integrated, and pedestrian and transit friendly environment. The City’s Pioneer Grove and Deerfield Tri-Rail Station TOD provide the development opportunities and the Comprehensive Plan and Land Development Regulations provide the planning tools for the City of Deerfield Beach to address existing housing supply deficiencies while expanding housing choice, location and opportunities in support of the Citywide Economic Development Strategic Plan.

## SWOT SUMMARY

As previously noted, effective economic development strategy relies on a process of identifying opportunity and building on local strengths while addressing challenges and shoring up weaknesses. The search for new economic opportunity requires knowing where to look, and sometimes taking a **different** look at the local economic landscape to uncover opportunities that at first blush may not be obvious. The following *SWOT Analysis* marks the conclusion of the first of three phases of the strategic planning process. The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the City of Deerfield Beach combines the previous *Economic and Competitive Advantage Analysis* with subsequent stakeholder focus groups and interviews and community survey to evaluate the City's overall economic assets and opportunities.

The *Economic and Competitive Advantage Analysis* revealed strengths and opportunities that together create a desirable business environment in Deerfield Beach that has the potential for enhancing the City's economic well-being and overall quality of life for its residents. It also points out challenges that must be addressed for Deerfield Beach to reach its full potential.

The SWOT was performed using three categories of analysis – Quality of Life, Business Environment and Population and Workforce which together serve as the critical determinants of economic development performance. The success of the City of Deerfield Beach, *Citywide Economic Development Strategic Plan* is dependent on developing and enhancing these determinants and addressing any obstacles or challenges that may exist.

## Quality of Life

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"><li>➤ Coastal Community</li><li>➤ Family-friendly Beaches</li><li>➤ Vibrant A1A</li><li>➤ Quality Healthcare – Broward Health North Hospital</li><li>➤ General Housing Affordability Relative to Nearby Cities</li><li>➤ Creative Approach to Pioneer Grove Downtown Plan</li></ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>➤ Lack of a “Sense of Place”</li><li>➤ Limited Quality Retail and Dining Options</li><li>➤ Ease of Beach Access from Central Core Area</li><li>➤ Lack of a City Center Parking Garage</li><li>➤ “Unfriendly” Pedestrian and Bicyclist Environment</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>➤ Market Central Location and Highway Access Attractive to Businesses and Residents</li><li>➤ Mixed-use Downtown Plan Can Elevate the Vitality and Image of the City to Attract New Businesses, Residents and Visitors</li><li>➤ Public Infrastructure Improvements can Expand Pedestrian and Bicyclist Connectivity to the Downtown and Beach</li></ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"><li>➤ Perceived Disconnect within the Central Core Area</li><li>➤ Negative Image Concerning Crime</li><li>➤ Poorly Performing Public Schools</li></ul>

# Business Environment

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"><li>➤ Central, Strategic Location</li><li>➤ Transportation Access</li><li>➤ Land Availability – 355 available acres supporting up to 43,000 new jobs</li><li>➤ A Significant, Interconnected and Diversified Local Economy</li><li>➤ Growth of Key Business Service Industries to Support New Business Expansion</li><li>➤ Leading International Trade, Life Sciences and Creative Design Cluster Firms</li><li>➤ One of Florida’s Leading Advanced Industry Sectors Locations</li></ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>➤ Lack of a Dedicated Local Economic Development Delivery System</li><li>➤ Relatively High Millage Rate</li><li>➤ Limited State and Local Incentives</li><li>➤ Low Wage Job Growth</li><li>➤ Local Businesses in Need of Qualified Employees</li><li>➤ Underdeveloped Commercial Corridors and Plazas</li><li>➤ Undefined and Improved Gateways</li><li>➤ Relatively Older Housing Supply and Limited Choice</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>➤ Market Central Location and Access as Distinct Competitive Advantage</li><li>➤ Market Mixed-use Downtown Plan for Business Attraction and Retention</li><li>➤ Tri-Rail Transit-Oriented Development (TOD) opportunity could create development prototype</li><li>➤ Develop a Wider Range of Housing Types and Locations</li><li>➤ Create Gateways that identify the City as a “Special Place”</li><li>➤ Ethnic Retailing</li><li>➤ Indigenous Business Growth</li><li>➤ Connect Tourism and Economic Development Marketing</li><li>➤ Publicize City’s Improved Building Permit Process</li></ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"><li>➤ Past Perception of a non-business friendly environment in City Hall</li></ul>

