HALLANDALE BEACH

COMMUNITY REDEVELOPMENT AGENCY

COMMUNITY REDEVELOPMENT IMPLEMENTATION PLAN

MARCH 2012

Hallandale Beach

Community Redevelopment agency

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MISSION STATEMENT

"The mission of the HBCRA is to promote economic development and enhance quality of life by eliminating and preventing blighted conditions through the facilitation of community partnerships, business growth, job creation and neighborhood revitalization."

SECTION ONE: INTRODUCTION

A. Definitions

(1) "Agency" or "community redevelopment agency" means a public agency created by, or designated pursuant to, s. 163.356 or s. 163.357..

(2) "Public body" means the state or any county, municipality, authority, special district as defined in s. 165.031(5), or other public body of the state, except a school district.

(3) "Governing body" means the council, commission, or other legislative body charged with governing the county or municipality.

(4) "Mayor" means the mayor of a municipality or, for a county, the chair of the board of county commissioners or such other officer as may be constituted by law to act as the executive head of such municipality or county.

(5) "Clerk" means the clerk or other official of the county or municipality who is the custodian of the official records of such county or municipality.

(6) "Federal Government" includes the United States or any agency or instrumentality, corporate or otherwise, of the United States.

(7) "Slum area" means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;

(b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or

(c) The existence of conditions that endanger life or property by fire or other causes.

(8) "Blighted area" means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;

(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;

(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;

(d) Unsanitary or unsafe conditions;

(e) Deterioration of site or other improvements;

(f) Inadequate and outdated building density patterns;

(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;

(h) Tax or special assessment delinquency exceeding the fair value of the land;

(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;

(j) Incidence of crime in the area higher than in the remainder of the county or municipality;

(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;

(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;

(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or

(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

However, the term "blighted area" also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to s. 163.387(2)(a) agree, either by inter-local agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, "blighted area" means an area as defined in this subsection.

(9) "Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

(10) "Community redevelopment area" means a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate

income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment. For community redevelopment agencies created after July 1, 2006, a community redevelopment area may not consist of more than 80 percent of a municipality.

(11) "Community redevelopment plan" means a plan, as it exists from time to time, for a community redevelopment area.

(12) "Related activities" means:

(a) Planning work for the preparation of a general neighborhood redevelopment plan or for the preparation or completion of a communitywide plan or program pursuant to s. 163.365;

(b) The functions related to the acquisition and disposal of real property pursuant to s. 163.370(4);

(c) The development of affordable housing for residents of the area;

(d) The development of community policing innovations.

(13) "Real property" means all lands, including improvements and fixtures thereon, and property of any nature appurtenant thereto or used in connection therewith and every estate, interest, right, and use, legal or equitable, therein, including but not limited to terms for years and liens by way of judgment, mortgage, or otherwise.

(14) "Bonds" means any bonds (including refunding bonds), notes, interim certificates, and certificates of indebtedness, debentures, or other obligations.

(15) "Obligee" means and includes any bondholder, agents or trustees for any bondholders, or lessor demising to the county or municipality property used in connection with community redevelopment, or any assignee or assignees of such lessor's interest or any part thereof, and the Federal Government when it is a party to any contract with the county or municipality.

(16) "Person" means any individual, firm, partnership, corporation, company, association, joint stock association, or body politic and includes any trustee, receiver, assignee, or other person acting in a similar representative capacity.

(17) "Area of operation" means, for a county, the area within the boundaries of the county, and for a municipality, the area within the corporate limits of the municipality.

(18) "Housing authority" means a housing authority created by and established pursuant to chapter 421.

(19) "Board" or "commission" means a board, commission, department, division, office, body or other unit of the county or municipality.

(20) "Public officer" means any officer who is in charge of any department or branch of the government of the county or municipality relating to health, fire, building regulations, or other activities concerning dwellings in the county or municipality.

(21) "Debt service millage" means any millage levied pursuant to s. 12, Art. VII of the State Constitution.

(22) "Increment revenue" means the amount calculated pursuant to s. 163.387(1).

(23) "Community policing innovation" means a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.

(24) "Taxing authority" means a public body that levies or is authorized to levy an ad valorem tax on real property located in a community redevelopment.

B. Preface

This Community Redevelopment Implementation Plan (Plan) strategically and programmatically supports the City Commission's mission of enhancing the quality of life in Hallandale Beach.

These projects and actions included as part of the plan will serve as the strategies to fulfill the four (4) Strategic Priorities of creating the following:

1. Livable community.
2. Ensuring excellence in government.
3. Enhancing the quality of life through Environmental Sustainability.
4. Economic Development to support business owners, improving property values and provide a healthy balance of residential, commercial and light industry with a mix of local opportunities.

The set of programs and actions presented in this Plan will serve as a vehicle to systematically accomplish the goals and objectives of the CRA:

1. To revitalize and redevelop the CRA area to eliminate conditions, influences and causes of slum and blight as defined in Florida Statute 163 part III. Over the next few years the Plan will proactively create safer neighborhoods and improve neighborhood infrastructure and increase pedestrian friendly systems;
2. To establish a results-oriented Economic Development Program that creates and increases job opportunities and expand tax base in addition to increased capital investments;
3. Provide technical assistance to existing business and to create a community-wide small business positive image /brand that will create a reputation of being a business friendly community;

4. To provide other miscellaneous economic development opportunities to include workforce training, development and placement, transportation and technology improvements, and to encourage and attract cultural art enterprises;
5. To continue to provide affordable housing opportunities. To participate in Land Acquisition and Assemblage. The City of Hallandale Beach will position itself for success in the marketplace by restructuring the current Economic Development program to focus on the following: to develop a structure to reflect best practices in private sector planning, execution and measurement; to create economic development processes to accelerate incentive and permit approval to fit the quick response nature of current projects by eliminating duplications and delays; and, to continue to strengthen business community buy-in, while cultivating partnerships to leverage resources. The Economic Development effort will advance a comprehensive economic development strategy designed to identify and target future drivers of job growth and enhance competitiveness through the updating of policy, regulatory infrastructure and incentive factors. The Economic Development Office/CRA will be responsible for spearheading comprehensive business intelligence, public relations, marketing, outreach, local business retention and expansion, and prospect/project management. This Economic Development approach and effort will enable the City to achieve the Commission's strategic priority of creating jobs, expanding the tax base and creating a healthy balance of residential, commercial and light industry;
6. To provide measurable reports and a revised CRA Plan with measurable outcomes.

C. Introduction and Legal Authority

The Florida Statues, Chapter 163, Part III, as amended requires that a redevelopment agency administering a redevelopment plan prepare and adopt an amended and/or revised implementation plan for its project area every 5 years. The principal goal of the plan is to guide the agency in the implementation of its redevelopment program to help eliminate blighting influences. In addition, the plan will be consistent with the Hallandale Beach Comprehensive Plan and in accordance with available resources. The implementation plan is a guide, incorporating the goals, objectives, and potential activities of an agency for the five-year implementation plan period, while providing flexibility so the agency may adjust to changing circumstances, new opportunities and private participation. This document constitutes the 2011 through 2016 ("Planning Period"). This implementation Plan ("Plan") for the Hallandale Beach Community Redevelopment (project area) is administered by the Hallandale Community Beach Redevelopment Agency ("CRA"). This is Plan outlines the programs of community revitalization, economic development, affordable housing, community policing, neighborhood improvements and other activities for the CRA during the Planning Period.

LEGAL AUTHORITY: AUTHORITY TO UNDERTAKE REDEVELOPMENT

This document has been prepared under the direction of the City of Hallandale Beach Community Redevelopment Agency Board of Directors, in accordance with the Community Redevelopment Act of 1969, F. S.163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Community

Redevelopment Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment." For the purposes of this Community Redevelopment Plan, the following definition, taken from the Florida Statutes, shall apply:

"Community Redevelopment" or **"Redevelopment"** means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan. The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a *"Finding of Necessity"* by the governing body. This finding must demonstrate that:

(1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in the county or municipality; and,

(2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

The adoption of this plan and any subsequent modification or amendments, shall follow the required procedures through public hearing and the adoption of the necessary resolutions and ordinances.

BACKGROUND HISTORY AND THE CREATION OF THE COMMUNITY REDEVELOPMENT AGENCY

The City of Hallandale Beach is an older coastal community within Broward County and is essentially built out. Accordingly, there are limited opportunities for future development on large vacant parcels. Therefore, the City of Hallandale Beach has long recognized the importance of the revitalization and rehabilitation of areas which are in a state of decline and deterioration. The City has also recognized the importance of a comprehensive strategy with which to guide and prioritize City improvements.

Since 1985, the City has taken an active approach to promoting affordable housing. Grants have been sought and approved for acquisition of vacant land and the City has waived certain City liens and donated City owned lots to qualified applicants for new owner-occupied single-family homes. Through City and Broward County community development efforts, over one hundred homes have been developed for eligible low and moderate income families, with several more being developed in partnership with the Broward County Housing Finance Authority. Two areas in northwest Hallandale Beach, known as Area "A" and Area "B" have been designated as "model" neighborhoods, with street alignments and infrastructure improvements completed to complement construction of new, owner occupied affordable single family housing. Area "A" is enclosed by NW 4th Avenue and NW 2nd Avenue, between

NW 3rd Court and NW 4th Street. Area "B" is enclosed by NW 4th Avenue and NW 5th Terrace, from NW 3rd Street to NW 5th Street.

The City has utilized Community Development Block Grants and numerous other grant opportunities over the past twenty years for housing development and capital improvements. The City continues to seek all possible revenue sources to enhance public safety, improve recreational facilities, improve public works, provide an avenue for affordable housing and reverse declining conditions within the City. The budgetary constraints facing the City are significant with respect to continued revitalization efforts.

In recognition of the constraints, the City Commission on March 19, 1996 authorized City staff to pursue the creation of a Community Redevelopment Agency (CRA). The City Commission directed CRA creation so as to utilize an additional funding mechanism to address the revitalization and rehabilitation of eligible areas which are in a state of decline or deterioration and to provide for expanded affordable housing opportunities.

In keeping with the City Commission's directive, staff was authorized to prepare the documentation required to request Broward County Commission authority to establish a Hallandale Beach CRA and to do a needs assessment for the Hallandale Beach Community Redevelopment Area (CRA) pursuant to Chapter 163, Part II, Section 163.410, Florida Statues (1995).

Broward County, as a home rule charter county, delegated authority on August 13, 1996 to establish a CRA through Resolution No. 96-0698. Broward County pursuant to Part III, Chapter 163, Florida Statues, subject to the Board's review and approval of the Community Redevelopment Area Plan.

Broward County specifically retained the power to authorize the establishment of a Redevelopment Trust Fund pursuant to Section 163.387, Florida Statues until such time as the Board of County Commission's approval of the Hallandale Beach CRA Plan.

On November 26, 1996, Broward County adopted a resolution approving the CRA Plan.

The Redevelopment Trust Fund was established by City Commission Ordinance # 96-25, and effective December 27, 1996.

Several planning studies conducted by the City, including the City-Wide Master Plan, the City's Comprehensive Plan, Design Guidelines Manual, the Transportation Master Plan, the Affordable Housing Study and the CRA Economic Analysis prepared by Lambert Advisory; have examined the various opportunities and constraints involved in realizing successful revitalization and redevelopment throughout the CRA area.

The underlying factor throughout has been the need for sustainable change and growth in the character of the area. It is clear that in order to achieve this, a large investment by both parties and the public sector is required to realize that potential. A combination of property improvements, new construction and public improvement will be required to reverse the conditions and help create the quality of life and economic vitality the community and City of Hallandale Beach have envisioned.

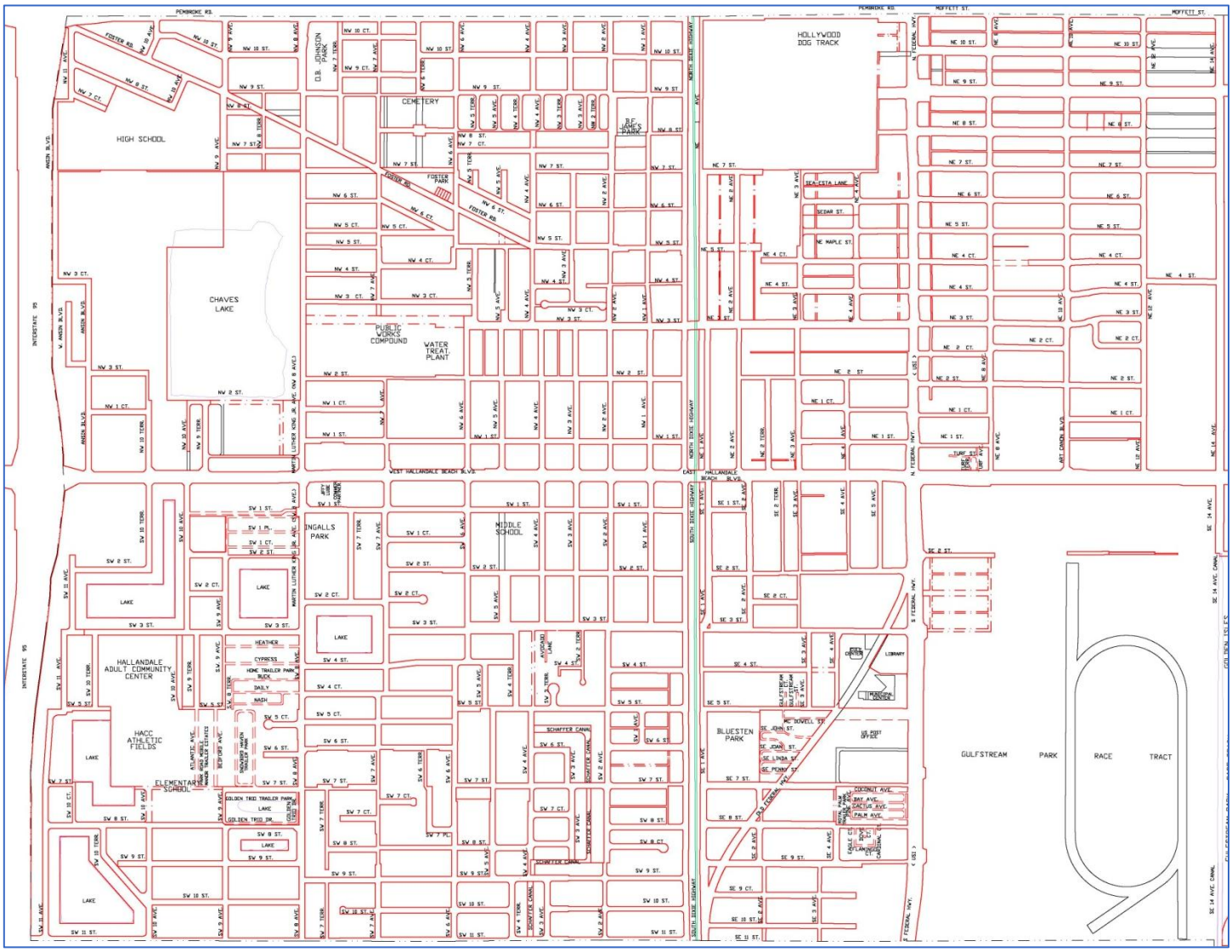
POWERS OF THE COMMUNITY REDEVELOPMENT AGENCY

As authorized by the Community Redevelopment Act, a wide variety of powers are available to the City of Hallandale Beach to carry out redevelopment activities. While most of these powers may be delegated to a Community Redevelopment Agency, others may not. These powers, which continue to vest in the City Commission, are as follows:

- The power to determine an area to be a slum or blighted area and to designate such an area as appropriate for community redevelopment;
- The power to grant final approval to community redevelopment plans and modifications thereof;
- Prior to the approval of the community redevelopment plan or approval of any modifications of the plan, the power to approve the acquisition, demolition, removal, or disposal of property and the power to assume the responsibility to bear loss;
- The power to authorize the issuance of revenue bonds;
- The power to acquire property deemed necessary for community redevelopment, except that the use of eminent domain (for public purpose) shall require specific approval from the City Commission;
- The power to hold, improve, clear, or prepare any acquired property for redevelopment;
- The power to dispose of property acquired within the community redevelopment area for uses in accordance with the plan;
- The power to construct improvements necessary to carry out community redevelopment objectives;
- The power to carry out programs of repair and rehabilitation;
- The power to plan for and assist in the relocation of persons and businesses displaced by redevelopment activities;
- The power to receive and utilize tax increment revenues to fund redevelopment activities;
- The power to appropriate such funds, and make such expenditures as necessary to carry out the purposes of the Community Redevelopment Act of 1969;
- Other powers authorized by the Act but which the City Commission has elected not to Delegate to the Agency are:
    - The power to zone or rezone any part of the city or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period;
    - The power to close, vacate, plan, or re-plan streets, roads, sidewalks, ways or other places and to plan or re-plan any part of the city.

D. Project Area Background

CRA Boundaries: The CRA area is bounded on the north by Pembroke Road, on the south by County Line Road, on the east by NE 14TH Avenue and the SE 14TH Avenue canal and on the west by Interstate 95. These boundaries are indicated on which displays the CRA boundaries.



CRA Boundaries

REDEVELOPMENT TRUST FUND USES

After approval of a community redevelopment plan, there may be established for each community redevelopment agency created under s. *163.356* a redevelopment trust fund. Funds allocated to and deposited into this fund shall be used by the agency to finance or refinance any community redevelopment it undertakes pursuant to the approved community redevelopment plan. No community redevelopment agency may receive or spend any increment revenues pursuant to this section unless and until the governing body has, by ordinance, created the trust fund and provided for the funding of the redevelopment trust fund until the time certain set forth in the community redevelopment plan as required by s. *163.362*(10). Such ordinance may be adopted only after the governing body has approved a community redevelopment plan.

Moneys in the redevelopment trust fund may be expended from time to time for undertakings of a community redevelopment agency as described in the community redevelopment plan for the following purposes, including, but not limited to:

- Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the agency.
- Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.
- The acquisition of real property in the redevelopment area.
- The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants within or outside the community redevelopment area as provided in s. *163.370.*
- The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
- All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
- The development of affordable housing within the community redevelopment area.
- The development of community policing innovations.

