

# Margate 2.0: The Next Progression of Community Development in the City of Margate

## Objectives

Margate's current Comprehensive Plan was created in the midst of decades of unparalleled population growth within the City. Related residential and economic development primarily focused on vacant, greenfields. By contrast, Margate today is essentially built-out and future progression of economic development will necessarily involve repurposing properties and/or potential changes in land use.

Strategies envisioned in the existing Comprehensive Plan are no longer compatible with today's demands. Meeting these demands over the next 50-year planning horizon will require a new approach – namely Margate 2.0. To accomplish this challenge, a robust public participation program is required to identify key issues that will shape the future. The new Comprehensive Plan will then be structured to respond to those issues including a discussion of effected Elements; their Goals, Objectives, and Policies (GOPs) as required by Chapter 163 Intergovernmental Programs of the Florida State Statutes.

Of the required Elements, only the Future Land Use Element will be completed as required by Chapter 163. The other required Elements may include the GOPs as identified for each issue, however, these other requirements are intended to be addressed at a later date.

Conceptually, the idea is to break the US441/SR7 Corridor into a series of activity nodes. Starting at the north end with Uptown dominated by retail areas. Next is the vicinity surrounding Northwest Medical Center to be addressed as a Medical Village. Between the Medical Village and the old City Center is Midtown. The City Center is expanded to Atlantic and becomes the Downtown. Finally, south of Atlantic Boulevard is Southgate. Of course, this classification depends on the results of the public input.

## Assessment of Existing Conditions/Public Input

Through an assessment of existing conditions, the key planning issues will be identified. This will be based on public, special interest group, and technical staff input.

Conceptually, the key issues could include:

- 1) Repurposing the US 441/SR 7 Corridor
- 2) Diversifying the housing Supply
- 3) Sustaining Potable Water Supply
- 4) Maintaining Stormwater Management, and
- 5) Maintaining Disaster Preparedness/Recovery capabilities

Again through the public input and participation process, these issues will be further identified and prioritized. It is anticipated that from this list up to 5 to 7 top issues will be fully addressed in 2.0 Plan.

## *Vision Statement*

The Vision Statement will provide an overall guidance to the future progression of the City. The intent is to avoid jargon and create statements in language that is clear and easily understood by people of many different cultural backgrounds, social-economic groups, and education levels. It is anticipated that this task will require significant public involvement.

## *Design Statement*

The Design Statement will focus on the design of the commercial and industrial areas of the City. Margate's image blends into the surrounding communities with no real There – there in terms of destination or experience! The US 441/SR7 corridor is presently zoned TOC. Even with the three sub-categories of City Center, Gateway, and Corridor, the end result is a homogeneous, uninteresting place with limited character. The purpose of this task is to develop design standards that instill a sense of place for Margate's commercial and industrial areas. Conceptually each node described above will have a different sense of place.

## *Future Land Use Element*

As stated above, each of the required elements will be included in Margate 2.0. However, only the Future Land Use Element will have all the statutory requirements addressed. The intent is to address the requirements but the main focus of the plan are the Key issues.

## *Comprehensive Plan Structure*

The following is the functional outline for the Comprehensive Plan as required by Chapter 163:

- I. Introduction
  - a. Population Projections
  - b. Planning Period
- II. Vision Statement
- III. Design Statement
- IV. Key Issues
  - a. Key Issue Description
  - b. Key Issue Related Element's Goals, Objectives, and Policies
  - c. Key Issue Implementation Strategies
- V. Future Land Use Element
  - a. Existing Conditions
  - b. Future Conditions
  - c. Goals, Objectives, and Policies
  - d. Implementation Strategies
- VI. Capital Improvements Element
  - a. Related Key Issue Goals, Objectives, and Policies
  - b. Related Key Issue Implementation Strategies