# Population and Workforce

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"><li>➤ Significant Labor Force Participation</li><li>➤ Range of Occupations</li><li>➤ Increasing Ethnicity Diversity</li><li>➤ Fast Growing under 20 Year of Age Population</li></ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>➤ Declining Household and Family Incomes</li><li>➤ Demographic Shifts in Household Income</li><li>➤ Overall Educational Attainment Significantly Less than Broward County</li><li>➤ Poor Local Jobs Pipeline</li><li>➤ Limited Housing Choices – Type and Location</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>➤ Getting Residents into New Jobs Created in Deerfield Beach</li><li>➤ Developing and Marketing Job and Vocational Training</li><li>➤ Improve STEM Learning opportunities in the City</li><li>➤ Expanding Cultural Diversity Opportunities with the Brazilian Community and Other Ethnic Groups</li></ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"><li>➤ Decrease in the Prime Workforce Age (20-44) Population</li><li>➤ Higher Poverty Rates than Broward County</li><li>➤ Lack of Quality Education and Career Paths</li><li>➤ Sense of “unwelcomeness” within the Brazilian Community</li></ul>

## ECONOMIC DEVELOPMENT STRATEGIES AND RECOMMENDATIONS

The following draft Strategies and Recommendations” evolved from the previous *Economic and Competitive Advantage Analysis* and subsequent *SWOT Analysis*. The strategies and recommendations emanated from a recurring theme that emerged from the strategic planning process of Deerfield Beach aspiring to be a **Vibrant Coastal City**. This compelling theme provides a challenge and an opportunity to connect the overarching strategies that capitalize on the City’s economic strengths and opportunities while addressing existing weaknesses and threats. The strategies include the following:

- Overarching Strategies
  - Pioneer Grove – A Livable and Connected Downtown
  - Target Industries and Niche Sectors
  - Efficient Commercial Corridors
  - Livable Neighborhoods
  
- Marketing Strategy
- Implementation Organization Strategy
- Performance Metrics Strategy

### Unifying Theme: Vibrant Coastal City – Deerfield Beach, Florida

#### Overarching Citywide Strategies:

##### Strategy I - Pioneer Grove – A Livable and Connected Downtown

Pioneer Grove is a place for people, a destination for businesses and a hub of urban activity. The Livable Downtown Strategy starts with the transformation as conceived by the Pioneer Grove Master Plan and its implementation over the next 10 years.

Pioneer Grove will serve an economic engine for the City and a hub for living, work, dining, shopping and creativity. It provides the physical spaces and places to support the activities of entrepreneurs, artists and small businesses. It is a destination where residents of Deerfield Beach can live, work and find community and where visitors can come to experience dining, shopping and culture. Downtown Deerfield Beach will provide opportunities for households of varied age and incomes, from singles to families, to lead healthy, productive, and fulfilling lives.

According to the study, *A Town Center Plan for the City of Deerfield Beach* prepared by APA's Community Planning Assistance Teams (CPAT), Pioneer Grove will be "Everybody's Neighborhood, which will provide a unique and vibrant mix of residential, office, and commercial uses such as restaurants and retail. Pioneer Grove is strategically located east of the Florida East Coast Railroad and the Dixie Highway corridor. The site encompasses approximately 119 acres and runs from the northern city limits, at Hillsboro River/Canal, southward to one half block south of SE 5th Street. The site is also conveniently located between I-95 and the International Fishing Pier.