RELATIONSHIP TO HALLANDALE BEACH'S COMPREHENSIVE PLAN

It is the intent of the CRA that all proposed projects and activities conform to the Hallandale Beach Comprehensive Plan under the Community Planning Act. In addition, to the Comprehensive Plan, all projects will comply with the regulations set forth in the City's Zoning and Land Development Code, Design Guidelines Manual and the City-Wide Master Plan.

The City-Wide Master Plan is intended to provide a vision for future developments to control the growth taking place within the City. Any redevelopment projects that take place within the CRA will be planned in accordance with the Master Plan to promote a vibrant sustainable and pedestrian- friendly environment.

MANAGEMENT AND IMPLEMENTATION OF PLAN

The City of Hallandale Beach City Commission adopted Resolution No. 96-15 on September 17, 1996, the "Finding of Necessity" for establishing the Community Redevelopment Agency (CRA), and naming the City Commission as the Board of Directors who provide policy and management oversight in carrying out the program and objectives of the Redevelopment Plan.

OFFICERS AND EMPLOYEES

Officers. The officers of the CRA shall be a Chair and a Vice-Chair.

Chair. The Mayor of the City shall serve as Chair of the CRA. The Chair shall preside at all meetings of the CRA and shall execute instruments in the name of the CRA as may be required, and shall have general supervision, direction and control over the business and operations of the CRA.

Vice-Chair. The Vice-Mayor of the City shall serve as the Vice-Chair. The Vice-Chair shall, in the absence, disqualification, resignation, death, or disability of the Chair, or at the Chair's direction, exercise the functions of the Chair.

Executive Director. The CRA Board shall appoint a CRA Executive Director to administer its business and operations.

General. The Executive Director shall be the chief executive officer of the CRA.

Responsibility. The Executive Director shall prepare the CRA agenda, attend all meetings of the CRA, and shall be responsible for carrying out the policies established by the CRA. The Executive Director shall have general supervision over, and be responsible for, the performance of the day-to-day operations of the CRA. The Executive Director shall hire and set compensation for, necessary employees of the CRA, including contract employees, except as otherwise provided for herein. The Executive Director shall be responsible for preparing an annual budget for the CRA's approval, and shall be otherwise responsible for the CRA's fiscal operations.

Property Negotiations. The Executive Director may evaluate and negotiate for the CRA to acquire appropriate parcels of property in accordance with approved CRA redevelopment plans, applicable law and CRA actions.

Secretary. The CRA Board shall appoint the CRA Secretary. The Secretary shall be the custodian of the official seal and all books and records of the CRA. The Secretary shall attend all meetings of the CRA and keep minutes of its proceedings. All minutes once approved by the CRA shall be signed and certified by the Secretary and the Chair of the CRA, and shall be prima facie evidence of the facts and happening stated within the official minutes. The Secretary shall keep the seal in safe custody and have the power to affix the CRA's official seal to and attest all contracts and instruments to be executed by the CRA. The Secretary may delegate such duties to one or more individuals as a designee of the Secretary. The Secretary may perform such other duties as may be assigned by the Board.

General and Special Counsel. The Board shall appoint and set compensation for the CRA General Counsel who shall attend all meetings of the CRA and shall be responsible for the

oversight of the CRA's legal affairs. Upon receiving the recommendation of the General Counsel, the Board shall also appoint and set compensation for any Special Counsel as it deems necessary and appropriate, who shall work under the general supervision of the General Counsel.

Employees, Agents and Consultants.

Hiring.

The CRA may hire, retain, and engage such employees, agents, consultants, experts, attorneys and specialists, as it deems necessary. Except as otherwise provided in these By-Laws or applicable law, the CRA Board of Commissioners is empowered to approve employment contracts, professional services agreement and other consulting contracts under such terms and conditions and durations as it deems appropriate to carrying out the purpose and objectives of the CRA.

Employment and Personnel Policies.

The City of Hallandale Beach is to provide personnel services which shall include but not limited to, staff recruitment, training and compliance; record retention with respect to personnel actions and such other personnel services as may be needed. All employees of HBCRA shall be entitled to participate in all benefit programs afforded to City employees. The HBCRA has adopted the City's Personnel Policies.

RESTRICTIVE COVENANTS AND IMPROVEMENT INCENTIVES

The CRA and the City of Hallandale Beach will use the following legal and regulatory means to promote the redevelopment of the CRA area:

- Restrictive covenants are required when City lots are donated for development of affordable, owner-occupied housing. These covenants require the recipient of the lot to meet Broward County low and moderate income qualification and the lot must be developed within a time certain or will revert to the City of Hallandale Beach or the CRA, as appropriate.
- The CRA will encourage the City to waive certain City liens against lots coming to the City of Hallandale Beach through donation or foreclosure in order to facilitate the use of these lots for construction of owner-occupied affordable housing.
- The City will continue to assist businesses in obtaining licenses and permits for expansion of location within the City.
- The Comprehensive Code Compliance Program includes the Neighborhood Improvement Program referred to as the (NIP). Property owners of both residential and commercial properties are financially assisted to achieve compliance with parking, drainage, and property maintenance codes.

PROVISION OF TIME CERTAIN & SEVERABILITY

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration or commitment of up to, but not exceeding thirty (30) years after the fiscal year in which the CRA Plan is approved, adopted or amended by the City Commission, per Section 163.362 (10) and Section 163.361, F.S.

ENSURE FINANCIAL ACCOUNTABILITY

The CRA shall maintain adequate records for an annual audit which shall be conducted by an independent auditor. The findings of the audit shall be presented at a meeting of the City Commission/CRA Board of Directors.

The annual Audit Report shall be accompanied by the CRA Annual Report and shall be provided to the City for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Report.

E. Current CRA Conditions

The following statistical information regarding the demographics, physical and environmental conditions within the CRA area support its designation as a redevelopment area in keeping with the applicable Florida Statutes.

Populations: According to the Bureau of Economic and Business Research (BEBR) of the University of Florida estimate that the population for Hallandale Beach was 37,229 in as of April 1, 2011. This number is expected to grow to 48,493 by 2020, which does not include seasonal residents.

Income: The CRA area is comprised of five census tracts, as follows:

1. Northeast (Partial) Hallandale Beach — Tract 1002
2. Southwest/Southeast (Partial) Hallandale Beach — Tract 1003

3. Northwest Hallandale Beach — Tract 1004
4. Southwest (Partial) Hallandale Beach — Tract 1005
5. Southeast (Partial) Hallandale Beach — Tract 1001.03
   Consists of Federal Highway east to SE 14th Avenue Canal

The portion of Census Tract 1001.03 within the CRA area is primarily Gulfstream Race Track property with several shopping areas along Federal Highway and East Hallandale Beach Boulevard. There are no dwelling units within this portion of Census Tract 1001.03.

The median household income for the City as of 2000, per the US Census Bureau is $28,266. According to the Federal Financial Institutions Examination Council (FFIEC) the median household and family income within the CRA census tracts is as follows:

Tract Code	Tract Income Level	Tract Median Family Income %	2011 Est. Tract Median Family Income	2000 Tract Median Family Income	Tract Population	Tract Minority %	Minority Population	Owner Occupied Units	1- to 4-Family Units
1001.03	Middle	99.35	$61,398	$50,241	3752	16.15	606	1677	364
1002	Moderate	58.28	$36,017	$29,470	5722	29.05	1662	2078	1423
1003	Moderate	64.93	$40,127	$32,837	5980	59.59	3384	1263	2130
1004	Low	49.49	$30,585	$25,029	4137	95.53	3952	460	1373
1005	Moderate	50.96	$31,493	$25,768	4486	38.1	1709	1549	3022

2011 FFIEC Census Report - Summary Census Demographic Information

All Census Tracts except the portion of Census Tract 1001.03 included within the CRA are qualified for expenditure of Community Development Block Grants (51% or greater concentration of low and moderate income persons). The portion of Census Tract 1001.03 is included within the CRA in accordance with the enabling Florida Statues which permit inclusion of commercial areas such as Gulfstream Racing Track and Casino which is contiguous to low moderate residential areas. Gulfstream Park redevelopment would positively impact the "core" redevelopment area, west of Federal Highway.

Number of Dwelling Units On May 4th, 2007 during the Special City Commission/ CRA Board of Director meeting, the Community Redevelopment Agency (CRA) Affordable Housing program recognized the importance of developing a comprehensive Affordable Housing strategy. A major component to the development of the Affordable Housing strategy is the completion of an Affordable Housing Study. In order to fully explore all possible housing options that might assist the City in addressing the housing market, staff was directed to conduct an affordable housing study to assist in defining "affordable housing," within the City of Hallandale Beach. Rutgers University, Center for Urban Policy Research (CUPR) was contracted to conduct a Workforce/Affordable Housing Study. The purpose of the housing study was to provide an independent analysis of the City's housing needs. The study consists of two major components, which are:

Section I. Determine Workforce/ Affordable Housing Needs

HALLANDALE BEACH WORKFORCE HOUSING

Since 1985, the City has taken an active approach to promoting affordable housing. Grants have been sought and approved for acquisition of vacant land, and the City of Hallandale Beach has waived certain City liens and donated City-owned lots to qualified applicants for new owner-occupied single-family homes.

The City has utilized Community Development Block Grant and other grant opportunities over the past twenty years for housing development and capital improvements. The City continues to seek all possible revenue sources to enhance public safety, improve recreational facilities, improve public works, provide avenues for affordable housing, and reverse declining conditions within the City.

Affordable Housing Down Payment Assistance Program

The Hallandale Beach Community Redevelopment Agency assists homebuyers with the cost of construction of a new single-family home or the purchase of an existing home, condominium, or townhouse. The City provides a lump sum of $25,000 or $50,000 that can be used to purchase a lot or for construction and/or closing costs, or to lower the mortgage.

This assistance will become a second mortgage with no interest. No payments are due as long as the recipient lives in the house. The applicant must be approved by a financial institution (bank, credit union, or mortgage banker) for the additional funds to pay for the cost of new construction. Assistance is disbursed upon the closing of the loan with the lender.

THE MULTIPLE COMPONENTS OF LOCAL WORKFORCE HOUSING NEED

This section to be updated once study has been completed by Florida Atlantic University.

TABLE V-A: Components of Local Workforce Housing Need

Population served	
A. Targeted income group	Households below 120 percent of median family income. Family income for the City of Hallandale Beach in 2008 was $47,306.
B. Level of severity of housing costs	Households that pay more than 30 percent of their family income for housing.
C. Income as the basis for housing costs	2000 median household income for the City of Hallandale Beach ($28,266); updated to 2008 ($34,422). Implementation strategies use individual household income.
D. Time period of action	What can be delivered over the period 2008–2020.
Workforce housing strategies	
A. Future cost-burdened workforce housing need	Share of the *future* local growth in households below 120 percent of median family income likely to pay more than 30 percent of their household income for housing.
B. Current rehabilitation workforce housing need	Share of current local households below 120 percent of median family income who live in crowded/deteriorated housing.
C. Current preservation workforce housing need	Share of existing local inventory of workforce housing likely to be lost from the stock.
D. Backlog cost-burdened workforce housing need	Share of *existing* local households below 120 percent of median family income that pay more than 30 percent of their household income for housing.

Source: Center for Urban Policy Research, Rutgers University, 2008.

Section II. Modeling Affordable Housing Delivery

CREATING A HOUSING AFFORDABLE MODEL

The study identifies overall housing strategies for the City and provides specific recommendations for future action. On, May 20, 2009 the City Commission/CRA Board of Directors adopted the City of Hallandale Beach Workforce/Affordable Housing Needs Study. The following findings and recommendations were presented to address Workforce/Affordable Housing in the City of Hallandale Beach: Hallandale Beach's Workforce Housing Need/Remedies, by Type, 2008–2020

Type of Workforce Housing Need (Housings < 120% of Median)	Units	How Need Should Be Addressed	What Is Impacted
Future Cost-Burdened Workforce Housing Need (<30 of Income for Housing Costs)	768	Inclusionary Housing 1 per 6 units Market Residential 1 per 14 jobs or 5,000 sq. ft. of Market Nonresidential (Cost could be paid into fund)	New residential and nonresidential development
Current Rehabilitation Workforce Housing Need (3 Indices if Deteriorated Need; Require 2 for Deterioration or 1+ old unit)	245	Provide 50% of rehab costs as a grant by raising local non- new construction building permit fees by 33 percent	Existing residential and nonresidential space improvers
Preservation Workforce Housing Need (Existing workforce units likely to be lost in the City of Hallandale Beach)	134	Buy structure at market or foreclosed price secured through property tax abatement for first right of purchase refusal	General taxpayer (minimally)
Backlog Cost-Burdened Workforce Housing Need (Goal: 12% of Existing Need: > 30% of incoming for housing costs)	803	Provide subsidy to landlords to lower rent for existing unit through more-efficient use of the Real Estate Transfer Tax	Existing residential and nonresidential real estate transfer (statewide)
TOTAL (12 Years)	1,950	163 unit per year for 12 years	Burden spread across all sectors

Rendering workforce housing for 12 percent of this need over the period 2008–2020 would amount to 803 additional local workforce housing units. Buying down rents to landlords for workforce housing occupancy should come from funds garnered through redirecting and more efficient use of the real estate transfer tax.

Given the above, the City of Hallandale Beach should produce approximately 1,968 units of new, rehabilitated, or subsidized workforce housing over the next 12 years. That should amount to approximately **164 units each year for 12 years.**

Low/ Moderate Income Housing Impact

The majority of the dwelling units within the CRA are occupied by low and moderate income persons. Accordingly, it is appropriate to complete a neighborhood impact element detailing the impact of redevelopment upon residents and surrounding areas.

The following factors are considered in a neighborhood impact element, which are relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population and other physical and social issues are discussed as follows:

Relocation: The CRA is exploring additional programs that would include the voluntary sale/purchase of vacant lots suitable for single-family construction. The City has also implemented a demolition program where vacant unsafe and distressed structures, deemed such by the City's Building Division are demolished by the City, thereby improving neighborhood conditions and surrounding communities. The CRA may also utilize available funding for demolition of vacant unsafe residential and commercial structures.

The demolition of unsafe structures is also being accomplished by the City and Broward County. Such demolitions are funded through the Community Development Block Grant (CDBG) Program and City funds. Demolition of unsafe, owner-occupied structures is normally carried out through Broward County CDBG Programs following the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA) (42) U.S.C.4201-4655 and 49 CFR Part 24.

Traffic Circulation: The City has undertaken the efforts to address the traffic conditions, by way of a traffic study. The purpose of the study is to conduct an area-wide transportation study which results in a City-Wide Transportation Master Plan (TMP). The TMP includes the development of a traffic impact fee model to determine project impacts and the associated costs of accommodating traffic from the development activity in the City.

Environmental Quality: The environmental quality of neighborhoods has been and continues to enhance the construction of new minor and major development housing opportunities throughout the CRA area. As permitted, new communities complete with redesigned or new roadways, landscaping and the application of Crime Prevention Through Environmental Design (CPTED) principles will be developed. Vacant lots and larger vacant parcels tend to accumulate junk and debris, promote loitering and often become a blighting influence in a neighborhood. The City has also undertaken efforts to adopt a Green Building Ordinance, which will set the parameters for incorporating green building principles and

practices into the design, construction and to evaluate all land purchases for future development on the basis of reducing environmental impacts.

Available Community Facilities & Services: The CRA contains the majority of community facilities and services as set forth under the public facilities section.

Effect on School Population: The CRA includes the following schools, which are located in the City.

- Hallandale Beach High School
- Hallandale Beach Alternative School
- Gulfstream Middle School
- Hallandale Beach Elementary School

The addition to in-fill housing and development of new neighborhoods within available land will not negatively impact the capacity of the schools within the CRA area. The City has adopted a PSFE into its Comprehensive Plan making the availability of public school a prerequisite for the approval of residential plats and site plans. Residential projects are evaluated based on the impact to the three levels of schools: elementary, middle, and high school. If a project fails to meet school concurrency, then proportionate share mitigation must be proposed by the applicant and accepted by the City, County, and School Board.

Other Physical & Social Impacts: The construction of owner occupied housing including single family homes and attached townhomes and similar developments will positively impact neighborhoods. A minimal amount of disruption will be due to delivery of material and construction noise.

The social impact is considered beneficial as promoting home ownership and pride in one's property, neighborhood and community. New housing sets a standard for others in the neighborhood to follow.

The construction of new owner occupied housing on the scattered vacant lots and on larger tracts within neighborhoods also reduces such problems as poor utilization of property which include a listing of lots suitable for construction of owner occupied housing units.

East/West Hallandale Beach Boulevard and North/South Dixie Highway define the four quadrants of the City. The table below shows the distribution of the vacant land within the CRA by City quadrants.

Distribution of Vacant Land

QUADRANT	ACRES	% of total land
Northwest	53.83	10.6%
Southwest	16.02	2.9%
Northeast	9.72	4.2%
Southeast	16.29	3.9%

Open Space: The City of Hallandale Beach owns leases and maintains a number of recreational areas within the designated CRA area. A total of 36.53 acres of public recreational land area is located within the CRA area as described below;

- B.F James Park- NW 9TH Street and 1st Avenue 2.35 acres
- Bluesten Park and Municipal Pool - 501 SE 1st Avenue 16.96 acres
- Foster Park- 609 NW 6TH Avenue 1.82 acres
- Ingalls Park - 735 SW 1st Street 4.63 acres
- OB Johnson Park- 745 NW 9th Street 6.17 acres
- Sunset Park- Southwest quadrant neighborhood park 0.47 acres
- Sunrise Park NE 8th Avenue and NE 5th Street 0.33 acres
- Hallandale Adult Center/Elementary School 3.8 acres
- 416 NE 8th Avenue 2.26 acres

These facilities require ongoing maintenance and repairs. Enhancements are planned to better serve the residents of the CRA area and other City residents.

In addition, the Gulfstream Racing and Casino and Mardi Gras Racing and Casino are both located within the CRA. These two facilities provide an additional 250 acres of privately owned recreational land.