- VII. Transportation Element
  - a. Related Key Issue Goals, Objectives, and Policies
  - b. Related Key Issue Implementation Strategies
- VIII. General Sanitary Sewer, Solid Waste, Drainage, Potable Water, and Natural Aquifer Recharge Element
  - a. Related Key Issue Goals, Objectives, and Policies
  - b. Related Key Issue Implementation Strategies
- IX. Conservation Element
  - a. Related Key Issue Goals, Objectives, and Policies
  - b. Related Key Issue Implementation Strategies
- X. Recreation and Open Space Element
  - a. Related Key Issue Goals, Objectives, and Policies
  - b. Related Key Issue Implementation Strategies
- XI. Housing Element
  - a. Related Key Issue Goals, Objectives, and Policies
  - b. Related Key Issue Implementation Strategies
- XII. Intergovernmental Element
  - a. Related Key Issue Goals, Objectives, and Policies
  - b. Related Key Issue Implementation Strategies
- XIII. Public Involvement Summary
- XIV. Monitoring, Evaluation, and Appraisal
- XV. Appendices

## Task 1: Assessment of Existing Conditions/Public Input

***Project Organization & Background Research.*** The purpose of this phase is to organize the project structure, develop an overall schedule and establish the project’s outreach and public participation plan. It includes specific actions, such as:

- Identification of key stakeholder groups and resources
- Establishment of web-site-and social media content
- Project event scheduling

Topics for background research include:

- Plans for the future of relevant public entities such as the County, adjacent cities, planning entities
- The City’s comprehensive plan, CIP, budget, other master plans
- Demographic trends

Deliverable:

- 1) Public Outreach Plan

- 2) Monthly Summary of Ongoing Public Participation
- 3) Schedule for Amendment Adoption Process

## Task 2: Vision Statement

The proposed Vision Statement will provide essential guidelines within the Future Land Use Element that can be utilized to formulate future planning, zoning, and land development policy requirements. This Statement will affirm time-tested community policies generally held as positive "community standards".

This Statement will include a strategy for addressing growth management taking into account the requirements of the Comprehensive Plan, Zoning Code, and Community Redevelopment Plan. It will further guide City staff in their provision of responsive municipal services, and the Commission; its advisory bodies and the community-as-a-whole may proceed with a common understanding of the quality of life values or themes that will shape the community for years to come.

**Phases of the Visioning Process.** This visioning process includes one highly visible event and one less visible event. These phases can overlap to include the following events.

Topics to be addressed in Community Engagement 1 and 2 include:

- Features of the City the residents want to maintain
- Features of the City the residents want to change
- Key challenges facing the City
- Opportunities and key issues to be addressed
- Ideas for creating community wealth and improving the City
- Values that the residents want to build upon for the future
- A summary positioning statement which describes the preferred future community

**Events.** As indicated above, the visioning process is designed as overlapping events described below.

**Community Engagement I - Initial Community Outreach.** The purpose of this initial outreach phase is twofold. First, it begins the process of identifying community concerns and hopes for the future. Second, it begins the process of creating "buzz" about the vision process and generating a list of email/mail contacts who can be directly invited to the Vision Week events. These activities include:

- **Formal Interviews.** These are interviews with identified key stakeholders who have been active in the community, have networks of their own and bring the ability to develop support for the vision. 30 to 40 persons will be interviewed including the elected officials

and senior city staff. Interviews may be done in a group/roundtable discussion, while others may be scheduled for one-on-one telephone interviews.

- **Special Outreach Measures.** Our aspirational goal for public engagement is to involve every City of Margate citizen, property owner, and business owner in the planning process. Using City staff as a resource, we will translate surveys and other written communications for use by the Haitian and Hispanic population in Margate. As opportunities for collaboration are brought forth, we will also engage young adults and students in the local schools; and, senior citizens through local recreation programs. Of course, social media content will be provided to engage several facets of the community.

***Community Engagement II - Vision Week 1.*** Given the intense media messages of our society, and the general busyness of people's lives, it is difficult to get the attention of residents. One effective method we have found which can capture attention is to have a concentrated vision week which can be communicated to residents via various tools and can bring some media attention.