The Plan is for Pioneer Grove to become a mixed use, walkable downtown with a vibrant mix of residential, retail and restaurants. The study area is broken up into general areas; the north neighborhood and the south neighborhood, with the boundary line between the two being SE 2nd St. The north neighborhood is more urban in character. This area will be anchored by a new City Hall and Public Safety Complex. With a mix of neighborhood retail and civic space surrounding it. The buildings will a maximum of 60 feet, or 5-6 stories tall. The two blocks south of Hillsboro Boulevard, along SE 2nd Ave. will be the most urban area of the study, consisting of the retail core. This area can support between 70,000 – 90,000 square feet of commercial use. All the buildings in this area will be designed to support bottom floor retail with high ceilings and 70% glass to encourage walkability.

The south neighborhood is more residential in character, with a proposed density of 15 dwellings units per acre and a maximum building height of 45 feet. A mix of housing types, including live/work units are proposed for this area along with craft/artisan shops where artisans produce their own crafts, including craft breweries, bakeries, cheese making, jewelry making, etc. The entry way into the study area along SE 4th St. from Dixie Highway will be treated as a gateway. Streetscape improvements will be made to encourage walkability and pedestrian activity and the buildings in this area will be designed similar to the ones in the retail core.

The vision and concepts for a "Downtown Center" as depicted in the CPAT Plan create the opportunity for Pioneer Grove to be the **Catalyst** for the Deerfield Beach Citywide Economic Development Strategy connecting each of the Plan's "overarching strategies" in the following way:

- By realizing the Downtown's potential as a dynamic city-center for residents, businesses, visitors and local government activity
- By creating physical connections between the Downtown, the neighborhoods and the beach making walking and biking the preferred ways to get in and around the new Pioneer Grove and surrounds

- By creating the architectural-mix and streetscape designs that will provide the framework for the physical improvements of the City's adjoining commercial corridors and neighborhoods
- By creating new lifestyle and live-work opportunities for City residents, businesses and newcomers

To ensure that Pioneer Grove becomes the Downtown Center as conceived by the CPAT study and serves as the “catalyst” for the *Citywide Economic Development Strategy*, the following short-term strategies should be pursued:

- Plan and provide funding for public infrastructure improvements (streetscapes, gateways, etc.) for the Pioneer Grove study area
- Review Comprehensive Plan Land Use Element and Land Development Regulations to ensure compatibility with the mixed-use development concepts for Pioneer Grove
- Develop an “Economic Element” for the City’s Comprehensive Plan with policies and objectives directed at the development of Pioneer Grove over a 10-year period
- Update the “Housing Element” of the Comprehensive Plan to include policies and objectives for creating the mix of owner-occupied housing types and densities envisioned for Pioneer Grove
- Ensure that Pioneer Grove can accommodate entrepreneurs as their businesses outgrow their start-up spaces in the City
- Create City economic incentive programs, such as low interest loans, and expedited permitting to make it easy for start-ups to expand their businesses in Pioneer Grove

### Target Industry and Niche Sector Strategy

The “Economic and Competitive Analysis” prepared for the *Citywide Economic Development Strategy* found that the City of Deerfield Beach has a high proportion of business firms and establishments in the Advanced Industries Sector. The City is home to 388 establishments and firms within the Advanced Industries Sector. Further, the analysis found that many of the industrial subsectors identified in the Broward County cluster analysis are currently located in the City. The presence of these industries provides an opportunity for the City to expand and enhance its

industrial base by strengthening the linkages within each cluster grouping and targeting these industries for collaboration, innovation, retention and expansion.

The analysis found the City of Deerfield Beach has established industries within each of Broward County's cluster groupings. The City is particularly strong within the clusters of International Trade & Logistics, Life Sciences and Creative Design. Creative design industries in the City of Deerfield Beach include four industry groups: 1) architectural and engineering services, 2) specialized design services, 3) computer systems design and related services and 4) motion picture and video Industries.