Future Land Use Plan: The Future Land Use Plan aims to set forth the vision of the City, as it relates to its future built environment. The vision is described graphically through maps which show existing and future land uses and textually through goals, objectives and policies which list the conditions under which future development will occur and through the guiding principles in the City-Wide Master Plan. Since the City is over 96 percent developed and has limited annexation opportunities, urban sprawl is not an issue the City faces. The City has primarily experienced redevelopment and rehabilitation during the last planning period (1998-2006). The City has seen a fair amount of redevelopment along its major roadway corridors and within designated neighborhood areas which has benefited the City and its neighborhoods.

The City's land use goals, objectives and policies were derived from its analysis of land use, environmental, infrastructure, housing and population characteristics and trends. It is also based on the City's evaluation of its past performance in meeting its land use goals, objectives and policies as found in the City's 2006 Evaluation and Appraisal Report (EAR) and 2008 (EAR) Based Amendment.

Furthermore, the City has amended its Future Land Use Map in order to designate a portion of the City as a Regional Activity Center (RAC). The boundaries of the proposed RAC are Pembroke Road to the north, SW 11TH Street to the south, the FEC railroad track to the west and US 1 to the east and includes the Foster Road Corridor. The intention of the RAC designation is to establish a Town Center around Bluesten Park, City Hall, the Post Office and the Broward County Library [Hallandale Beach Branch]. The RAC land use designation encourages compact development, accessibility to mass transit and pedestrian friendly design patterns.

Zoning: The predominant zoning district designations within the CRA are residential uses, primarily less intense residential use, including single and two-family residential (RS-6, RS-7 and RD-12). In addition, the CRA includes several medium to high density residential areas (RM-18 and RM-25).

As part of the City-Wide Master Plan, there are three Mixed-Use Districts and two Neighborhood Centers that are being proposed, which are as follows: Hallandale Beach Gateway North, Hallandale Beach Gateway East, Hallandale Beach Gateway West, in addition to the Foster Road Neighborhood Center and the Hallandale Beach Oceanfront Neighborhood Center.

Currently the City is revisiting the Overlay Districts as part of the City Wide Master Plan, as the districts will be simplified and streamlined; as it pertains to the overall development regulations, which could result in a reduction in the number of overlay districts, through consolidation and/or elimination.

The majority of the commercial zoning districts are located along East/West Hallandale Beach Blvd., Federal Highway and Dixie Highway. Within the CRA area, commercial zoning district designations are as follows:

BUSINESS LIMITED (B-L)

The B-L district is intended to provide suitable site for the development of limited business activities of an office, retail, or service.

BUSINESS GENERAL (B-G)

The B-G district provides for general retailing and a variety of special business uses and to encourage the provision of a wide range of goods and services.

BUSINESS INDUSTRIAL (B-I)

The B-I zoning district is intended to accommodate the building and service trades, small scale light manufacturing and fabrication operations, and a broad range of retail, office, wholesale, storage, and repair use.

CITY CENTRAL BUSINESS (CCB)

The CCB district encourages mixed-use projects with combined residential and commercial/office uses that enhance and support financial and upscale office professional based industries. Mixed-use projects should also promote a pedestrian-friendly environment and encourage more compact vertical growth rather than sprawling development.

INDUSTRIAL LIGHT (I-L)

The CRA contains the only Industrial Light (I-L) district designation within the City, located in Northwest Hallandale Beach between Chaves Lake and Interstate 95. This I-L area contains sites suitable for developments as well as the expansion and improvement of existing businesses.

COMMUNITY FACILITY (CF) & EDUCATIONAL FACILITIES (ED)

Also within the CRA are several Community Facility (CF) sites and all of the City's Educational Facilities (ED) sites.

Special Overlay Districts/Special Redevelopment Areas: The City has designated seven Zoning Overlay and Planned Development Districts within the CRA area and is pursuing redevelopment plans for each. The overlay districts are as follows:

Fashion Row Overlay District- Central Gateway Planning District

- Permitted uses vary according to the underlying zoning district.
- Fashion retailers are permitted to display their goods outdoors which is generally prohibit elsewhere.

Planned Development Overlay District-Citywide

- Permitted uses vary according to the underlying zoning district.
- Provides an optional zoning procedure to permit site design flexibility and greater land use density.

Planned Redevelopment Overlay District- Hallandale Beach Blvd and Federal Hwy.

- Permitted uses according to the underlying zoning district with the exception of:
    - Car Washes
    - Automobile sales (Hallandale Beach Blvd. only)
    - Automobile repair
    - Service stations with accessory convenience stores and gas sales
    - Funeral supply and display stores

Foster Road Corridor Overlay District- Northwest Planning District

- Permitted uses according to the underlying zoning district with the exception of:
    - Liquor package stores/Alcoholic beverage establishments
    - Nightclubs/dancehalls
    - Automobile sales/rentals
    - Car washes
    - Convenience store with < 2,000 square feet)

North Dixie Highway Corridor Overlay District- Northwest Planning District

- Permitted uses according to the underlying zoning district with the exception of:
    - Churches, synagogues, and other houses of worship

South Dixie Highway Corridor Overlay District- Southwest District

- Permitted uses according to the underlying zoning district with the exception of:
    - Automobile sales (used)
    - Automobile repair
    - Automobile Parts and accessory sales
    - Boat Sales
    - Car washes
    - Service stations with accessory gas sales

Pembroke Road Overlay District- Northwest Planning District

- Permitted uses according to the underlying zoning district with the exception of:
  - Car washes
  - Automobile sales (used)
  - Automobile repair
  - Service stations, including gas station with accessory gas sales provided it is not located within 1,500 feet of an existing service station

Using the Official Zoning Map, it is possible to check the zoning designation for specific areas of redevelopment and to determine eligibility for housing and/or commercial developments.

The City's Zoning and Land Development Code provides land use planning and development criteria, standards and regulations to promote, protect and improve conditions within the City of Hallandale Beach. This governs all development within the City.

The City's Existing Land Use Map shows that the predominant land use within the CRA is residential, primarily single and two family uses. The northeast area of the CRA is primarily multi-family residential. The CRA also contains all of the mobile home units in the City. There are mobile home parks in the Northeast, Northwest, Southeast, and Southwest sections of the CRA area.

As indicated above in the zoning information section, the commercial land uses are located along the major east/west and north/south corridors and the industrial land use is in the Northwest section of the CRA, adjacent to I-95.

Street Layout: The streets within the CRA are laid out in a grid system. The CRA is bounded on the north by Pembroke Road (SR 824), a four-lane principle east-west arterial, on the south by SW 11th Street, also known as County Line Road, a two-lane street which separates Broward County from Miami-Dade County; on the east by NE 14th Avenue, a two-lane north-south roadway and the SE 14th Avenue Canal and on the west by I-95, a ten-lane expressway.

A Street Right of Way (R.O.W) map and Water System Map, on file at the City, display the layout of streets (with R.O.W. information) within the City of Hallandale Beach, including the CRA area. The City maintains all municipally owned paved roadways. The City is responsible for the landscaping of all streets within the City. The major east/west thorough fare is Hallandale Beach Boulevard (SR 858), a six-lane principal arterial. A major north/south corridor is Dixie Highway, a four-lane county road which runs parallel with the FEC railroad. East of and parallel to Dixie Highway is Federal Highway (U.S. 1), a four-lane and six-lane major arterial roadway.

The roadways require ongoing maintenance and repairs, and enhancements are planned to improve the appearance and functionality of the City roadway system.

Buildings: The majority of residential buildings located within the CRA are one-story structures with the exception being the northeast quadrant of the CRA. This area is dominated by multi-story residential structures, primarily condominiums.

The majority of commercial buildings are one-story structures within commercial plazas or strip plazas, comprised of multiple tenants. There are a few two- and three-story commercial properties located along Federal Highway and Hallandale Beach Boulevard. Freestanding commercial properties are scattered throughout the CRA.

A number of residential and commercial properties within the CRA area do not meet current codes as to electric, plumbing, structural, HVAC (heating, ventilation, and air conditioning) parking and landscaping standards. Some of these non-conforming properties have been identified in respective special overlay district plans such as the North Dixie Highway Corridor Redevelopment Plan and the Fashion Row Plan.

Through an ongoing City Comprehensive Code Enforcement Program additional non-conforming properties may be identified and the CRA will encourage housing and commercial assistance programs to address these conditions. In addition, the Development Services and CRA Departments are working to address the number of illegal residential conversions located throughout the City and CRA, as they may pose issues to our resident's welfare, health, safety and overall quality of life.

The City Zoning and Land Development Code places limitations on types, sizes, heights, and uses of buildings within the City. These limitations, subject to approval of specific variances by the City Commission, will govern, as residential and commercial buildings are constructed, renovated, rehabilitated and expanded.

Public Facilities: In addition to parks and facilities previously described, the major public facilities located within the CRA are as follows:

- Hallandale Beach Municipal Complex, 400 South Federal Highway (City Hall and Police Facilities)
- Hallandale Beach Main Fire Station, 121 SW 3RD Street
- Hallandale Beach Public Library, 300 South Federal Highway
- Hallandale Beach Post Office, 500 South Federal Highway
- Hallandale Beach Cultural Center, 410 SE 3rd Street
- Hallandale Beach Public Works Compound, 630 NW 2nd Street (Includes Water Treatment Plant).
- Austin Hepburn Center, 750 NW 8TH Avenue
- Foster Park Community Center (Under construction)

These facilities provide a number of services and programs to the residents of the City of Hallandale Beach and surrounding locales, including those who reside within the CRA area.

Public Utilities and Improvement: The City maintains and operates water utility facilities including water towers, a water treatment plant, water mains, water valves, air release valves, reducers and fire hydrants. In 2008, the Public Works Department opened its new water treatment plant which is capable of producing 6 million gallons per day (mgd) of finished water, although the facility is expandable to 15(mgd.). Public sanitary utility facilities, sanitary sewer force mains, sanitary sewer gravity lines, manholes and pump lift stations are maintained by the City. The City of Hallandale Beach is responsible for the

water distribution system, sewer collection system, and municipally owned storm water drainage systems within the City, shown in the Water System Map.

The City of Hallandale Beach approved a 10-Year Water Supply Facilities Work Plan as part of its Comprehensive Plan to address the growing concern of maintaining an adequate supply of water to meet the current and future demand. It is required that the City be able to provide water supplies and facilities to any new development that is approved no later than the date on which a certificate of occupancy is issued.

Public Works: Sidewalks have been constructed on various locations within the CRA area, particularly under funding assistance providing by the CDBG Public Works Improvement Program. However, many neighborhoods within the CRA area are still without sidewalks.

Community Policing: In 2005, the City instituted the Weed and Seed Initiative, which is a community-based strategy sponsored by the U.S. Department of Justice (DOJ). This is an innovative, comprehensive multiagency approach to law enforcement, crime prevention and community revitalization. This initiative was aimed to prevent, control and reduce violent crime, drug abuse and gang activity in designated high crime neighborhoods. A portion of the Northwest quadrant was designated as the Weed and Seed area.

The Police Department of Hallandale Beach utilizes crime zones throughout the City to record criminal activity. City Crime Zones are indicated in Zones 1 through 4 within the CRA area, with Zones 5 and 6 partially within the CRA area.

With the winding down of federal grant funding for the Weed and Seed initiative during fiscal year 2011-2012, the City has initiated a three-pronged approach to dedicate CRA resources to accomplishing the same goals as the Weed and Seed initiative and broadening those goals across the entire CRA. This approach includes a Community Involvement Unit (CIU), a Community Action Team (CAT) and a Neighborhood Enhancement Team (NET), all geared toward reducing crime and blight and improving quality of life in the CRA, but each with its own primary focus.

CIU will focus primarily on addressing environmental factors contributing to crime and blight such as abandoned properties, code issues, and quality of life violations. NET will focus primarily on applying criminal intelligence and crime mapping techniques to proactively address crime problems such as burglaries and robberies. NET officers will also work with probation and parole officers to identify individuals on supervision within the CRA. NET will use this partnership with parole and probation officers to provide service referrals to help with reintegration into the community where appropriate, and to enhance supervision to identify violations and use the probation violation process to re-incarcerate violators where appropriate. CAT will focus on the community's youth and provide gang resistance education, such as gang identification and enforcement within the CRA.

Together the CIU, NET, and CAT will work within the CRA to identify and address geographic factors contributing to crime and blight, crime trends, individual prior violators receptive to reintegration services or those likely to recidivate, and provide gang resistance, identification, and enforcement resources to our youth. All of the officers assigned to these

units will work from a proactive perspective and will be supplementing the traditional call response mode of policing already provided by the city's dedicated staff of police officers.

Below are the crime figures for FY 2008-2009 and 2009-2010 reflecting assaults, auto theft, burglary, robbery, theft, sexual assault and vehicle burglary. Among CIU, NET and CAT's top priorities is a positive impact on reducing these figures as detailed more fully in each program's narrative.

	Fiscal Yr 08-09	Fiscal Yr 09-10	Totals
Aggravated Assault	108	111	219
Auto Theft	138	118	256
Battery	613	545	1158
Breaking & Entering	350	461	811
Burglary Conveyance	351	357	708
Juvenile Arrest	265	410	675
Murder	3	0	3
Robbery	87	97	184
Sexual Assault	11	16	27
Theft	582	649	1231
Total:	**2508**	**2764**	**5272**

Crime Rate Figures for FY 2008-2009 and 2009-2010

SECTION TWO: FIVE YEAR PLAN FOR THE ELIMINATION OF BLIGHT

Background

This section describes the proposed five-year redevelopment program, including a summary of the deficiencies to be corrected, project and activity descriptions, and estimated revenues and expenditures. As they are implemented, these projects and activities may be modified over time to better serve the purposes of redevelopment and blight elimination. The costs are preliminary and subject to refinement as the Agency's redevelopment activities, planning, and implementation proceed. Some of these projects and activities may not be completed within the Planning Period, and thus related costs may not be incurred in the Planning Period.

AGENCY'S OVERALL GOALS AND OBJECTIVES

The purposes and objectives of the Redevelopment Plan for the Project Area are to eliminate the conditions of blight existing in the Project Area and to prevent the recurrence of blighting conditions in the Project Area. The Agency's purpose is to eliminate such conditions and prevent reoccurrence by providing for the planning, redevelopment, re-design clearance, development, reconstruction and rehabilitation of the Project Area, and by providing for such structures and spaces as may be appropriate or necessary in the interest of the general welfare, including, without limitation, recreational and other facilities incidental to them.

The Agency further proposes to eliminate the conditions of blight existing in the Project Area and prevent reoccurrence by providing for the alteration, improvement, modernization, reconstruction or rehabilitation of existing structures and facilities in the Project Area, and by providing for open space type of uses, public and private buildings, structures, facilities and improvements. The Agency identified general goals in its Redevelopment Plan, which are considered crucial to the success of the Project Area.

THE OBJECTIVES OF THE REDEVELOPMENT PLAN FOR THE HALLANDALE BEACH REDEVELOPMENT AREA ARE:

1. To eliminate slum and blight area and prevent their reoccurrence.
2. To eliminate substandard and obsolete buildings, blighting influences and environmental deficiencies which detract from the functional unity, aesthetic appearance, and economic welfare of the area and also prevent the occurrence of blight and blighting influences.
3. To develop and implement enhanced community policing innovations.
4. To provide for the improvement and extension of utilities to promote the economic growth within the Hallandale Beach CRA project area.
5. To assemble land into parcels functionally adaptable with respect to shape and size for disposition and redevelopment in accordance with contemporary development needs and standards.
6. To make physical improvements that will be sufficient in scope and character to bring about a distinct and visible renewal of the area.
7. To encourage coordinated development of parcels and structures in order to achieve efficient building design, unified off street parking, and internal pedestrian connections.
8. To minimize the points of friction between pedestrian and vehicular traffic and to maximize the opportunities for pedestrian activity.
9. To achieve architectural, site planning, and landscape design of the highest standards on all public and private property, including streets.
10. To establish a pattern of land use activities arranged in compact, compatible groupings to increase efficiency of operation and economic relationships.
11. To encourage the provision for affordable housing, renovation, rehabilitation and conservation of existing structures not scheduled for removal.
12. To strengthen the image of Hallandale Beach CRA project area as a place to do business, work and invest.
13. To enhance the appearance of public places and rights-of-ways.
14. To improve the usefulness of the public and private open spaces in the area.
15. To improve employment opportunities, economic stability and productivity and to increase public revenue within the CRA.
16. Continue revitalization efforts through the promotion of cultural and arts related activities, events, institutions and businesses, creating related jobs and economic development.
17. To ensure a variety of commercial, office, and/or industrial land use, this will physically and economically complement development within the CRA.
18. To encourage the development of commercial uses along major thoroughfares.
19. To encourage the use of local resources in the development of the CRA whenever economically feasible.
20. Promote the retention of existing, and development of new and diverse, employment opportunities.
21. Encourage the cooperation and participation of property owners, public agencies, and community-based organizations in the elimination of blighting conditions and the promotion of new or improved development within the CRA.
22. Provide a procedural and financial mechanism by which the Agency can assist, complement and coordinate public and private development, redevelopment, revitalization and enhancement of the community.
23. Stabilizing existing single-family units and neighborhoods.

BLIGHTING CONDITIONS PRESENT IN THE PROJECT AREA

The Agency will continue to address the remaining blighting conditions in the Project Area through redevelopment activities. Specific blighting conditions that remain in the Project Area include the following:

PHYSICAL BLIGHT CONDITIONS PRESENT IN THE PROJECT AREA

The agency has been actively addressing all those physical blighting conditions as identified in the initial Report to the City Commission/CRA Board of Directors at the time of the Project Area adoption; however, some physical blighting conditions remain. Those remaining blighting conditions present in the Project Area include buildings that are considered unsafe and unhealthy for persons to live or work in due to serious deterioration, dilapidation and serious building code violations, conditions that prevent or substantially hinder the viable use that prevent the development of those parcels or other portions of the Project Area.

ECONOMIC BLIGHT CONDITIONS PRESENT IN THE PROJECT AREA

Please refer to the City of Hallandale Beach Economic Development Strategy Section 3: Profile of Current Real Estate Trends and Outlook, prepared by Lambert Advisory.