- **Table Top Maps.** This activity requires a dedicated space. In this activity, maps of the city are placed on tables and residents can markup the maps for features they would like to see (such as bike trails for example), where they would like to see new forms of residential growth or any features they believe would make the City better.
- **The Roadways and Transit Options of the Future.** In the same dedicated space as the event listed above, we propose a visual map of future roadways, bikepaths, or transit options linking the City to the region. At certain times this map would be staffed for public comment.

***Community Engagement III – Service and Experience Priorities.*** In this stage of community engagement, we seek to understand what governmental services (recreation, public safety, libraries, etc) and private sector experiences (restaurants, movies, theater, etc) the residents find to be of significant value that they are willing to pay for them. The issue is that we often want more than we are willing to pay for. Only by determining what we find to be so valuable to us that we will pay for it can we develop a truly executable Vision Plan. While the vision itself may cover 25 or more years, the Vision Plan must focus on what can be done in the next five years to move toward that vision. This means we must plan within realistic resource constraints.

At this stage of community engagement there should be a good contact list of residents who have indicated some interest in the future of their city. These persons will be invited to budget simulation meetings in which they will be asked to allocate a theoretical budget for public services (with the numbers scaled to make the discussion easier).

This simulation is developed by and with City staff to ensure its realism. It will focus on general choice categories such as law enforcement, fire, recreation, etc.

Concurrent with the budget simulation meetings, a survey of city services in which respondents are asked to rate/select services based on a preference level (such as Corolla, Camry, Lexus) can be conducted. This survey should be available both on the web and as a paper copy at the simulation meetings.

This is one of the most significant conversations of the process. In this conversation the intent/goal is to frame the conversation as one of citizenry. You own this community. What do you want it to be? What are you willing to invest to make it so? What activities are you willing to support to make it the desired community?

Deliverables:

- 1) Memo Describing Analysis of Public Input and Survey results
- 2) Draft Vision Statement
- 3) Integration Strategy with Zoning Code
- 4) Integration Strategy with Community Redevelopment Plan
- 5) Narration of Future Planning and Zoning Focus

## Task 3: Design Statement

Create a Design Statement that articulates City's intent in guiding future development and redevelopment on a city-wide basis.

Visual Preference Survey. This activity also requires a dedicated space for the activity. In this activity a series of images will be provided for residents to select their preferences on design features (frontage, public space, height) for distinct areas of the City (Medical Village, Downtown). Throughout the week, residents can come by and vote for their favorite images. The vision document and design statement will reflect the selected images.

Deliverables:

- 1) Memo Describing Analysis of Public Input and Survey Results
- 2) Draft Urban Design Statement
- 3) Integration Strategy for Zoning Code
- 4) Integration Strategy for Community Redevelopment Plan

## 5) Narration of Future Urban Design Goals and Objectives

### Task 4: Future Land Use Element

The goal in creating a revised Future Land Use Element is to create a framework for assessing perspective land use, zoning, and growth management decisions. It will establish standards for allowable use, intensity and density of land and provide for consistency between land use classifications and zoning districts.

This element will also provide a citywide design structure and hierarchy of uses and developments to guide stakeholders and the Commission when deliberating future development proposals.

Margate is essentially a “built-out” community so the focus of the element will provide for sustainable redevelopment and infill development opportunities, as well as neighborhood preservation.

Update Future Land Use Plan designating future general distribution, location, and extent of all land use categories including residential, commercial, industry, agriculture, recreation, conservation, education, public facilities, and other public and private land use.

This assessment shall include approximate acreages and the general range of density or intensity of use provided for the gross land area included in each existing land use category.

The element shall establish the long-term end toward which land use programs and activities are ultimately directed.

Each future land use category must be defined in terms of uses included, and must include standards to be followed in the control and distribution of population densities and building and structure intensities.

The proposed distribution, location, and extent of the various categories of land use shall be shown on a land use map or map series, which shall be the graphic depiction of the Goals, Objectives and Policies that explain how the land uses are managed. The policies also provide the basis for land development regulations, including the Land Development Code. City staff will provide current copies of all existing Comprehensive Plan Elements in Microsoft Word format.