To promote and advance the City's target industry and cluster development opportunities, the following strategies are recommended:

- Integrate the *Citywide Economic Development Strategy* with economic development efforts at the County and State levels
- Develop a detailed inventory of vacant and under-developed commercial and industrial properties
- Develop a City economic incentives program for target industries and niche sectors
- Develop industry-specific and cluster-based strategies that address the retention and expansion of the City's Advanced Industry Sectors and existing industry clusters
- Create new job opportunities for Deerfield Beach residents by developing intensive, industry-specific job training and education programs in target and cluster industry sectors
- Continue to improve upon the City's business development regulations and permits
- The City's Certificate of Use and Business Tax processes should be revisited and altered, as needed
- Re-assess the City's Home Based Business Section to incentivize live/work opportunities. A very high proportion of workers in the creative design industries sectors are independent contractors or work from home based offices. Also, moving employees to home-based work is both a growing cost savings and employee benefit strategy for conventional industries, including the insurance and finance sectors. However, the City's zoning code is unfriendly to live-work situations and new development
- Implement programs such as apprenticeships and internships for Deerfield Beach High School students that align with target industry skills to build a talent pipeline

- Expand local business involvement in City schools from K-12
- Create an “Economic Element” for the Comprehensive Plan with policies and objectives focused target industry retention and expansion
- Increase information available regarding target industry career and learning opportunities through interactive Websites

## Efficient Commercial Corridors Strategy

Commercial corridors continue to be major transportation and commercial thoroughfares through our cities. They play a central role in weaving together the urban fabric of cities and shaping neighborhood character. They still meet important neighborhood retail needs and provide neighborhood jobs, with access to more jobs. However, in order to be “efficient” commercial corridors need to create an identity. This can be challenge as commercial corridors are commonly arterial streets defining neighborhood borders. They are seen as passing through neighborhoods rather than as integral neighborhood pieces contributing to livability. How easily and safely residents are able to get from one place to another has a major effect on a City’s quality of life. Livable communities provide their residents with transportation options that connect people to social activities, economic opportunities, and medical care, and offer convenient, healthy, accessible, and low-cost alternatives to driving.

To promote and advance “Efficient Commercial Corridors” in Deerfield Beach the following strategies are recommended:

- Ensure that the new development is along the City’s commercial corridors is connected to the Downtown and the via pedestrian and bike paths
- Design “gateway” improvements at key commercial corridor locations including Hillsboro Boulevard, Federal Highway and Dixie Highway
- Update City’s “Traffic and Circulation” and “Land Use” Elements of the Comprehensive Plan to include policies and objectives regarding connectivity, identity and mixed-use development patterns along commercial corridors

- Give further consideration to establishing a special zoning district or overlay for the area east of the Intracoastal that would include shared parking, reduced parking ratio requirements and setbacks to allow and encourage walkable development
- Revisit and revise under-performing zones such as the Dixie Business Residential and Residential/Office zones and other zones on Hillsboro Boulevard and Federal Highway

## Livable Neighborhoods Strategy

Livable cities are comprised of a network of livable neighborhoods. Livable neighborhood strategies can be transformative by providing resident access to life, work, and play. What makes a neighborhood truly livable? Two important qualities are access and convenience. Compact neighborhoods make it easier for residents to reach the things they need most, from jobs to grocery stores to libraries. Nearby parks and places to buy healthy food help people make smart choices, and diverse, walkable neighborhoods with shops, restaurants, and movie theatres make local life interesting. Additionally, neighborhoods served by good access to more distant destinations via transit or automobile help residents connect to jobs, health care, and services throughout the greater community. Improved connectivity is the greatest need for the core neighborhoods of Deerfield Beach.