INADEQUATE PUBLIC IMPROVEMENT

An area may also be characterized by the existence of inadequate public improvements or inadequate water or sewer utilities if physical and economic blighting conditions exist. The Project Area was characterized by the existence of inadequate public improvements and inadequate water or sewer utilities, and the Agency has been assisting with capital improvement projects and pedestrian facilities (i.e. Affordable Housing, Crime & Safety and Community)

REDEVELOPMENT AND ECONOMIC DEVELOPMENT ACTIVITIES OVER THE PLANNING PERIOD AND HOW THESE WILL ELIMINATE REMAINING BLIGHT IN THE PROJECT AREA

The Agency's proposed goals, objectives, programs and expenditures are designed to eliminate remaining blighting conditions in the Project Area. The on-going economic development and redevelopment activities will signal to the private sector the Agency's commitment to improve the Project Area, and its commitments to enhance economic vitality by identifying the needs of existing businesses and attracting new ones. These activities will assist in reversing the physical and economic blight remaining in the Project Area.

The following strategies and programs to be undertaken by the Agency will address physical and economic blighting conditions remaining in the Project Area and address the Agency's goals in the Redevelopment Plan. The detail for the costs associated with these programs and projects are included in the "Five Year Financial Plan."

I. Implementation of the Fashion Row Arts and Design District Plan
II. Commercial Entitlement, Assemblage and Rehabilitation Projects /Northwest Area
    a. The CRA has implemented rehabilitation and Façade Improvement activities for existing businesses through the Commercial Code and Business Assistance Programs.

The Agency anticipates assisting with property assemblage for mixed use projects and constructing off-site improvements within the Project Area. The Agency anticipates that acquisition projects in the Project Area may be necessary to assemble land for mixed use projects that will assist in generating employment opportunities for residents and safe housing for the elderly, and some neighborhood retail.

III. **Rehabilitation Project-** Depending on the national economy, the Agency may implement rehabilitation activities for existing businesses. The Agency may assist with façade restoration efforts or other rehabilitation projects that will assist current businesses within the Project Area.

Capital Improvement Projects

The Agency anticipates continuing to provide financial assistance with capital improvement projects after the City and the Agency have made the appropriate finding for use of redevelopment funds for public infrastructure and facilities projects. Activities will involve the construction and installation of public improvements to upgrade the existing aged and/or deteriorated infrastructure systems including installation, and/or construction of streets, utilities, community centers and facilities, storm drains, underground utilities, street lighting, landscaping, technology, transportation facilities and enhancements, and other improvements that are necessary for the effective redevelopment of the Project Area.

The Agency may also assist in continuing the funding of new and rehabilitated community and neighborhood facilities within the Project Area. Circulation and transportation projects and activities will involve the construction and installation of public improvements to upgrade existing roads and problematic circulation and solve pedestrian accessibility issues.

Projects are intended to stimulate the growth of existing and new business, and to reduce stagnant economic conditions. The Agency's efforts on capital improvements and street infrastructure projects in this Planning Period will greatly assist in meeting the goals of the Economic Development Plan. The Specific Plan addresses the following goals:

- To proactively recruit new businesses, commercial/retail offices, and targeted industries;
- To facilitate small business and existing industry development to generate job growth, capital investment and tax roll expansion.

Affordable and Workforce Housing

This section to be updated once study has been completed by Florida Atlantic University.

Approach:

The purpose of this Implementation Plan is to provide the CRA with a clearly articulated statement of goals, strategic priorities and outcome measures. A goal is defined as a statement of general purpose and direction; it is the ultimate end result. The goal is the accomplishment toward which all of your effort is directed. There are 22 programmatic goals:

Overall CRA Objectives	Programmatic Goals
1. To eliminate slum and blight area and prevent their reoccurrence.	All
2. To eliminate substandard and obsolete buildings, blighting influences and environmental deficiencies which detract from the functional unity, aesthetic appearance, and economic welfare of the area and also prevent the occurrence of blight and blighting influences.	E,F,H,I,J,M,N
3. To develop and implement enhanced community policing innovations.	B
4. To provide for the improvement and extension of utilities to promote the economic growth of Hallandale Beach CRA.	F,G,I
5. To assemble land into parcels functionally adaptable with respect to shape and size for disposition and redevelopment in accordance with contemporary development needs and standards.	M
6. To make physical improvements that will be sufficient in scope and character to bring about a distinct and visible renewal of the area.	F,G,I
7. To encourage coordinated development of parcels and structures in order to achieve efficient building design, unified off street parking, and internal pedestrian connections.	M,N
8. To minimize the points of friction between pedestrian and vehicular traffic and to maximize the opportunities for pedestrian activity.	I
9. To achieve architectural, site planning, and landscape design of the highest standards on all public and private property, including streets.	F,N
10. To establish a pattern of land use activities arranged in compact, compatible groupings to increase efficiency of operation and economic relationships.	N
11. To encourage the provision for affordable housing, renovation, rehabilitation and conservation of existing structures not scheduled for removal.	E,J,M
12. To strengthen the image of Hallandale Beach CRA as a place to do business, work and invest.	C,D,F,G,N
13. To enhance the appearance of public places and rights-of-ways.	F,G,N
14. To improve the usefulness of the public and private open spaces in the area.	N,O
15. To improve employment opportunities, economic stability and productivity and to increase public revenue within CRA.	F,J,L
16. Continue revitalization efforts through the promotion of cultural art related activities, events, institutions and businesses, creating related jobs and economic development.	L
17. To ensure a variety of commercial, office, and/or industrial land use, this will physically and economically complement development within the CRA.	N
18. To encourage the development of commercial uses along major thoroughfares.	N
19. To encourage the use of local resources in the development of the CRA whenever economically feasible.	A,K
20. Promote the retention of existing, and development of new and diverse, employment opportunities.	A,C,D,E,F,G,H,K
21. Encourage the cooperation and participation of property owners, public agencies, and community based organizations in the elimination of blighting conditions and the promotion of new or improved development within the CRA.	A,G,K
22. Provide a procedural and financial mechanism by which the Agency can assist, complement and coordinate public and private development, redevelopment, revitalization and enhancement of the community.	A

Within these goals are clearly articulated Strategic Priorities (objectives), strategies (inputs) and Outcome Measures. In keeping with the principles of **Results Oriented Management and Accountability (ROMA)**, the **strategic priorities or objectives** are statements describing what the activity will achieve; **strategies or inputs** are resources a program uses to achieve program objectives (within some of the strategies we will utilize benchmarks for comparative purposes) and finally **outcome measures**, which is a quantitative assessment of the results, effects or impact of a program activity compared to its intended purpose.

SECTION THREE: THE CRA'S PROGRAMMATIC GOALS AND STRATEGIC PRIORITIES

The city's survival as a governmental entity is dependent upon the generation of adequate tax revenues to meet the service needs of its residents. Projects that increase the overall marketability of the city as a commercial, recreational and residential area will ultimately increase the tax base. The CRA programs aimed at the elimination of slum and blighted conditions and improving the standard of living of its residents are intended to be catalysts for the revitalization of the entire area. Additional projects aimed at increasing job growth and generating pedestrian activity in the Fashion Row Arts and Design District, Foster Road and US-1 complement the process by focusing on some of the underlying problems that originally resulted in slum and blighted conditions.

A. ADMINISTRATIVE

Goal

To create and administer CRA programs, projects and activities that result in the elimination of slum and blight conditions and/influences; to provide the highest quality service by developing common goals with the public through a commitment to excellence, integrity, teamwork and caring; to ensure that all processes are user friendly; to ensure that appropriate administrative systems and financial controls and/or accountabilities are instituted within the operations.

Strategic Objectives	Strategies	Success Indicators
■ Streamline loan and grant application approval processes for all programs. ■ Create a strong CRA financial management system. ■ Compliance with F.S. 163.30 part III- to prevent and eliminate slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment". ■ To enhance public transparency and accountability. ■ Establish a CRA Advisory Committee ■ Adopt CRA Board By-Laws. ■ In compliance with F.S. 163.387 6 (e) (f). The CRA may provide funding for projects through forms of indebtedness and the administration thereof. ■ Educate City Departments about CRA programs and coordinate activities and funding. ■ Departmental yearly meetings to promote cross training.	■ Identify entity for servicing commercial and Neighborhood Improvement loans for greater accountability, risk management and efficiency. ■ Revise all grant and loan applications for simplicity and to clearly articulate all documents required. ■ Develop program reporting instrument with measurements and/or success indicators. ■ Prepare program reporting instrument with measurements and/or success indicators. ■ Prepare monthly and quarterly financial reports. ■ Provide policy guidance and CRA direction toward highest priorities. ■ Develop systematic controls for routine business functions such as loan approvals. ■ Document and disseminate CRA project results. ■ Increase awareness of CRA programs through local partnerships with the Chamber of Commerce, Broward Alliance, Banks, and Community Based	■ Executed Memorandums of Understanding (MOU) for all services purchased by the CRA. ■ Performance based contractual agreements for all program loans and grants administered by the CRA. ■ Utilization of Loan Servicing software and/or company to assist with managing the CRA loan programs. ■ Monthly and quarterly financial reporting. ■ Monthly project and program accomplishments reporting. ■ Published application checklist for grants and loan programs, no incomplete applications will be accepted. ■ Codified CRA policies and procedures. ■ Filing and records management system. ■ Active CRA database to include partners and local businesses (clearinghouse).

	Organizations. ■ Promote effective communication and a cohesive, cooperative spirit among the various public and private leaders in the community using the talents of existing civic organizations and committees. ■ Ensure the provisions of suitable public information services concerning all aspects of the redevelopment program, such as, radio, TV, electronic and print media, including neighborhood and civic organization meetings. ■ Establish CRA Advisory committee. ■ Institute procedure to formalize all CRA Board actions through resolution or ordinance. ■ Codify all CRA Board actions by resolution. ■ Ensure appropriate level of staffing and/ Human Resources to administer the CRA plan. ■ Create Economic Development ombudsman program along with Building and Development Services.	■ Continuous improvement of CRA processes and programs. ■ Monthly dissemination of CRA good news and accomplishments to media, partners and Chamber of Commerce. ■ Hire a full-time qualified Financial Analyst for accountability, program compliance, internal auditing and monthly financial reporting. ■ To address the administration and management of the Agency. ■ Identify ombudsman. ■ Number of expedited permits for Economic Development and Small Business Development.

B. PUBLIC SAFETY

Goals

- To reduce crime and disorder by carefully examining the problems in CRA neighborhoods, CRA then applying appropriate problem-solving remedies;
- To create a drug and crime-free environment and provide safety and protection to property owners, business owners and visitors; collaboration between the police, community, and other stakeholders that identifies and solves community problems;
- To become active allies in the effort to enhance the safety and quality of the neighborhoods within the CRA.

Strategic Objectives	Strategies	Success Indicators
■ Continual enhancement of crime prevention and proactive policing strategies and initiatives. ■ To provide a front-line service delivery system that both anticipates and reacts to the demands generated in the CRA. ■ To develop strategies to reduce property crimes. ■ To maintain an integrated approach to youth crime prevention, intervention and enforcement in cooperation with other CRA stakeholder groups and agencies. ■ CRA to be both proactive and interactive in respect to dealings with victims and other disadvantaged or vulnerable persons. ■ To provide security enhancements for business.	■ Implement and employ community oriented response enforcement within the CRA. ■ Deploy resources to ensure adequate and effective proactive policing strategies. ■ Continue initiatives to increase officer visibility to the general public. ■ Maintain and enhance community-based crime prevention initiatives and partnerships. ■ Identify property crime trends and patterns through crime analysis. ■ Utilize directed enforcement strategies (problem oriented policing) to maximize effectiveness of police resource deployment. ■ Provide the street crime unit resources to assist with breaks and enter investigations. ■ Continue partnerships with schools and other agencies to deliver programs for youth within the CRA. ■ Incorporate accredited, safe-neighborhood design techniques for all public places	■ An overall reduction in the fear of crime and increased feelings of public safety to encourage greater enjoyment of City businesses and amenities. ■ Neighborhood revitalization through mitigation of distressed and abandoned properties that traditionally provide a safe haven for crime. ■ A more livable community with a greater sense of security for residents and businesses, which will attract new residents and businesses. ■ A reduction in juvenile crime achieved through gang awareness, identification, resistance training and dedicated enforcement against gang related crime. ■ An overall reduction in actual crime as measured by index offenses and UCR statistics

	and for proposed public/private co-venture projects. ■ To create security enhancement grant program.	accompanied by an increase in stakeholders' sense of safety within the CRA as measured by stakeholder surveys. ■ Number of business that improve their security efforts. ■ Decrease in crime on business.

C. NEW BUSINESS AND TARGETED INDUSTRY RECRUITMENT PROGRAM

Goal

- To proactively recruit new businesses, commercial/retail offices, and targeted industries to the CRA area through its business development programs and the Chamber of Commerce Partnership.

Strategic Objectives	Strategies	Success Indicators
■ Continual enhancement of crime Create Hallandale Beach into a business friendly brand ■ Increase and diversify tax base ■ Create a more balanced tax base between residential and light industry and office uses ■ Stronger Code compliance ■ To provide incentives and funding assistance to Economic Development related developments and projects. ■ Encourage business owners to make long-term water and energy conservation improvements. ■ Job retention.	■ Establish a more unified business recruitment effort and approach. ■ Establish lists of active prospects through external marketing program. ■ Serve as an ombudsman to businesses to provide an equitable, and expedient permitting processes. ■ Develop and assemble all economic development tools for the ED program ■ Conduct on-going appraisals of the City's major benefits, greatest strengths and unique characteristics to ensure the City's/CRA competitive edge. ■ Develop information packages outlining funding sources and financial assistance; information regarding site locations; labor types available; the availability of workforce training programs. ■ Establish a pro-active public relations program designed to increase national and international awareness of the City/CRA. ■ Identify events, functions and activities for opportunities to do Business-To-Business forums (i.e. Derby Week, Caribbean Arts and Book fair, conventions held in the City). ■ To fund targeted industries by incurring indebtedness with issuance, sale, redemption or purchase of bonds, loans, advances and/or bond anticipation notes. ■ To create financial stimulus as an incentive for green	■ Number of new businesses recruited. ■ Types of new businesses recruited. ■ Number of new commercial and industrial projects under construction. ■ Number of new jobs created. ■ Dollar amount of gross capital investment. ■ Dollar amount of payroll created. ■ Dollar amount of incentive granted. ■ Number of Business-To-Business forums held. ■ Increase and leverage private investment. ■ Number of green improvements and savings to business owners. ■ Number of jobs retain.

	improvements.	

D. SMALL BUSINESS AND EXISTING INDUSTRY PROGRAM

Goal

- To facilitate small business and existing industry development to generate job growth. CRA investments in local business opportunities can have positive impacts on employment, tax base, and the physical environment, all of which are positive steps toward the elimination of slum and blighted conditions. This program will focus its efforts on generating and sustaining business activity.

Strategic Objectives	Strategies	Success Indicators
■ Provide economic stimulation to the CRA. ■ Increase business opportunities within the CRA. ■ Increase employment opportunities within CRA. ■ Decrease vacancy rates of commercial space within the CRA ■ Enhance Code compliance. ■ Reduce slum and blighted conditions within the CRA. ■ To provide incentives and funding assistance to Economic Development related developments and projects. ■ Encourage small business to make long-term water and energy conservation improvements.	■ Provide necessary information & education to inform existing businesses of programs, grants, business assistance funding, technical assistance opportunities for retention and expansion. ■ Develop business incentives program for retention and expansion. ■ Provide an Ombudsman to provide equitable and expedient permitting processes. ■ To create financial stimulus as an incentive for green improvements.	■ Number of small businesses assisted. ■ Number of existing industries assisted. ■ Total number of jobs created. ■ Total number of increase of payroll. ■ Number of local vendors utilized. ■ Gross capital investment. ■ Gross ad valorem increase. ■ Value dollar amount of incentive grants. ■ Number of green improvements and savings to business owners.

E. AFFORDABLE WORKFORCE HOUSING

Goals

- To create affordable workforce housing opportunities for homebuyers and the elderly;
- To provide financial opportunities to area residents to improve their living conditions by creating incentives for additional private investment;
- To facilitate the rehabilitation of existing housing and the creation of new affordable/workforce housing.

Strategic Objectives	Strategies	Success Indicators
■ Stabilize and preserve neighborhoods through redevelopment and the elimination of blight ■ Provide affordable/workforce housing for residents who are of very low to moderate income level ■ Assist homeowners in relocating as a result of CRA redevelopment projects and land acquisition ■ Create housing opportunities for a mix of ages and income levels within the CRA district ■ Encourage the creation of affordable housing by the private sector ■ Encourage the upgrading of existing substandard structures through enforcement of the City's Housing and Building Codes and the provision of financial incentives for rehabilitation. ■ To provide financial assistance and funding to promote housing development.	■ Update affordable housing plans (down payment assistance program, senior housing, housing rehabilitation, acquisitions of foreclosures). ■ Establish partnerships with other agencies and entities as appropriate to combine land, funding and other resources for affordable/workforce housing delivery. ■ Acquire property for the construction of new affordable/workforce housing, to be developed either privately through RFP process or by the CRA in partnership with other housing providers. ■ Provide relocation assistance as necessary for residents displaced through the CRA's redevelopment projects. ■ Provide subsidies to assist income qualified buyers in obtaining affordable housing. ■ Make funding available for the substantial renovation and rehabilitation of existing affordable	■ Number of new affordable units added or built. ■ Number of first- time homebuyers. ■ Number of partners and providers engaged in the affordable workforce housing effort within the CRA. ■ Number of green improvements and savings to residents. ■ Number of Units Rehabilitated.

■ Encourage homeowners to make long-term water and energy conservation improvements.	units, façade upgrades, driveways, landscape improvements, life/safety, roofing, driveways and drainage, architectural assistance and infrastructure improvements. ■ Partner with a non-profit organization to provide a comprehensive homeownership preparation program. ■ May fund affordable housing with issuance, sale, redemption or purchase of bonds, loans, advances and/or bond anticipation notes. ■ To create financial stimulus as an incentive for green improvements.	

F. MARKETING AND BRANDING

Tourism Development Goal

- To enhance the overall Hallandale Beach visitor "experience". To increase the number of visitors and increase their expenditures within the CRA and the City; increase average length of stay, encourage return trips and to make local purchases.