#### Deliverables:

- 1) 10 final copies of draft Amended Future Land Use Element (provided in Word/PDF and digital format)
- 2) A dynamic, digital version of the entire Amended Comprehensive Plan capable of being integrated into the Margate Development Services Department website, as described below:
  - a. A fully formatted Future Land Use Element using Adobe InDesign or similar software to provide a high-level graphic layout and production.
  - b. The FLUE will be easily navigable with hyperlinks and cross references to supplemental policies and elements.
  - c. All other elements will be formatted with an updated page layout to include a compatible header and footer.

## Task 5: Local Planning Agency Workshops

Two workshops will be held with the Local Planning Agency. The first will occur after the public input on the key issues. The Local Planning Agency will review the key issues and provide comments and recommendations.

At the second workshop, the Local Planning Agency will review the Draft Comprehensive Plan and make recommendations.

City staff will provide the staff reports for the workshops.

Deliverables:

- 1) The consultant will prepare and present a PowerPoint presentation summarizing the results of the public input.
- 2) The consultant will prepare and present a PowerPoint presentation summarizing the recommendations of the Comprehensive Plan.

## Task 6: Local Planning Agency Public Hearing

A public hearing will be held by the Local Planning Agency to make recommendations to the City Commission regarding the adoption of the Comprehensive Plan.

City staff will provide the staff reports for the public hearing.

Deliverables:

- 1) The consultant will prepare and present a PowerPoint presentation summarizing the recommendations of the Comprehensive Plan.

## Task 7: City Commission Workshop

The City Commission will hold a workshop to review the draft Comprehensive Plan and identified revisions to the Plan.

City staff will provide the staff reports for the workshop.

Deliverables:

- 1) The consultant will prepare and present a PowerPoint presentation summarizing the recommendations of the Comprehensive Plan.



## Task 8: City Commission Transmittal Hearing

A public hearing will be held by the City Commission for the transmittal of the Comprehensive Plan.

City staff will provide the staff reports for the public hearing.

City staff will transmit the amendments to DEO, and respond to the ORC. City staff will also apply for and oversee all processes pertaining to BCPC Recertification of the amended Plan.

Deliverables:

- 1) The consultant will prepare and present a PowerPoint presentation summarizing the recommendations of the Comprehensive Plan.

**\$99,895**

## Enhanced Public Involvement 1 (Optional)

The level of public participation increases when the issue impacts their neighborhood. Margate is divided into 12 planning areas based on neighborhoods and related development (Figure 1). The enhanced public involvement task will involve a community town hall meeting for each of the 12 planning areas. The focus of the meeting will be:

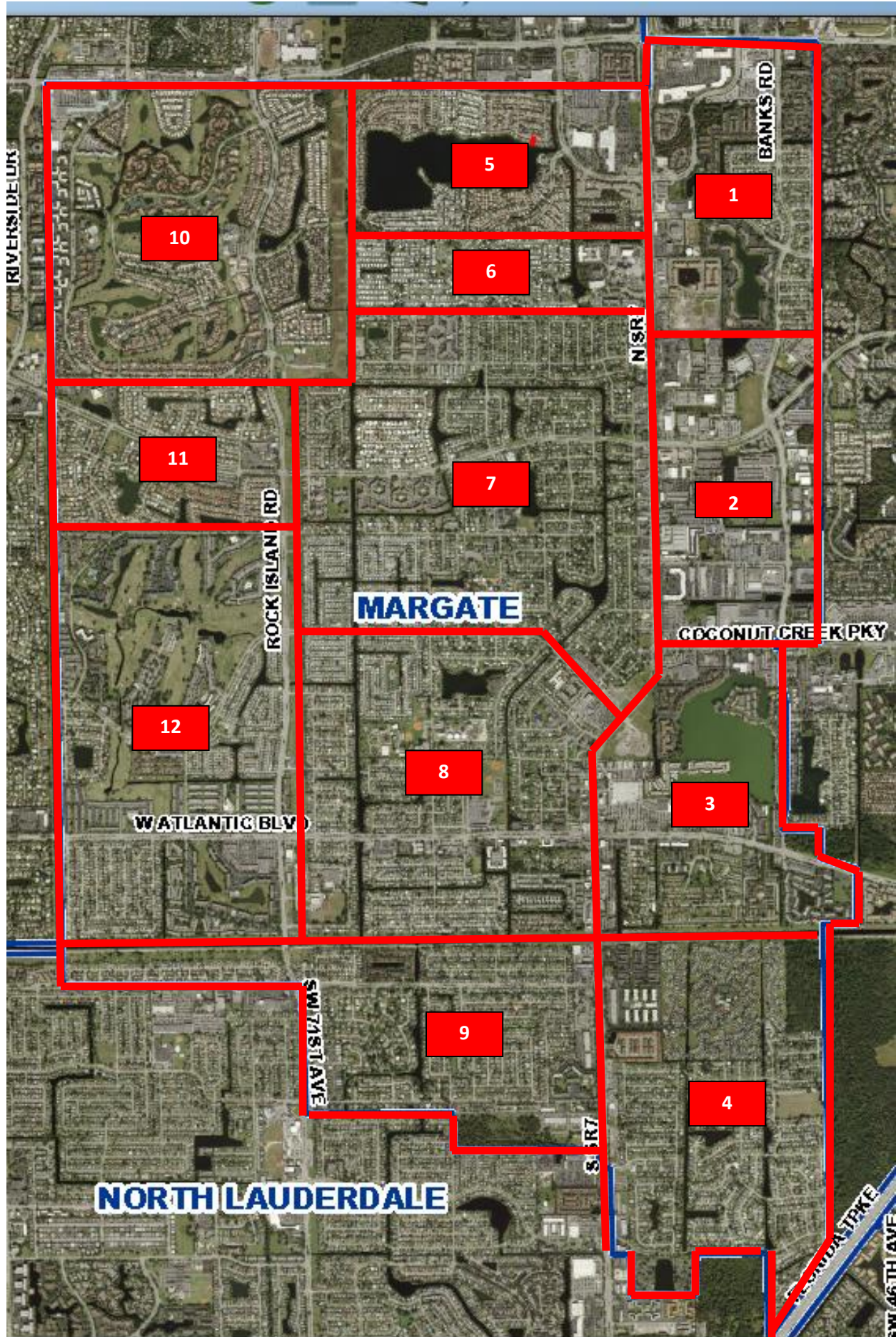
- Features of the City and their neighborhood the residents want to maintain
- Features of the City t and their neighborhood he residents want to change
- Key challenges facing the City and their neighborhood
- key issues to be addressed
- Ideas for creating community wealth and improving the City and their neighborhood
- Opportunities and Values that the residents want to build upon for the future
- A summary positioning statement which describes the preferred future community

**\$3,600**

## Enhanced Public Involvement 2 (Optional)

- **Focus Groups.** Various focus group meetings will be conducted. These focus groups will discuss questions such as: What features do we need as a city to attract more visitors, businesses, residents? How can we create more jobs? What additional services would be of value? Some of the groups that could be held include (new ones may be added as identified in the initial outreach phase):
  - High school students – What would make Margate an attractive place to remain in as a resident.
  - Middle school students/recreation program participants – “the city I would like to live in”
  - Recreation program parents
  - Senior centers
  - Businesses
- **Individual Listening Sessions.** At scheduled times residents can come to either the dedicated site or at various sites in the City for an individual discussion of their vision for the City. We suggest this method because some people simply do not like a town hall format.

**\$15,000**



## Additional Data Collection (Optional).

This optional phase would be a scientific survey developed using the data from Engagement 1 and 2. Its purpose is to provide valid information about the views and preferences of a reliable sample of residents. Its value lies in ensuring the vision is consistent with the broad vision of the community.

**\$17,000**