Livable Neighborhoods typically include the following elements:

*Compact:* Livable neighborhoods conserve land and are of sufficiently density to support frequent transit service and neighborhood-serving businesses

*Sustainable:* Livable neighborhoods provide a mix of housing, workplaces, and neighborhood-serving shops and services

*Accessible:* Livable neighborhoods support car-free living by being well-connected to citywide and regional destinations by sustainable transportation modes (walking, cycling, public transit, paratransit and taxi). Streets and public transit are designed for universal accessibility

*Diverse:* Livable neighborhoods offer housing choices suited to all types of households and household incomes, provide a range of jobs, shops, and services, support diverse local businesses

*Healthy and Green:* Livable neighborhoods support the physical and mental health of residents, are clean and safe, and promote social inclusion and sociability. Livable neighborhoods are well served by parks, playgrounds, plazas, and greenways. Trees and plantings are integrated into street designs. Buildings are designed to provide compact gardens, courtyards, terraces and green roofs

To promote and advance “Livable Neighborhoods” in the City of Deerfield Beach the following strategies are recommended:

- Develop small pockets of neighborhood commercial activity placed throughout the City, specifically in predominantly residential neighborhoods where commercial services within walking distance are non-existent
- Update the City’s Comprehensive Plan and the Land Development Regulations to include Smart Growth Policies
- Develop greater mix of uses and housing types in City Neighborhoods to create more lifestyle options and a more compact development pattern
- Make urban design investments, including bike paths, to make it easier to walk and bicycle comfortably and safely to and from City neighborhoods including developing bike paths and greenways connecting neighborhoods with adjacent commercial corridors
- Plan educational outreach through community forums and workshops to gain support for increasing residential density in City neighborhoods
- Promote owner occupied housing opportunities through an equity and finance support program for first time home buyers

## Marketing Strategy

The purpose of the Marketing Strategy is first to provide formal communications on the completion of the *Citywide Economic Development Strategy* and to then market the City of Deerfield Beach as a destination for business and lifestyle choices building on the “Vibrant Coastal City” brand and aggressive Economic Development Strategies. As such, the Marketing Strategy has two essential components:

- Build Enthusiasm for the *Citywide Economic Development Strategy* within the City of Deerfield Beach by Marketing the Strategy Internally
  - Create the organizational structure needed to support implementation (see Implementation Organization Strategy)
  - Provide Steering Committee members with the Strategy presentation and speaking points the can use to share the Strategy with their networks
  - Host an “Economic Summit” at which the strategy is unveiled to attendees

- Post the *Citywide Economic Development Strategy* on the City’s and Chamber’s websites
- Schedule annual event to update business and community leaders on the implementation progress
- Strengthen Deerfield Beach’s Economic Development Brand and Marketing Communications
  - Use the City’s website as an information portal providing news and information related to economic research, successful local businesses, networking groups, etc. and make sure the website is compatible on mobile and tablet devices
  - Highlight Deerfield Beach’s lifestyle amenities as selling points to businesses focused on talent recruitment and retention
  - Format the website to have a clean design with information communicated via images and graphs versus lengthy written copy
  - Use all forms of communications such as social media and other media outlets to promote brand awareness
  - Contract with a local blogger(s) to develop weekly content for the City’s marketing campaign
  - Consider adding a YouTube channel for the City to share new city initiatives, profile a target industry and highlight cultural and arts events

## Implementation Organizational Strategy

This strategy is designed to ensure the successful roll-out of the Deerfield Beach *Citywide Economic Development Strategy* and the effective coordination and implementation of the Strategy.

The City of Deerfield Beach already has in place an Economic Development Steering Committee which has provided oversight to the Citywide Economic Development Strategic Planning Process. With the completion of the *Citywide Economic Development Strategy*, the Steering Committee’s function should evolve into an “implementation” role charged with promoting the Strategy, monitoring its progress and developing a permanent Economic Development Council (EDC) within the City of Deerfield Beach. As such, the following action steps are recommended:

- Create a “toolkit” of materials that Steering Committee members can use to share the *Citywide Economic Development Strategy* with other community and business leaders. The toolkit would contain 1) a one-page flyer summarizing the Strategy, 2) a condensed PowerPoint presentation of the Strategy highlighting the four overarching strategies, and 3) a copy of the full strategy. A Strategy Implementation website should also be developed to keep the Strategy online and allow the community to follow its implementation