Strategic Objectives	Strategies	Success Indicators
■ To partner with the City and the Chamber of Commerce to develop a comprehensive tourism development and promotion program for the CRA and the City. ■ Develop a coordinated, well-funded promotion strategy.	■ Organize and maintain an active Hospitality Industry Association to bring together innkeepers, restaurateurs, and other tourism-related businesses. ■ Partner with other entities within the CRA marketing and promotional efforts to increase visitors during non-seasonal periods. ■ Create more venues and activities and promotion of Hallandale Beach as a hub for regional tourism destinations. ■ Develop evening activities and venues to attract visitors to local businesses. ■ Increase the coordination of tourism development efforts with outside agencies/organizations. ■ Develop and implement "How to market your business" training programs for local businesses. ■ Promote Hallandale Beach to the world through electronic media. ■ Monitor through various methods customer satisfaction and utilize these efforts to gain information regarding possible improvements. ■ Tie commercial airline marketing efforts into tourism promotion efforts.	■ Retail sales. ■ Bed and board tax revenues. ■ Average length of stay. ■ Number of evening activity venues and attendance. ■ Overall customer satisfaction. ■ Amount of outside contact with electronic media sources. ■ Expanded hours of operation of local retail businesses.

G. WAY-FINDING

To create a Way-finding and Signage Plan and a Gateway Monument design that will provide the CRA in conjunction with the City a document of directional signs, that make up the urban landscape in public areas of the City of Hallandale Beach.

Project Goal

- To enhance the City's appearance and provide a Way-finding and Signage Plan

Strategic Objectives	Strategies	Success Indicators
■ To create effective signage leading neither drivers nor pedestrians through the city, but instead to destination points (i.e. Fashion Row, Historic Sites, Entertainment/ shopping and recreation).	■ Way-finding is the organized movement of pedestrians and vehicles through a complex environment. It frequently involves layers of information such as maps, signs and landmarks which welcome and direct users	■ The final product shall reinforce the aesthetics of the community, help create an engaging/ welcoming environment and provide clear direction to the visitor and resident.

H. TRANSPORTATION

Efficient mobility will be a major factor in the community's ability to increase tourism and attract new businesses and investment. A comprehensive effort that looks at all options will be necessary for success.

Project Goal

- Create a safe, efficient traffic circulation system, one which provides sufficient access by multi-modal components of transportation between activity centers within the CRA and the balance of the community.

Strategic Objectives	Strategies	Success Indicators
■ To provide safe, affordable, convenient, and timely travel options to and from the community.	■ Develop options for free or low cost transportation for visitors from lodging areas to activity areas. ■ Continue approaches to improve traffic flow on Hallandale Beach Blvd. north and south ■ Coordinate with the Metropolitan Planning Organization for commuter rail hub facilities. ■ Evaluate existing traffic patterns and pursue transportation improvements such as vacating of rights-of-way, redistribution of traffic, roadway realignment, directional changes in traffic flow, and traffic calming, which will increase traffic efficiency and traveling convenience. ■ Create a parking system to support existing activities as well as increased demands as new development occurs in the CRA. ■ Minimize the impacts of increased traffic and activity levels in residential areas.	■ Port activities that promote Hallandale Beach as a shopping destination. ■ Number of day trips from Port Everglades to Hallandale Beach. ■ Roadway improvements completed. ■ Increased mobility of visitors.

I. IMAGE / SENSE OF COMMUNITY

Project Goal

- Successful communities have a healthy self-image and community spirit. These factors facilitate making overall community improvements that will translate into the community being viewed positively by others.

Strategic Objectives	Strategies	Success Indicators
■ To develop a set of programs coordinated with the business community and neighborhoods to create a brand that communicates to the World that Hallandale Beach is the best place to live, work, play and locate a business.	■ Through various methods, increase public awareness of positive aspects of the community. ■ Develop a Hallandale Beach "brand" to enhance the area's image. ■ Utilizing the Design Guidelines Manual adopted in March 2006, develop programs and policies for neighborhood beautification and housing and commercial building rehabilitation. ■ Develop design guidelines for buildings that are based on an overall "theme" to be developed. ■ Enforce codes to keep the community clean and attractive. ■ Hold periodic public forums/town halls to provide citizen information, receive feedback, and gain buy-in on major community programs and projects. ■ Expand ongoing comprehensive community clean-up programs. ■ Use signage as an opportunity to add consistency to the design theme desired for districts. Signs should be considered public art sculptures and murals that enhance the identity of the district as well as businesses. ■ Sign regulations should address the	■ Number of participants involved in clean up and beautification programs and community events and meetings. ■ Number of homes and businesses rehabilitated. ■ Level of code compliance. ■ Overall community ambiance.

	size, type, locations, and amount of signage for the purpose of minimizing visual clutter, enhancing community character, and maximizing the flow of clear information to pedestrian and automotive traffic. ■ Utilize a variety of beautification techniques to provide comfortable, pleasing, and healthful work, leisure, residential and shopping environments. ■ Utilizing the Design Guidelines Manual and Master Plan, develop urban site design, landscape design, and architectural design guidelines for new and redevelopment projects.	

J. MISCELLANEOUS ECONOMIC DEVELOPMENT

Education and Training -Workforce quality is the most important factor in economic success. It is critical that schools develop quality students who become quality employees. It is also estimated that students leaving high school today will have an average of seven careers in their working life. This will place an increased emphasis on workforce flexibility and continuing education and training programs.

Goal

- To improve the local education and vocational system by providing excellent elementary education, a full range of secondary and post secondary programs, and up-to-date training programs to prepare residents to prosper in the "New Economy."

Strategic Objectives	Strategies	Success Indicators
■ Continue to develop and improve mentoring and school-to-work programs ■ Expand training and retraining facilities and programs ■ Ensure that school curriculum meets the needs of local businesses ■ Maintain education services as a strength of the community ■ Increase communication and coordination between the college, high school, middle and elementary schools	■ Encourage the business community to establish and support a competitive grant program to leverage with CRA funding to assist community based organizations to administer workforce and on-the-job training. ■ Retain Tech Prep and other career track programs as high priorities of the business community. ■ Identify the skill sets required by the businesses within the CRA.	■ Student/teacher ratios ■ High school graduation rates ■ School test scores ■ Number of training programs and level of participation ■ Tracking graduates success in higher education and employment ■ Percentage of hires from the local labor force for skilled and supervisory positions ■ Classes and degree programs available ■ Number of training programs tailored, developed and offered to participants to meet their business or skills needs ■ Number of program participants attending computer skills training programs offered through this program.

K. TECHNOLOGY

Successful communities will be the ones that are "plugged in." Communication and information technology are even more important in Hallandale Beach since the community is in a strategic location between metropolitan Fort Lauderdale and Miami-Dade. Hallandale Beach must be technologically advanced to be a competitive location.

Strategic Objectives	Strategies	Success Indicators
■ To ensure that Hallandale Beach has the technology infrastructure available for businesses and residents to compete in the New Economy. ■ Increase the percentage of homes with Internet service by 10% (year to year) through affordable Internet rates based on family income. ■ Increase the percentage of homes that have one or more personal computers by 10% annually. ■ Deploy wireless Internet access at City Parks and other City locations in support of tourism and resident mobile activities.	■ Enhance Internet access for residents, students, and businesses by promoting upgrades in local telecommunications systems including wireless technologies ■ Provide training programs for businesses in technology use and Web-based and social marketing ■ Increase percentage of homes, schools, and businesses with Internet access, through a discounted computer purchase program based on family income ■ Local speed and capacity of data transfer ■ Internet related sales ■ The promotion and utilization of the City's Library as a technology center.	Utilization measures; number of ■ Students accessing the Internet to complete school assignments ■ Students accessing the Internet to receive online tutoring ■ Parents accessing school homework and grade records of their children ■ Viewings of digital books ■ Emails to the student's teacher

L. HEALTH CARE

Health Care- Quality health care is a major building block of successful communities and as our population ages, it will increase in importance.

Goal

- To increase the local availability of medical services and facilities and improve access to specialized medical treatment through improved transportation and electronic medicine systems.

Strategic Objectives	Strategies	Success Indicators
■ Expand the range of medical and diagnostic services available locally ■ Expand technology for and implement a comprehensive tele-medicine program ■ Develop extended and assisted care facilities in the community ■ Promote convenience, availability, and quality of local medical services to increase consumer awareness and confidence ■ Encourage medical providers to utilize local facilities when possible	■ Utilization of City facilities & partnership with medical community. Partner with Children Services Council. Expand technology infrastructure to make available to residents, especially Senior Citizens, electronic and tele-medicine systems and programs from their individual homes.	■ Number and type of medical services available locally ■ Local medical revenues ■ Medical leakages ■ Extended and assisted care options ■ Healthier Senior Citizen community

M. HUMAN SERVICES

MISSION STATEMENT

The Mission of the Human Services Department is to provide effective and innovative Social Services and Community Partnership Programs to supplement basic human needs and offers life management choices for adults, children and families to enhance self-sufficiency and improve their quality of life.

YOUTH SERVICES (AGES 5 – 17)

Friends of the Hepburn Center After School Tutorial Enrichment Program

The After School Tutorial Enrichment Program is a year-round program, which serves a minimum of 200 students. The ASP is offered year round to coincide with the School Board of Broward County's schedule from 2:00 PM to 6:00 PM, Monday through Friday. The ASP is open to students who attend schools that are in Hallandale Beach and surrounding communities. Transportation services are provided from Hallandale Elementary and Gulfstream Middle schools to the Center for students who attend these schools. Services are also available from 8:00 AM to 6:00 PM when students are "Off Track" from a regular school schedule. The program also adjusts the schedule to accommodate "Early Release" and "Teacher Planning Days".

The Program officially begins on October 1st, in accordance with the City's Budget Year. The After School Tutorial Homework Enrichment Program is a public service project that also affords part-time employment to residents. The City of Hallandale Beach, Human Services Department will assist these individuals through staff development, to improve employability skills which can assist in acquiring full-time employment and becoming self-sufficient.

These part time support staff positions assist the ASP in providing educational support and enrichment activities, which will improve the lives of youth and their families, by diverting students from activities associated with negative behavior, drugs, crime and suspensions from school. The projected activities are designed to provide a positive impact on the education and character of youth.

Registration of program participants is conducted by Social Workers. The registration process includes a face-to-face interview with the parent and/or guardian of the child to determine eligibility, assess the child's psychosocial and academic needs and obtain the required documentation. During the registration process, the parent is provided a Parent/Student Handbook that outlines the guidelines of the program.

Case files are maintained on each child in the program. Social Workers are responsible for documenting and collecting information on demographics, household income certification (HUD guidelines), child's academic progress, behavioral status, participation in special programs and cultural activities.

The program has separate classrooms for all students in Kindergarten through Fifth Grade. Middle School students in sixth thru eighth are encompassed in one classroom setting. Upon registration of a student, the child will be assigned to a class in their appropriate grade level.

Transportation is provided to program participants attending Hallandale Elementary or Gulf Stream Middle School. Parents are responsible for transportation to the program for students that attend other schools outside the boundaries of Hallandale Beach.

Upon arrival to the program site each day, students will go directly to their classrooms where there is an assigned Certified Teacher, Teacher Assistant and/or a Teacher Aide. Classrooms generally have a minimum of two Instructors. Some larger classrooms may have three Instructors to improve the ratio of staff to students. Before class begins, a nutritious snack prepared by the food service staff is served to each student.

Class begins by following a schedule that has been developed by the Instructional staff in each grade level with approval by Administration. Generally the schedule includes homework, remediation, tutoring, cultural enrichment and group activities. On occasion, students will engage in arts and craft activities, field trips and other special projects. Some students also engage in activities to include music and drama lessons, dance instruction, computer exploration and individual and/group counseling during program time.

Parent Meetings and parent conferences are scheduled periodically throughout the program year. The first parent meeting is generally held in September of each year as part of the Open House. Outside of routine parent meetings, parents are kept informed about activities through the Hepburn Center After School Tutorial Enrichment Program Newsletter and other informational fliers.

Goal - **YOUTH SERVICES/AFTER SCHOOL PROGRAM**

- To focus on creating an environment where students and parents will engage in activities and services made available by the City to enhance their quality of life.

Strategic Objectives	Strategies	Success Indicators
■ Provide Year Round After School Program (ASP) services for a minimum of 200 students in grades K-8th from low and moderate income households ■ Provide homework assistance and tutorial services to participants of the ASP to enable them to be promoted ■ Conduct informative Parent Meetings and Workshops for participants of ASP and community ■ Provide behavioral counseling and mental health support services for youth ■ Provide sufficient direct services	■ Registration Forms ■ Attendance Logs ■ Schedule of Activities Log submitted by Instructors Monthly ■ Report Cards ■ Hold a minimum of 4 meetings per year ■ Identify youth in need of Mental Health Support Services and provide treatment or make appropriate referrals ■ Conduct behavioral group counseling for students ■ Social Worker Staff's Itinerary submitted Weekly Certified Teacher's Activity Plan ■ Monthly Activity Schedule for each	■ 200 youth will be served by the Program ■ 85% of the 200 students enrolled in the ASP will be promoted to the next grade ■ Conduct Parent Meetings and Parenting Workshops ■ 25% of youth enrolled in the ASP will be provided Mental Health support services ■ 80% of quality assurance surveys rated good and above. ■ Staff allocation: ○ (1) Youth Services Coordinator ○ (1) Social Worker ○ (6) Certified School Teachers

staff to facilitate after school care	class per grade	(26) Part-Time Support Staff positions dedicated to the ASP

GENERAL SERVICES (AGES 18 – 59)

Social Services are available at the Hepburn Center Monday through Friday, for individuals and families. A Social Worker II provides an array of services to include information and referral, case management, counseling, emergency assistance, housing and rental assistance, referrals to health services, employment and outreach. The Social Worker also conducts home visits, collateral visits that may assist in determining the need for additional resources from the City i.e. Code Violations, Paint Program, Disaster Assistance, etc. The Social Worker is also responsible for determining eligibility for public entitlement programs such as ACCESS Florida (Applying on-line for DCF food stamps, cash assistance and Medicaid). Services are free and available to all residents.

Goal-General Services

- To provide and/or link the residents with activities and services that will enhance self-sufficiency and improve their quality of life.

Strategic Objectives	Strategies	Success Indicators
■ Provide Information and Referral ■ Provide Intake for Client ■ Provide Case Management & Counseling Services ■ Provide Collaborative Assistance ■ Make Referrals	■ Maintain linkages to County-wide Services ■ Complete Intake Process ■ Provide one on one Case Management & Counseling to clients ■ Respond to emergency situations i.e. Fire, Police, Code Enforcement, etc. ■ Maintain partnerships with public and community based organizations	■ 75% of clients who go thru the Intake Process and Case Management receive services requested. ■ 80% of quality assurance surveys rated good and above. ■ Staff allocation: ○ (1) Social Worker II

NEED PROGRAM (PRIORITY AGES 16 – 30)

The Neighborhood Employability Enhancement Directive is a workforce development initiative that was designed to focus on the needs of chronically unemployed adults and older youth with the purpose of gaining stable employment and enhancing self-sufficiency. The program addresses three areas: (1) development of marketable skills; (2) development of work history; and (3) life management skills. The NEED program will provide support for unemployed adults and youth who reside within the City of Hallandale Beach with priority given to individuals that reside within the CRA designated area. Participants will be provided with an individual assessment to determine baseline aptitude and vocational skills. This will require development of Individual Employment Plans (IEP) that are tailored to address a participant's specific need. NEED will also develop partnerships with local businesses resulting in opportunities for participants who might not otherwise gain employment with these employers. There are two core services that NEED offers. Transitional Services, which includes outreach, job search and placement assistance, labor market information available to all job seekers and job coaching. The second core service is, Individual Employment Plans (IEP). IEP provides, counseling, subsidized job placement with a community based organization and/or vocational training placement. In addition to those two core services, the NEED program also provides, "Supportive" mental health/substance abuse services, transportation and dependent care services for individuals with children. Housing and emergency assistance payments may be provided under certain circumstances to allow an individual to continue participation in the program.

Participants must be adults 18 years and older who are currently unemployed. Older youth who are 16 years to 18 that are no longer in high school and ex-offenders are also eligible to enroll in the NEED Program. Each participant under goes an individual assessment. Employability skill sessions are then conducted with participants, after which individual employment plans (IEP) are developed with each client for goal attainment.

The Program year officially begins on October 1st, in accordance with the City budget year.

Goal - NEED

- To provide employment services for unemployed adults and older youth. Participants will engage in employability skills workshops, trainings and job placements services made available to them by the City to change their status from unemployed to employed

Strategic Objectives	Strategies	Success Indicators
■ Provide intake and assessments. ■ Provide Employability skills workshops. ■ Develop partnerships. ■ Provide participants with subsidized and unsubsidized job placements. ■ Refer clients for vocational training. ■ Monitor participant placements on	■ Intake process ■ Complete Assessment Package ■ Develop Individual Employment Plan ■ Job Development ■ Conduct workshops ■ Maintain updated listing of job opportunities ■ Research vocational training	■ Unsubsidized employment for 20 participants. ■ 70% of participants with no high school diploma, will re-enter school or obtain their GED. ■ 20% of participants will take part in the First Time

job sites or in vocational training.	■ Conduct job placements ■ Provide each participant with monthly job coaching supervision.	Homebuyers Class. ■ 70% of participants will complete a credit/debt repair workshop. ■ 50% of Unsubsidized job placements lasting for a period of no less than 9 months. ■ 80% of quality assurance surveys rated good and above. ■ Staff allocation: ○ (1) NEED Coordinator 20 Subsidized Positions

SENIOR SERVICES (AGES 60+)

The Senior Services Program is available to all City residents over the age of 60. The Senior Program is year-round and offers the following services: Information & Referral, Case Management, Individual Counseling, Family Counseling, Home-Visitation, Employment Services, Financial Assistance, Transportation Assistance, Rental and Housing Assistance, Food Stamp Application, USDA Commodity Food Distribution, Emergency Food, Insurance Assistance and SSA/SSI Assistance. In addition, Senior Services operates a Senior Activity Center.

A Social Worker II is assigned to Senior Services. The Social Worker is responsible for meeting with each Senior client and conducts the intake process. Intake consists of a comprehensive assessment that is income sensitive to determine the clients' needs and program services available. If a prospective client has a disability, health issues or other limitations it will also be addressed during the intake process. The Social Worker maintains case files on each senior in the program. The Social Worker is responsible for documenting and collecting information on demographics, household income, medical condition, medication and all important information that is required by the City, as well as the Aging and Disability Resource Center of Broward County for the Department of Elder Affairs. The Social Worker works under the supervision of the Program Coordinator.

Goal – Senior Services

- To provide activities and services that assist seniors in maintaining their independence and quality of life.

Strategic Objectives	Strategies	Success Indicators
■ Provide a wide range of social services to include: Case Management & Counseling, Health Awareness, Transportation Assistance and other imperative support services for seniors to enhance their quality of life. ■ Coordinates informative Workshops for clients of Senior Services. ■ Conducts outreach services including home visits, escort services to medical appointments for home bound clients. ■ Collaborative assistance to respond to emergency situations.	■ Intake Process ■ Case Management & Counseling ■ Referral Services ■ Support Services & Emergency Assistance ■ Outreach Services	■ 75% of clients who go thru the Intake Process and Case Management receive services requested. ■ 80% of quality assurance surveys rated good and above. ■ Staff allocation: ○ (1) Social Worker II

N. CAPITAL PROJECTS

Project Goal

- To provide support infrastructure and neighborhood enhancements, such as water/sewer enhancement; drainage improvements; modification to the traffic circulation systems; pedestrian safety enhancements; streetscape projects; parks and recreation/cultural facilities upgrades; and parking provisions

Strategic Objectives	Strategies	Success Indicators
■ To provide necessary utilities at acceptable levels of service to accommodate existing needs and new demands as proposed development and redevelopment occur. ■ To provide financial assistance and funding for infrastructure and neighborhood enhancements.	■ Implement recommendations identified in the City's Parks Master Plan ■ Partner with all appropriate government and private utilities to ensure the provisions of adequate services including: electricity, telecommunications, cable television, potable water, storm water management, drainage, sanitary sewer, natural gas, roads, landscape and streetscapes, and pedestrian enhancements. ■ Promote and support cultural facilities ■ Promote historic preservation ■ Encourage adaptive re-use of historic buildings ■ Strengthen the viability of historic areas within the CRA. ■ May fund capital project with issuance.	■ Number of participants involved in clean up and beautification programs and community events and meetings. ■ Number of homes and businesses rehabilitated. ■ Level of code compliance. ■ Overall community ambiance.

O. CODE COMPLIANCE

Project Goal

- The Goal of Code Compliance is to obtain voluntary compliance of code violations. The intent is to promote, protect and improve the health, safety, and welfare of the community. Education of the public can be the most effective tool to eliminate violations that lead to slum and blight conditions. The least time consuming method of enforcement is informing the public about the standards of the City, most people understand the need for safety and health regulations. Code Compliance can disseminate information about codes and standards and can distribute literature and answer questions at group meetings. Code Compliance Director can also inform the community about City programs to assist in eliminating violations and improving their property aesthetics and value. If voluntary compliance is not achieved, more formal methods of enforcement may be necessary. Code Compliance is both proactive and reactive. Code Compliance responds to complaints in a timely and effective manner.

Strategic Priority 1
Gain compliance of 85% or 90% of cases by Code Compliance staff prior to being presented to the Special Magistrate.

Strategic Objectives	Strategies	Success Indicators
■ Maintenance of Exterior of Premises The exterior of the premises and all of the structures thereon are to be kept free of all nuisances and any hazards to the safety of occupants, pedestrians and other persons utilizing the premises, and free of unsanitary conditions. Any of the foregoing shall be promptly removed and abated by the owner or operator. ■ Wall and Exterior Surfaces The exterior surfaces of every structure or accessory structure (including fences, signs and storefronts) are to be maintained in good repair and all surfaces thereof shall be kept painted or protected	■ Code Compliance is reactive and proactive. Code Compliance Specialists while on routine patrol observe violations in the community as well as respond to citizen complaints. ■ Educate the public ■ Assist the residents in correcting their violations ■ Gain voluntary compliance ■ Gain compliance prior to the Special Magistrate Hearing	■ Number of Notices of Violation issued for the calendar year 2010 = 2,741 ■ Number of cases resolved before Special Magistrate Hearing for the calendar year of 2010 = 2,118 ■ 80% resolved

with other approved coating or material where necessary for the purposes of preservation and appearance. All surfaces will be maintained free of broken glass, loose shingles, crumbling stone or brick, excessive peeling paint or other conditions reflective of deterioration or inadequate maintenance to the end that the property, itself, may be preserved, safety and fire hazards eliminated, and adjoining properties protected from blighting influences. a. Appearance and Aesthetic Control of Exterior of Premises ■ The exterior of the premises and the condition of accessory structures are to be maintained so that the appearance of the premises and all buildings is compatible with a rehabilitated redevelopment area. ■ Exterior Appurtenances All exterior appurtenances or accessory structures which serve no useful purpose and those in a deteriorated condition which are not economically repairable shall be removed. Such structures include porches, terraces, entrance platforms, garages, carports, walls, fences, signs and sheds. ■ Rehabilitation Standards All non-acquired structures in the Redevelopment Area shall comply with the Village's building, plumbing, electrical, and health		

codes, the zoning ordinance and other pertinent statutes, ordinances, and regulations relating to the use and occupancy of property and structures. ■ Respond in a timely and effective manner to possible code violations to maintain a high quality standard of living.		
Strategic Priority 2 Respond to new complaints within 2 working days 75% of the time.		
	Strategies ■ Respond to new complaints within 1 working day if the violation is affecting the health, safety and welfare of the community. ■ Respond to all new complaints within 2 working days 75% of the time, by prioritizing. ■ To assist residential homeowners and business owners with code compliance assistance through NIP, Code Compliance and Façade Improvement programs	Success Indicators ■ Total number of complaints received for the calendar year 2010 = 531 ■ Number responded to within 2 working days for the calendar year 2010 = 400 ■ 75% response Please note the Code Compliance Division not only responds to complaints (reactive); but is proactive as well.
Strategic Priority 3 ■ Identify most prevalent code violations by type. ■ Minimum Property Maintenance and Occupancy Codes ■ Buildings, Construction Codes ■ Lot Maintenance Codes ■ Motor Vehicle Codes ■ Zoning Codes		

	Strategies ■ The Code Compliance Division responds to complaints and during routine patrol observes violations to be addressed as well. ■ The Code Compliance Division educates and assists residents in order to correct violations.	Success Indicators ■ Most prevalent violation. Minimum Property Maintenance and Occupancy Codes ■ Resolution plan. The Code Compliance Division educates and assists residents in order to correct violations

P. COMMUNITY PARTNERSHIP GRANTS PROGRAM

Goal

- The CRA shall allocate funds to fund socio-economic, business development, housing assistance, workforce development, elderly assistance, cultural arts events, activities and programs that build a sense of community in residential neighborhoods or stimulate economic development in the business areas.

Strategic Objectives	Strategies	Success Indicators
■ To maintain a positive and involved role within the community ■ Further the goals of the CRA through support of and participation in community initiatives and activities ■ To identify long term, stable funding for community and economic development efforts and to ensure accountability	■ Develop funding sources so programs will be self-sustaining. ■ Organizations that seek funding shall be required to submit a proposal that will be evaluated through a competitive process annually. ■ Funding procedures will be formulized to ensure accountability through the following methods: 1. Each proposal shall include a detailed job description for staff with roles and responsibilities outlined, a detailed program of work that specifies what programs or efforts the proposed funding will be used for, and a fiscal year organizational budget. 2. Should funding be allocated in response to the proposal, a contract for services between the two bodies will be developed. 3. The contract will include built-in evaluating and monitoring mechanisms to facilitate performance review by the CRA.	■ Amount of funding for plan implementation ■ Understanding of expectations and responsibilities ■ Level of trust between organizations ■ Analysis of contractual performance ■ Sustainabilityof participating of organizations

Q. CULTURAL ARTS

Project Goal

- The CRA should play a role in supporting and promoting Hallandale Beach as a thriving arts community, in order to sustain economic vitality and improve the quality of life within the CRA area.

Strategic Objectives	Strategies	Success Indicators
■ Continued revitalization and stabilization of the Fashion Row and surrounding neighborhoods through promotion of art and cultural activities and institutions ■ Promote cultural tourism by enhancing Hallandale Beach's identity as a community of culture and the arts- one that is creative, authentic, and intimate ■ Help ensure access to the arts for all ages, ethnicities, and physical activity ■ Create jobs and promote economic development	■ Implement programs and initiatives through CBO's and Recreation Department to establish Hallandale Beach as an artist-friendly city and as a desirable location for galleries, studios and artists residences ■ Work with cultural arts organizations and public and private institutions to support projects that will enhance the City's identity as an arts community ■ Recommend policies and regulations that will encourage the establishment and expansion of artist studios, galleries, and performance venues that are consistent with the City's character and the goals, policies, and objectives of the Comprehensive Plan ■ Develop strategies and programs to protect existing arts spaces and create long-term affordable spaces for the purpose of providing affordable arts-related venues ■ Seek grant opportunities and help develop strategies for permanent funding of art and culture programs	■ Number of diverse cultural arts programs. ■ Number of cultural arts related businesses established. ■ Number of cultural art fairs, festivals and/or events established. ■ Increase of overall economic benefits to the CRA (Jobs created, capital investments, and visitors to the CRA). ■ Number of Business-to-Business forums associated with cultural art activities and events.

R. LAND ACQUISITION, DEVELOPMENT AND RELATED ACTIVITIES

Project Goal

- Implement the full spectrum of land acquisition and demolition including the purchase of developed and/or vacant properties for purposes of affordable housing, economic development, assemblage and sale, the actual development/redevelopment of properties, environmental assessments and/or remediation of contaminated properties.

Strategic Objectives	Strategies	Success Indicators
■ To encourage the acquisition, demolition, and reuse of those properties which, by virtue of their location, condition, or value, no longer function at their highest potential economic use and are currently depressing the value and viability of the surrounding uses. To provide sites for public facilities, eliminate unsafe conditions, remove non-conforming uses, eliminate title restrictions, or to overcome diversity of ownership and faulty lot layout which prevents redevelopment and contributes to the perpetuation of blight in the area. The timing of land purchases will be dependent upon the availability of funds; specifically, it is proposed to fund the acquisition and other expenses of the project. ■ To provide financial assistance and funding for construction and implementation of Parks Master Plan.	■ Eliminate dilapidated and unsafe structures through the continuation of the City's demolition program. ■ Eliminate nonconforming uses that distract from the character of the community and hinder investment opportunities. Assuming the cooperation of property owners, available means may include: acquisition, exchange, transfer of development rights, or zoning changes. ■ The consolidation of small parcels of land into parcels of adequate size to accommodate new construction, thus encouraging stable growth. ■ Whenever possible, the designated property will be acquired through negotiation with the current owners. ■ To hold, improve, or prepare buildings for redevelopment or urban renewal. ■ To purchase unimproved parcels necessary to hold, improve or prepare for redevelopment, re-use, or urban renewal. ■ To purchase parcels, unimproved or improved, for the development of public uses, including, but not limited to, open	■ Creation of five year property acquisition plan. ■ Creation of demolition program for selected properties. ■ Creation of assemblage priorities. ■ Number of properties acquired for affordable housing. ■ Number of properties acquired for open space and greenways. ■ Number of properties acquired for drainage and utilities improvement. ■ Number of properties assembled and how it meets priorities. ■ Number of properties sold for economic development improvements. ■ Number of properties sold for affordable housing. ■ Number of Brownsfields designated. ■ Number of properties developed by CRA projects.

	space, roadways and parking areas. ■ The basis for negotiation will be the fair market value of the property as determined by competent appraisers. ■ Relocation of residents and businesses displaced, as result of property acquisition by the CRA will follow procedures which fulfill the intent of the law. ■ Encourage partnerships among the property owners and the private and public sectors in order to implement proposed redevelopment projects. ■ The CRA shall comply with Florida law governing land acquisition and disposition in F.S. 163.370. ■ Revise Land Acquisition Policy, where all Land Acquisitions shall be approved by the CRA Board.	

S. LAND USE

Project Goal

- Establish a land use pattern that reflects the redevelopment area as a community of diversified interests and activities while promoting **compatibility** and harmonious land-use relationships. Encourage innovation in land planning and site development techniques.

Strategic Objectives	Strategies	Success Indicators
▪ It is the CRA's intent to redevelop the land and facilities in the redevelopment area by entering into development participation agreements with private developers who will undertake to install and attract new development to the redevelopment area which is consistent with this redevelopment plan. A substantial part of the land area will be developed for commercial/mixed-use purposes. Adequate infrastructure must be provided along with improvements to streetscape, landscape and existing facilities in order to assure a market for the redeveloped properties.	▪ Promote and locate land use activities of regional importance, such as market and festival sites, within the redevelopment area to attract visitors and capture additional market opportunities. ▪ Develop land uses and patterns that complement and strengthen existing and proposed activity centers. ▪ Formulate future land use strategies on sound market analysis and demographic research. ▪ Protect and enhance existing residential neighborhoods. ▪ Work with Planning and Zoning in the development of performance standards to be used with redevelopment area that will provide incentives and/or bonuses for developer proposals that utilize creative design amenities. ▪ Achieve the onsite mixing of residential and commercial uses in appropriate locations as determined by the community. ▪ Prepare landscaping, street-scaping and lighting plans for public spaces to strengthen the character of the redevelopment area and encourage the use of these features when negotiating private sector development plans.	▪ Creation of five year property acquisition plan. ▪ Creation of demolition program for selected properties. ▪ Creation of assemblage priorities. ▪ Number of properties acquired for affordable housing. ▪ Number of properties acquired for open space and greenways. ▪ Number of properties acquired for drainage and utilities improvement. ▪ Number of properties assembled and how it meets priorities. ▪ Number of properties sold for economic development improvements. ▪ Number of properties sold for affordable housing. ▪ Number of Brownfields designated. ▪ Number of properties developed for CRA projects.

T. PARKS AND RECREATION

Project Goal

The City of Hallandale Beach adopted a comprehensive City Wide Parks Master Plan in order to provide a community driven and professionally prepared roadmap to improve public recreation and leisure facilities throughout the community. The goals established for the City Wide Parks Master Plan are to:

1). Create a city-wide system of park and recreation venues that meet the needs of the citizens of Hallandale Beach
2). Set Hallandale Beach as a model city
3). Enhance the quality of life for all citizens
4). Improve the neighborhoods
5). Maintain and enhance the tax base

Strategic Objectives	Strategies	Success Indicators
■ Identify perceived and real community recreation needs ■ Maximize, to the greatest extent possible, the use of available recreation lands and facility resources ■ Continue the acquisition of land for Open Space. ■ Provide for the rational and equitable distribution of recreational facilities throughout the City of Hallandale Beach, and improve accessibility throughout the City, and improve accessibility to said facilities ■ Plan park and recreation investments to create the greatest benefit to all citizens of Hallandale Beach while limiting duplication of high maintenance facilities. ■ To provide financial assistance and funding for construction and implementation of Parks Master Plan.	■ Prioritize park projects. ■ Identify funding sources. (Currently there is funding in the Parks Master Plan project. However, additional funding will need to be acquired to complete projects) ■ Planning and designs of each park project. ■ Construction of each park project. ■ May fund Parks Master Plan with issuance.	■ Finalize Parks Master Plan with park project priorities stated ■ Acquire funding to complete projects ■ Designs and permits completed for each park ■ Each park project completed

SECTION FOUR: THE COST FOR REDEVELOPMENT

2011-2012 CRA BUDGET SUMMARY

Hallandale Beach Community Redevelopment Agency (CRA)- "Community Redevelopment" or "Redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development and spread of slum and blight, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such plan.

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a *"Finding of Necessity"* by the governing body. This finding must demonstrate that:

- One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in the county or municipality; and,
- The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

The City of Hallandale Beach will position itself for success in the marketplace by restructuring its current Economic Development program to focus on the following: to develop a structure to reflect best practices in private sector planning, execution and measurement; to create economic development processes to accelerate incentive and permit approval to fit the quick response nature of current projects by eliminating duplications and delays; and, to continue to strengthen business community buy-in, while cultivating partnerships to leverage resources. The Economic Development effort will advance a comprehensive economic development strategy designed to identify and target future drivers of job growth and enhance competitiveness through the updating of policy, regulatory infrastructure and incentive factors. The Economic Development Office/CRA will be responsible for spearheading comprehensive business intelligence, public relations, marketing outreach, local business retention and expansion, and prospect/project management. This Economic Development approach and effort will enable the City to achieve the Commission's strategic priority of creating jobs, expanding the tax base and creating a healthy balance of residential, commercial and light industry uses.

The current year Taxable Value within the CRA area of $1.018 billion, decreased $421,130 or -.04%. The Base Year value of the CRA is $377,757,750. This will generate Tax Increment Fund monies of $7,143,071, of which $3,570,885 is the City's contribution.

The CRA expenditure budget of $9,889,396 decreased $5,841,717, or 37.1% below the prior year's budget. The decrease is a result of a change in the way the unused Community Redevelopment Agency (CRA) Fund expenditures were budgeted. Prior to last year, any CRA funds that had not been utilized at fiscal year-end would be re-appropriated or carried forward to the next fiscal year as an amendment to the original budget. However, in fiscal year 2011, the City adopted an original expenditure budget which included the anticipated unused CRA funds in specific, identifiable programs and/or projects, and funded these via the budgetary fund balance revenue, which are the projected fallout funds. In Fiscal Year 2011 the budgetary fund balance revenue was $7,972,788. In Fiscal Year 2012 the budgetary fund balance revenue is budgeted at $2,294,025, a decrease of $5,678,763 below the prior year.