- Initiate the formulation of an “Economic Development Council” (EDC) that will provide the leadership role for the on-going implementation of the *Citywide Economic Development Strategy*. The EDC will provide support and promotion of economic development and growth of the local economy by working to create and sustain a prosperous and diverse business community. The EDC’s specific functions will include the following:

- Retain & Grow Existing Businesses, Jobs & Investment
- Grow Advanced Industry and Cluster Industry Sectors
- Grow High-Skill High-Wage Employment
- Support Entrepreneurship & New Business Creation
- Promote Infrastructure Development
- Market Deerfield Beach as a Premier Location for Business
- Facilitate Partnerships to Enhance Growth
- Foster & Develop Talent

The EDC should be officially constituted by the City Commission with key representatives of the City’s business and civic community. An EDC Board of Directors of seven (7) members should be considered with representation encouraged from the following sectors:

- Manufacturing
- Construction
- Healthcare
- Tourism
- Commercial & Industrial Real Estate
- Commercial Lending
- Education

- The final decision, constitution, organization and operating procedures of the EDC shall be determined by the City Commission in its sole discretion

- The EDC shall advise and perform such other duties as delegated by the City Commission to assist in the coordination and implementation of the *Citywide Economic Development Strategy* and may perform on-going economic and market research, planning and business outreach and development

## Performance Metrics Strategy

Performance metrics will provide the means for measuring the success of *Citywide Economic Development Strategy* and setting goals to work towards. By setting goals and regularly measuring specific metrics, City leaders can observe trends and quantify the effects of Strategies. The following metrics provide guidance for monitoring the success of the *Citywide Economic Development Strategy*:

### Implementation Metrics

These metrics track the implementation progress for each of the four Economic Development Strategies. By regularly checking the progress of specific Strategies, the City of Deerfield Beach can determine whether the strategy is being implemented in a timely and effective manner or whether further attention or modifications are required.

### General Economic Development Metrics

The City of Deerfield Beach and recommended Deerfield Beach Economic Development Council (DBEDC) can effectively monitor the overall economic development performance of the City by annually evaluating key economic statistics:

- Employment growth in target industries and niche sectors
- New business creation in target industries and niche sectors
- Increase in wages and income
- Decrease in unemployment
- Increase in population with higher educational attainment
- Increase in population age 20-44
- Increase in tax revenue

### Marketing Campaign Metrics

Marketing campaign metrics are designed to monitor the effectiveness of the marketing recommendations in the *Citywide Economic Development Strategy*. If the marketing is producing results the City of Deerfield Beach should expect to see increased levels of activity in the following areas:

- Number of visitors to Deerfield Beach's economic development webpages

- Number of referrals to Deerfield Beach campaign website through search engines
- Average length of stay by visitors on the website
- Number of social media followers
- Frequency of hashtag (#) mentions of Deerfield Beach and economic development campaign
- Number of media mentions (television, radio, newspaper, news sites)

## Economic Development Strategic Plan Management

The Deerfield Beach *Citywide Economic Development Strategy* will require professional management with the organizational support and capacity to effectively implement the EDSP in the first year of existence. The Economic Development Department’s focus will be on plan implementation and include marketing, enhancement of quality of life, the creation of public/private partnerships, supporting existing businesses and bringing new businesses to the City and providing staff support to the City of Deerfield Beach Economic Development Council (DBEDC).

### Budget

Best practice case study shows that economic development departments function most effectively and efficiently as an arm of the city manager’s office. The economic development department must have clear authority to represent the city manager in all communications and negotiations with the business community. As such, the economic development department must have sufficient professional capacity and resources to perform at the highest level. Therefore, the recommended budget for the City of Deerfield Beach Economic Development Department in the initial year of operation is as follows:

<b><i>Position</i></b>	<b><i>Annual Cost</i></b>
Economic Development Director	\$150,000
Economic Development Coordinator	\$80,000
Clerical Support	\$40,000
Marketing & Promotional Materials	\$100,000
	<b>Total: \$370,000</b>