There are many new programs that the CRA is funding in the new fiscal year. Some of these include:

Community Policing:

- Neighborhood Enhancement Team (NET)-To place greater emphasis on quality of life issues and crime prevention than normally provided by traditional baseline policing services. $560,685
- Community Involvement Unit (CIU)-To provide prevention, education, youth mentoring services, community relations activities and community events. $316,741
- Community Action Team (CAT)-To focus efforts primarily on the City's schools (all of which are located within the CRA) and the City's Parks located within the CRA. $107,213
- Neighborhood Employability Enhancement Directive (NEED) - To provide employability services for unemployed adults and youth who reside within the CRA. $203,000
- Annual existing business & industry survey, and quarterly business seminars to be conducted by the Hallandale Beach Area Chamber of Commerce. $25,000
- Wayfinding Signage - Development of system design and post design.- $100,000 ($75k CRA; $25k General Fund)
- Implementation of the Economic Development Plan - An economic study has been approved by the City Commission which will create an "action guidebook" for economic development. The focus is on creating a "clearinghouse" for economic information, developing business retention and attraction program, jobs growth, and expedited services. The study will also help create a "brand" for the City of Hallandale Beach. - $46,000 (in Fiscal Year 2011)
- Tax Increment Financing (TIF) funding to the Village at Gulfstream Park - $179,815 due in FY 2011; $900,000 budgeted in FY 2002.

The major category increases/decreases over the current year are as follows:

Community Redevelopment Agency (CRA)	Adopted Budget	CM Rec Budget	Increase	Percent
CATEGORY/EXPENDITURE	**FY 2010-11**	**FY 2011-12**	**(Decrease)**	**Change**
Revenues				
Tax Increment Financing	$7,304,325	$7,143,071	(161,254)	-2.2%
Other Licenses & Permits	$0	$0	0	0.0%
Loan/Application/Associated Fees	$8,000	$7,000	(1,000)	-12.5%
Interest Income & Loan repayment	$446,000	$445,300	(700)	-0.2%
Subtotal Revenues	$7,758,325	$7,595,371	($162,954)	-2.1%
Appr from Unappropriated Surplus	$7,972,788	$2,294,025	(5,678,763)	-71.2%
Total Revenue	$ 15,731,113	$ 9,889,396	(5,841,717)	-37.1%
Expenditures				
Personal Services	$1,138,854	$1,668,877	530,023	46.5%
Operating/Maintenance	$1,270,502	$941,419	(329,083)	-25.9%
Debt Service	$0	$0	0	0.0%
Capital Outlay	$29,200	$0	(29,200)	-100.0%
Capital Improvements	$7,616,807	$1,907,500	(5,709,307)	-75.0%
Subtotal Capital Improvements/Outlay	$7,646,007	$1,907,500	($5,738,507)	-75.1%
Administrative Charges	$900,000	$900,000	0	0.0%
Transfer for CIP funding	$0	$0	0	100.0%
Economic Incentives	$1,697,750	$1,128,000	(569,750)	-33.6%
Subsidized Loans/Land Acquisition	$1,090,000	$1,334,000	244,000	22.4%
Transfers to Other Funds	$1,988,000	$1,984,600	(3,400)	-0.2%
Computer System Reserve	$0	$0	0	0.0%
Contingencies	$0	$25,000	$25,000	100.0%
Total Expenditures	$15,731,113	$9,889,396	($5,841,717)	-37.1%
Excess (Deficiency) of Revenues over Expenditures	0	(2,294,025)		
Projected Beginning Fund Balance		2,490,380		
Projected Ending Fund Balance		196,355		

HALLANDALE BEACH CRA REVENUE HISTORY

Tax Year	Fiscal Year	Assessed Value	Percent Change in Assessed Value	Total Incremental Increase	City Contribution Net (95%)	County Contribution Net (95%)	Children Services Net (95%)	S Broward Hospital Contract	Total CRA Revenue
1996	1996/97	339,877,780		0	0	0	0	0	
1997	1997/98	355,847,240	4.70%	15,969,460	106,000	108,453	32,059	0	246,512
1998	1998/99	382,344,420	7.45%	42,466,640	281,879	278,954	85,253	0	646,086
1999	1999/00	398,300,920	4.17%	58,423,140	387,792	382,670	0	115,616	886,078
2000	2000/01	432,738,440	8.65%	92,860,660	562,838	532,535	0	115,616	1,210,989
2001	2001/02	457,754,430	5.78%	117,876,650	758,986	731,547	0	115,616	1,606,149
2002	2002/03	498,401,860	8.88%	158,524,080	1,016,234	1,004,262	49,938	115,616	2,186,050
2003	2003/04	580,342,740	16.44%	240,464,960	1,541,525	1,509,200	89,549	115,616	3,255,890
2004	2004/05	686,829,860	18.35%	346,952,080	2,114,466	2,094,276	136,677	115,616	4,461,035
2005	2005/06	801,752,040	16.73%	461,874,260	2,757,209	2,761,773	189,176	118,974	5,827,132
2006	2006/07	1,150,459,730	43.49%	810,581,950	4,596,907	4,345,639	313,643	134,785	9,390,974
2007*	2007/08	1,387,266,780	20.58%	1,009,509,030	4,777,712	4,688,618	342,567	150,913	9,959,810
2008	2008/09	1,352,076,370	-2.54%	974,318,620	4,611,167	4,525,179	347,471	167,363	9,651,180
2009	2009/10	1,230,110,250	-9.02%	852,352,500	4,777,436	3,958,713	343,571	184,142	9,263,862
2010	2010/11	1,018,847,480	-17.17%	641,089,730	3,593,308	3,107,359	286,003	200,000	7,186,670
2011	2011/12	1,015,148,340	-0.36%	637,390,590	3,572,574	3,140,232	289,984	200,000	7,202,790
2012**	2012/13	1,006,020,310	-0.90%	628,262,560	3,392,074	3,137,996	292,576	200,000	7,022,646
					38,848,107	**36,307,406**	**2,798,467**	**2,049,873**	**80,003,853**

* - Base Year was revised by the Broward County Property Appraiser's Office on March 29, 2007. The revised base year valuation is $377,757,750.

** - For tax year 2012 (FY 2013) the amount is based on July 1st Certified Taxable value and estimated millage rates.

Sources of Redevelopment Funding and Financing

The following section provides a general review of potential sources of funding for redevelopment programs, and a description of the funding sources applicable to each of the improvements or projects identified in the plan. In general, a variety of financing options are presently available to the Community Redevelopment Agency and the City of Hallandale Beach.

Among these are the following:

A. Tax Increment Revenues

Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act. This increment, which is determined annually, is equal to 95% of the difference between: the amount of ad valorem taxes levied each year by each applicable taxing authority on taxable real property within the Community Redevelopment Area; and, the amount of ad valorem taxes that would have been produced by the current millage rates prior to establishment of the Redevelopment Trust Fund. Both of these amounts are exclusive of debt service millage of the taxing authorities. The ability of the Community Redevelopment Agency to utilize this funding method requires two key actions, both of which have been implemented:

- The establishment of a redevelopment trust fund as required by FS 163.387 as the repository for increment tax funds, and;
- The provision, by ordinance of the City, for the funding of the redevelopment trust fund for the duration of the Community Redevelopment Plan.

B. Redevelopment Revenue Bonds

The provisions of F.S.163.385 allow the City of Hallandale Beach or Community Redevelopment Agency to issue "Revenue Bonds" to finance redevelopment actions, with the security for such bonds being based on the "anticipated assessed valuation of the completed community redevelopment." In this way, the additional annual taxes generated within the Community Redevelopment Area, the "tax increment", is used to finance the long term bond debt. Prior to the issuance of long term revenue bonds, the City or Community Redevelopment Agency may issue bond anticipation notes to provide up-front funding for redevelopment actions until sufficient tax increment funds are available to amortize a bond issue.

C. General Obligation Bonds

For the purposes of financing redevelopment actions, The City of Hallandale Beach may also issue General Obligation Bonds. These bonds are secured by debt service millage on the real property within the City and must receive voter approval.

D. Special Assessment Districts

The City of Hallandale Beach could also establish special assessment districts for the purpose of funding various neighborhood improvements within an area or for the construction of a particular project.

E. Community Development Block Grants (CDBG)

Each year the City of Hallandale Beach receives CDBG grant funds directly from the Broward County Government for infrastructure, transportation and other community improvement projects.

F. Industrial Revenue Bonds (IRB)

Industrial revenue bonds may be used to finance industrial, and some commercial projects. The primary emphasis on such projects is the creation of jobs, and as a consequence speculative ventures are not normally financed by this means. Such bonds are typically issued by the County, with repayment pledged against the revenues of the private enterprise being funded. IRB's are tax exempt and consequently are typically 3 percentage points below prevailing interest rates. Such financing has been used effectively in South Florida, but has not been utilized to date to fund improvement projects within the City of Hallandale Beach CRA District.

G. Land Sales/Leases

Acquisition of property and its preparation for development are powers available to the Community Redevelopment Agency under provisions of F.S. 163. The resale or leasing of such land to private developers can provide another source of income within the Community Redevelopment Area.

H. Contributions and Grants

Voluntary contributions by private companies, foundations, governmental entities and individuals are potential sources of income to the Community Redevelopment Agency. Although such contributions may only account for a small portion of redevelopment costs, they do provide opportunities for community participation with positive promotional benefits. Grant funds have been provided by Broward County for a number of CRA projects.

I. Direct Borrowing From Commercial Lenders or Governmental Agencies

The CRA is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular project(s) funding requirements, the CRA may utilize both short and long term borrowing. Although terms and conditions may have a direct bearing on use of a particular commercial lending institution, the CRA will generally attempt to attain the lowest available interest rate.

FIVE-YEAR REDEVELOPMENT PROGRAM AND FUNDING ALLOCATIONS

This section of the Community Redevelopment Plan provides a five-year funding program for the Planning, Redevelopment and Community Improvements programs and projects that are identified within the Plan. This five-year program is intended to serve as a guide for project implementation and to assist in cash flow management. It is not intended to replace the annual budget adopted by the CRA.

FIVE YEAR PROJECTION OF Capital Improvement Projects

Community Redevelopment Agency - 130

NUMBER	PROJECT TITLE	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	TOTAL
89-17-01	STREET MAINTENANCE PROGRAM	$0	$0	$100,000	$50,000	$50,000	$50,000	$250,000
99-63-01	DRAINAGE IMPROVEMENTS - CRA	$1,000,000	$0	$0	$0	$0	$0	$1,000,000
05-63-01	MODEL BLOCK	$50,000	$0	$50,000	$50,000	$50,000	$50,000	$250,000
05-65-01	AFFORDABLE HOUSING	$450,000	$0					$450,000
06-63-02	FOSTER ROAD IMPROVEMENTS			$50,000	$50,000	$50,000	$50,000	$200,000
07-41-01	FEC CROSSING			$25,000	$0	$0	$25,000	$50,000
08-63-02	PARK IMPROVEMENTS			$50,000	$50,000	$50,000	$50,000	$200,000
09-49-01	HMGP NE SECTION DRAINAGE PROJECT	$2,811,881	$0	$0	$0	$0	$0	$2,811,881
10-41-01	SE 2ND STREET EXTENSION	$150,000	$125,000	$200,000	$300,000	$0	$0	$775,000
12-NEW	PEDESTRIAN IMPROVEMENT PROGRAM		$187,500					$187,500
12-NEW	HBB & I-95 AESTHETIC IMPROVEMENTS		$50,000					$50,000
12-NEW	CROSSWALK UPGRADES		$150,000					$150,000
12-NEW	WAYFINDING		$75,000					$75,000
12-NEW	NE 1ST AVENUE/DIXIE CORRIDOR		$500,000					$500,000
	TOTAL C.R.A. FUND	**$4,461,881**	**$1,087,500**	**$475,000**	**$500,000**	**$200,000**	**$225,000**	**$6,949,381**

PROGRAMS & PROJECTS

2011-2012

Enhanced Community Policing

- **Community Involvement Unit-** two dedicated Officers who will work to monitor foreclosed and distressed properties within the CRA, employ problem-solving strategies and take a holistic approach to solving crime and blight issues at properties within the CRA.
- **Neighborhood Enforcement Team**- a group of one police sergeant and three police officers dedicated solely to providing police services within the CRA to proactively address everything from the seemingly most basic quality of life issues to the most serious of violent crimes. The Neighborhood Enforcement Team will work outside the confines of traditional call response and criminal investigation strategies to accomplish its goals.
- **Community Action Team**- two dedicated officers who will work to identify youths likely to fall into youth violence or gang activity and intervene before that occurs.

CRA Tax Increment Financing (TIF) Investment for The Village at Gulfstream Park

The Village at Gulfstream Park is a multiphase development that qualified as a Development of Regional Impact (DRI). DRIs in general are classified as "any development which, because of its character, magnitude, or location would have a substantial effect upon the health, safety, or welfare of citizens of more than one county. A Community Development District (CDD) was established to provide alternative methods to finance and manage basic services for the community development. In order to pay for the improvement and mitigation amounts as it was outlined in the development order and development agreement for project's Phase I, Forest

City through the CDD issued $60 million in tax exempt bonds financed over 30 years. The Village at Gulfstream Park is the first lifestyle center in the country built in conjunction with a state-of-the-art thoroughbred horse racing facility and casino. This development features unrivaled shopping, dining, office and an entertainment center. Given its prominence and scale, the Village at Gulfstream Park will clearly define investments along Hallandale Beach Boulevard and US 1 for the next decade. On May 21, 2009, the Hallandale Beach Community Redevelopment Agency (CRA) entered into a private/public partnership with the Village at Gulfstream Park CDC and the Village at Gulfstream Park, LLC for tax increment funding assistance.

PROJECT OBJECTIVES

To assist in paying back the bonds issued in order for Gulfstream to pay for the cost of infrastructure/open space of the development and other public improvements. This project objective will result in additional TIF, jobs and commercial space that will benefit the CRA and the City.

PROJECT DESCRIPTION

On the first of May following the initial period and on May 1 of each year thereafter until end of CRA valuation, the CRA will pay to the CDD the lesser of $900,000 or 50% of the tax increment for the immediately preceding year. The developer shall cause financial statements to be prepared by an independent auditor for each fiscal year and delivered to the CRA by no later than April 1.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA

FUNDING SOURCE

Funding will be provided through TIF funds.

PROJECT SCHEDULE

April 1- Independent financial statement due to the CRA

May 1- the CRA will pay to the CDD the lesser of $900,000 or 50% of the tax increment.

PROJECT COST

$900,000 annually

Hallandale Beach Area Chamber Of Commerce Industry Survey, Quarterly Seminars and Resource List Project

The goal of this program is to utilize the expertise and services of the Hallandale Beach Area Chamber of Commerce in order to add value, offer business assistance, and marketing to the existing businesses in the Hallandale Beach CRA.

PROGRAM OBJECTIVES

The program objectives include:

1. Administer a business survey questionnaire to all Hallandale Beach businesses in the CRA.
2. Set-up and offer a seminar series to local businesses based on information gathered from the survey.
3. Create and publish business referral resource guide for local businesses.

PROGRAM DESCRIPTION

Survey: Survey distribution will be completed through a web-based survey of businesses, two separate postcard mailings, and person-to- person. A notice of the survey will also be published in the South Florida Sun Times.

Survey responses will be tabulated and analyzed and will serve as the foundation for a series of seminars offered through the Chamber of Commerce to be conducted quarterly over a two-year period.

A referral resource list will be established to be used as a informational piece for local businesses.

PROGRAM PARTICIPATION

Hallandale Beach Area Chamber of Commerce

Matrix2 Advertising

Consultant/Project Manager

Seminar leaders and teachers; Squad leader for in-person technical assistance

FUNDING SOURCE

The CRA

PROGRAM SCHEDULE

FY 2011/12

PROGRAM COST

$24,135.00

Habitat for Humanity

The city received HUD Neighborhood Stabilization Program (NSP) funds from Broward County to carry out eligible NSP activities. One of the grant requirements was that the City expend at least 25% of its grant amount ($443,785) to provide housing (i.e. owner occupied or rental) to individuals at or below 50% (very low) of Broward County Area Median Income (AMI). To assist in addressing that specific condition, the City designated Habitat for Humanity as a sub-recipient of the city's NSP1 for the purchase, demolition, rehabilitation and reconstruction of a foreclosed property located at 133 N.W. 1st Avenue.

PROJECT OBJECTIVE

To provide affordable housing opportunities for prospective homebuyers.

PROJECT DESCRIPTION

The renovation of a multi-family rental property that consists of four duplex apartment buildings, eight (8) units. After renovation, the residential units will be sold as single family homes. The renovation will result in a reduction of the number of residential units from eight to a maximum of seven and minimum of four units in order to provide better homeownership opportunities.

PROJECT PARTICIPATION AND ADMINISTRATION

U.S. Department of Housing Urban and Development (HUD)

The CRA

Habitat for Humanity

Broward County Office of Housing Finance and Community Development Division

FUNDING SOURCES

HUD NSP1

PROJECT COST

$680,404

Highland Park Village

On June 30, 2008 the City Commission initiated and approved the creation of a public/private partnership with Highland Park Ventures, LLC, for creating affordable housing within the community redevelopment area, in the Northwest quadrant. The City agreed to pay the developer $2,500,000 to subsidize the land cost for the property. The City loaned the developer $2.65 million to assist with construction costs to be paid back after each unit is sold ($50,000 per unit x 53 units constructed). The City purchased 26 units per a developer's agreement for $4.47 million.

PROJECT OBJECTIVES

- To create affordable housing opportunities for First-time homeowners who meet Low –to- Moderate income criteria.
- To promote the City of Hallandale Beach CRA affordable homeownership program.
- To market and sell the City's 26 units through Core Real Estate Services, Inc.

PROJECT DESCRIPTION

These units will be listed on the Multiple Listing Service (MLS); the listing Realtor/agent will coordinate the packaging and submittal of the First-time homebuyer applications to the CRA.

The first-time homebuyers program creates affordable housing opportunities to qualified persons whose income is between 80% and 120% of the Broward County median income. Participants shall receive a grant of twenty-five thousand dollars ($25,000) for down payment assistance and sales price Buy- down. A qualified person whose income is not greater than 80% shall receive a grant of $50,000 for down payment assistance and sales price reduction.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA

City of Hallandale Beach

Highland Park Ventures, LLC

Shanco Development Company

Core Real Estate Services Inc.

FUNDING SOURCE

The CRA

PROJECT SCHEDULE

Upon sale of all 26 units

PROJECT COST

$5,150,000

Way-finding Project

PROJECT GOAL

To enhance the City's appearance and provide a Way-finding and Signage Plan.

PROJECT OBJECTIVES

To create a Way-finding and Signage Plan and a gateway monument design that will provide the CRA in conjunction with the City a document of directional signs, that make up the urban landscape in public areas of the City of Hallandale Beach.

PROJECT DESCRIPTION

The Way-finding and Signage Plan will address vehicular and pedestrian directional signage, parking signage, pedestrian directional signs, map kiosk, design gateway monument. The completed plan will provide the City/CRA with a document that details sign messaging terminology and installation locations, materials, size/scale, colors, finishes, copy/text and schedule of signs (e.g. number of each sign type, approximate location). This information shall be suitable for the City/CRA to solicit proposals from qualified sign fabricators to prepare complete engineered shop drawings, and to manufacture and install all signage elements.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA

City Engineering Division

FUNDING SOURCE

The CRA- 75% and General Fund- 25%

PROJECT SCHEDULE

The design to be completed January, 2012.

PROJECT COST

$100,000

Branding Project

PROJECT GOAL

To create a new brand and market identification fort the City of Hallandale Beach.

PROJECT OBJECTIVES

The City's is currently working on Branding program to develop a comprehensive plan that will include target profiles and key markets for public relation, marketing communications and collateral development. This includes, the development of a logo and a tagline for the City.

PROJECT DESCRIPTION

Discovery and Brand-Platforms to meet with key members of the organization and community leaders to research to help understand any situations or trends that may affect the City of Hallandale Beach brand.

Research on Regional perceptions. The research includes regional perceptions of Hallandale Beach and secondary research.

The development of a logo and a tagline.

Create a branding plan.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA

City of Hallandale Beach

FUNDING SOURCE

The CRA- 75% and General Fund- 25%

PROJECT SCHEDULE

To be completed on June, 2012.

PROJECT COST

$17,500

NE 1st AVENUE/DIXIE CORRIDOR (FASHION ROW)

"Fashion Row" refers to a cluster of retail shops that specialize in the sale of fashion-related goods and services. The area commonly identified as Fashion Row is situated between the F.E.C Railroad and N.E. Second Avenue, between Hallandale Beach Boulevard and N.E. Fifth Street.

The City of Hallandale Beach Zoning official map defines a broader Fashion Row District that is subject to the development standards of the Fashion Row Overlay District set forth in Article IV, Section 20 of the City of Hallandale Beach's Zoning and Land Development Code. This area extends northward to the extension of N.W. Eighth Court and eastward to include property east of N.E. Second Avenue between N.E. Fifth Street and N.E. Seventh Street.

History-The Fashion Row area was originally a warehousing district prior to transitioning into a retail commercial area. Buildings still situated on the F.E.C. Right-of-Way are evidence of previous warehouse and storage land use activities. The shortage of off-street parking, a prominent characteristic of the district, can be partially attributed to the earlier light-industrial uses, which required less off-street parking than the commercial retail uses that now occupy the area.

Plan Perspective- The Fashion Row area provides Hallandale Beach with a unique commercial identity that has the potential of drawing consumers from areas outside of Hallandale Beach. Therefore, the economic viability of Fashion Row is important to Hallandale Beach's business community. The continued viability of Fashion Row can be achieved by increasing District appeal to consumers and businesses and reinforcing its unique identity.

PROJECT OBJECTIVES

- To implement the final recommendations from the FAU Fashion Row Implementation Plan
- Increase opportunities for commercial land uses that will compliment and support the existing fashion-related and trade uses
- Enhance the area's aesthetic appeal
- Establish a visual connection among buildings and other physical elements of Fashion Row
- Provide adequate parking
- Provide convenient pedestrian access to and within the District
- Encourage an active and functional Merchants Association

PROJECT DESCRIPTION

TBD

PROJECT PARTICIPATION AND ADMINISTRATION

- The CRA
- The City Engineering Division
- The City Department of Public Works
- The City Development Services Department
- The City Police Department

FUNDING SOURCE

The CRA

PROJECT SCHEDULE

To be completed in FY13

PROJECT COST

$500,000

The Foster Park Improvement Project

This project included the purchase and demolition of an existing building to increase the area of the park. The next phase of the project will be completion of the construction of a one-story community center.

PROJECT OBJECTIVES

To enhance the City's Northwest Quadrant by upgrading Foster Park. This project will provide a community center for the Northwest Quadrant.

PROJECT DESCRIPTION

The Foster Park Improvement Project - will allow for the construction of a community center in the Northwest Quadrant of the City. The building will be able to offer services to the community, including a historic room and corridor along with a library for the youth and community. The building will be a one story building with the option of adding a second story in the future.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA
City Public Works Department
City Engineering & Utilities Departments
Parks and Recreation Department

FUNDING SOURCE

Funding will be provided by the CRA.

PROJECT SCHEDULE

The bid process was completed and the project has been awarded to Recreational Design and Construction. The project construction began on August 1, 2011. The duration of the project is 7 months.

PROJECT COST

Estimated project budget $1,589,600.

SE 2nd STREET EXTENSION

The City has been working on extending SE 2nd Street from SE 14th Ave, to Gulfstream Way for the past several years in order to create a secondary access from Federal Highway to SE 14th Ave. and divert traffic from Hallandale Beach Boulevard.

The property needed for the road is partially owned by the City, with the remainder owned by Magna Development. Negotiations have been ongoing about land swaps to obtain the necessary right-of-way.

PROJECT OBJECTIVES

The project objectives are to create a secondary by-pass and eliminate some traffic from Hallandale Beach Blvd. thereby improving the traffic flow during peak hours in this CRA area of the City.

PROJECT DESCRIPTION

The SE 2nd Street roadway extension project entails the design, permitting and construction of SE 2nd Street extension from SE 14th Ave to Gulfstream Way. The construction schedule will be based on the results of coordination with Magna Development for the right-of-way acquisition. This road link will allow drivers to access southbound Federal Highway without having to go through the Federal Highway and Hallandale Beach Blvd. intersection, thus providing a much needed east/west link. The project consists of the construction of two new lanes of roadway, drainage systems, lighting and security fencing for the racetrack. The project will connect to Gulfstream Way just south of the Hallandale Beach Blvd. intersection via an existing driveway connection. On the east side there will be a new intersection constructed with SE 14th Ave.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA
City Engineering Division
Broward County

FUNDING SOURCE

The CRA – 50%, Broward County Matching Grant 50%.

PROJECT SCHEDULE

The project is in the design stage and is expected to start in the Fall of 2013 and be completed by the end of 2013.

PROJECT COST

Project budget estimated to be $600,000

CRA Drainage Improvements

The SE area west of US 1 and south of Hallandale Beach Boulevard experiences continual drainage and flooding problems over the years. The City has not completed any significant drainage improvements in this area for the past several years. The flooding problems are compounded by the lack of right-of-way on several avenues and the minimal infrastructure in the area. There is no positive discharge point available. The proposed project was developed to provide improved drainage to the area.

PROJECT OBJECTIVES

The project objectives are to construct additional sections of exfiltration trench drainage in the area to minimize the flooding impacts to the residents. Soil borings have been performed to identify the soil capability for this type of construction. This drainage project will help to prevent flooding in this CRA area in the SE section of the City and prevent the continued degradation of the single family neighborhood due to loss of property and access due to flooding.

PROJECT DESCRIPTION

The SE Drainage project will consist of the design and construction associated with the implementation of multiple sections of exfiltration trench along the roadways to increase the drainage in the area. Due to the fact that there is no positive outfall for the area makes options for improvements limited.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA
City Engineering Division

FUNDING SOURCE

The CRA 100%

PROJECT SCHEDULE

The project is in the design stage and is expected to start in the Fall of 2012 and be completed by the end of 2012.

PROJECT COST

The estimated project cost is $300,000

HMPG-NE and SW Section Drainage

The NE and SW areas have experienced continual drainage and flooding problems resulting in multiple repetitive property loss claims to FEMA. The City has completed several projects over the last 20 years to improve the drainage in these areas. However the flooding problems are compounded by the presence of poor draining soils and tidal influences on the SE 14th Avenue Canal and the Schaffer Canal. The proposed project was developed to provide a permanent solution to the problem.

PROJECT OBJECTIVES

The project objectives are to construct a system wide drainage project to prevent flooding of the residences in the NE and SW sections of the City and prevent the continued degradation of the single family neighborhoods due to loss of homes because of flooding. All areas that will benefit from this project are in the CRA area of the City.

PROJECT DESCRIPTION

The NE and SW Drainage project will consist of the design, permitting and construction associated with the implementation of four major storm drainage pump stations, 40 to 50 shallow injection wells, force mains and gravity line upgrades to provide an interconnected drainage system for the areas that will improve the drainage in these quadrants of the City.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA
FEMA Division of Emergency Management
City Engineering Division

FUNDING SOURCE

Funding will be provided by the CRA 22.5%
Stormwater fund 2.5% and a grant from FEMA-DEM 75%.

PROJECT SCHEDULE

The NE project is presently finishing the permitting phase and will start construction in the fall of 2011with completion expected in the summer of 2012. The SW project is in the design and permitting stage and is expected to start in the Summer of 2012 and be completed in the Spring of 2013.

PROJECT COST

The estimated project cost is $14,800,000.

I-95 and HBB Landscaping Enhancements

There are 2 drainage swale areas at the intersection of HBB and I-95 along with one drainage area by Wal-Mart just west of the Intracoastal Waterway Bridge. These swales drain portions of the Hallandale Beach Blvd. and I-95 ramps and have been enhanced with minor landscaping in the past. The City would like to enhance these areas similar to the approach used by the City of Sunny Isles on A1A.

PROJECT OBJECTIVES

To create an aesthetically pleasing landscape feature as an entry feature into the City by adding decorative stone and wetland plantings; enhance the Wal-Mart drainage swale to create an attractive feature when exiting the Intracoastal Waterway Bridge going west.

PROJECT DESCRIPTION

Enhance the swale drainage areas by adding decorative stone features, wetlands plants and trees while maintaining the drainage volumes required for operation. The project will be done in two phases. The first phase will be completed with City funds with the second stage being completed using FDOT funds in 2014.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA 50%
City Transportation 50%
(FDOT grant 50% to replace Transportation funding if available)

FUNDING SOURCE

Funds will be provided by the CRA, FDOT and Developer funds. Wal-Mart is not in the CRA area and will be constructed using the FDOT and Transportation funds.

PROJECT SCHEDULE

The project will be designed in 2012 and the first phase will be constructed in the summer of 2013. The second stage of the project will be constructed in 2014, pending FDOT funding. The project will be completed in 2011-2012.

PROJECT COST

The estimated construction cost is $100,000

Pedestrian Improvement Program

There are several areas throughout the City that do not have sidewalks which are handicap ADA accessible from the street to the sidewalk. As areas are redeveloped or as components of Community Development Block Grant Program (CDBG) projects continue, these ADA improvements would occur.

PROJECT OBJECTIVES

To enhance the City ADA accessibility by creating a new Capital Improvement Project to address the installation of ADA sidewalk ramps at all intersection crossings on local streets.

PROJECT DESCRIPTION

The Pedestrian Improvement Project will consist of adding ADA ramps from existing sidewalks to provide access to the street and crosswalk zones. On local streets the crosswalks do not get striped. The project area is throughout the entire City, though at least 75% of the intersections are within the CRA areas.

PROJECT PARTICIPANTS AND ADMINISTRATION

The CRA
City Engineering Division

FUNDING SOURCE

CRA 75% and Transportation 25%.

PROJECT SCHEDULE

The project will be initiated following budget approval by the City Commission. Plans will be prepared by staff and a bid package will be released. The project began in the Spring of 2011 and be completed by the end of the FY 2011-2012.

PROJECT COST

Staff estimates the project budget to be $750,000, which will be completed in a 3 year period at $250,000 per year.

Schoolhouse Restoration

The Old Hallandale Schoolhouse was built in 1910 and has been determined to be the oldest schoolhouse in Broward County. It was constructed by the Bethlehem Lutheran Church after the original one-room school was destroyed by a hurricane. It was a two-room schoolhouse used for Sunday school. It was originally located at West Beach Boulevard (former name of West Hallandale Beach Blvd.) and 2nd Avenue. In the 1970's it was moved to the City's Public Works compound. It has been used for meetings by the Police Department and referred to as the PBA (Police Benevolent Association) Hall. In 2009, the building was moved a few hundred feet south and separated from the Public Works compound by a perimeter wall. The relocation of the PBA Hall allows residents and visitors of the City of Hallandale Beach access to fully appreciate the schoolhouse.

PROJECT OBJECTIVES

The project's Objectives are to historically restore the Schoolhouse, make it part of the city's park system; and provide the community the opportunity to experience with an important historical structure.

PROJECT DESCRIPTION

This project entails the planning, design and construction for the exterior and interior historic renovation of the Schoolhouse including: Architectural/engineering design and plans; demolition of exterior wall finish, restore original type wood siding and reroofing; replacement of window and exterior doors; interior selective demolition; replacement of damaged framing and flooring; electrical, plumbing and A/C replacement; replacement of insulation and drywall; replacement of fixture and finishes; interior and exterior painting.

PROJECT PARTICIPATION AND ADMINISTRATION

Public Works Division
The CRA

FUNDING SOURCE

$50,000 - CRA Fund -
$50,000 - Grant – County Commissioner Discretionary Fund
$78,375 – Grant – Broward County Challenge Grant

PROJECT SCHEDULE

September 1, 2010 through November 30, 2011

PROJECT COST

$ 178,375

Crosswalk Upgrades

The City has been installing decorative pedestrian crosswalks as part of the Hallandale Beach Boulevard east and west projects for the past five years. The upcoming A1A project will have similar decorative crosswalks. The City will be upgrading all outdated crosswalks to the new style FDOT approved.

PROJECT OBJECTIVES

To enhance the City appearance and provide added safety to pedestrians by using decorative high visibility crosswalks at key crossings on Federal Highway and Hallandale Beach Boulevard.

PROJECT DESCRIPTION

The Crosswalk Upgrade project will allow for the reconstruction of existing crosswalks on Federal Highway that have been worn down due to traffic. The old crosswalks will be removed and reconstructed using the new materials and colors that were used on the WHBB project.

PROJECT PARTICIPATION AND ADMINISTRATION

The CRA
City Public Works Division
City Engineering Division

FUNDING SOURCE

CRA 100%

PROJECT SCHEDULE

The project was bid this FY 2010-2011, with construction starting in the fall and being completed by the end of the year.

PROJECT COST

Estimated $300,000.

Moffit House Historic Renovations

This three-bedroom classic cottage house was constructed in 1906 by town pioneer J.W. Moffit. A local developer, Richard Shan, President of Shanco Development, purchased the property where the Moffit House was located with hoped of redeveloping the land into single family town homes. The developer subsequently donated the house to the City. The developer also donated the services of moving the house from this former location at 134 South Dixie Highway to its current location next to another historic property, the Curci House, located at 324 SW Second Avenue. Both houses represent the original settlers in Hallandale Beach, the Moffit and the Curci.

PROJECT OBJECTIVES

The project's objective is to historically restore the property as part of the City's Historic Village.

PROJECT DESCRIPTION

This project entails planning, design and construction for the exterior and interior historic renovation of the Moffit House including architectural/engineering design and plans; demolition of exterior stucco wall finish, restore original wood type siding; replacement of window/shutter and exterior doors; interior selective demolition; replacement of damaged framing and flooring; electrical, plumbing and A/C replacement; replacement of insulation and drywall; replacement of fixtures and finishes; interior and exterior painting.

PROJECT PARTICIPATION AND ADMINISTRATION

Public Works/Construction Division
The CRA

FUNDING SOURCE

$233,850 - CRA funds
Florida State's Division of Historical Resources.

PROJECT SCHEDULE

To be determined after staff receives architectural/engineering design and plan.

PROJECT COST:

?

Community Bus Service

This service offers three minibus routes that cover the entire City and extends to Aventura Hospital, Tri-Rail and the Memorial Health Care Center on Pembroke Road. Hours of operation have also been extended from 8 hours to 12 hours per day. The routes run Monday thru Saturday from 7:00 am to 7:00 pm. These routes service the residents of the City in general however the target populations are the elderly and the low income residents. The City of Hallandale Beach Community Bus System is advertised on the City's website, in the local newspaper - the Sun Times and in the City's community newsletter - Hallandale Happenings. In addition, the colorful wrapping of the minibus, with the city's signature beach ball water tower, serves also as advertising.

COMMUNITY PARTNERSHIP GRANTS PROGRAM

FY 2012 GRANT AWARDS BY FUND

Community Redevelopment Agency

- Eagles Wing Development Center $35,000 – Workforce Development Deliverable: To provide a training program for a minimum of 25 Certified Nursing Aide (CNA) candidates and employability skills for unemployed young adults.
- Mt. Everett Baptist Church $61,000 - Workforce Development Deliverable: To provide a training program in the building trades and on-the-job training for a minimum of 25 hard to place youth 16- 23 years old. Participants will be provided training at the Hallandale Beach Adult Center. On the job training will be provided through supervised work at the homes of seniors located in the CRA district. Stipends will be provided for work performed. Participants will also be engaged in an academic component if they do not have a high school diploma or GED.
- Palms Center for the Arts $50,000 – Workforce Development Deliverable: To provide an Arts at Work Youth mentoring program for a minimum of 50 at risk youth. Participants will be trained in graphic arts, still art, music and video production. Participants will be able to exhibit and sell their work. Stipends will be provided.
- Family Central $3,600 – Matching Grant Funds Deliverable: Provides matching grant funds for childcare subsidies for low income working parents who reside in the City of Hallandale Beach.
- Phileo Ministries $30,775 – Education/Work force Development Deliverable: Summer program for a minimum of 50 students where they will learn about leadership,

employability and community service. Stipends and incentives are provided for participants.

- The Palms Community Action Coalition, Inc. $ 25,000 - Community Policing Deliverable: To provide operational support for the Police Department's Community Involvement Unit initiatives: (1) Civil Citation Juvenile Diversion Program, (2) Ex-offender Restoration of Rights Project.
- Lampkin's Creative Arts $ 40,000 – Cultural Arts Deliverable: To provide cultural enrichment through music training for 100 youth and elderly residing in the CRA district. Details of work and number of participants will be further enumerated in a Program Agreement.

Project Cost: $ 275,375