

# 2020 FLORIDA REDEVELOPMENT ASSOCIATION ROY F. KENZIE AWARDS

Award Entry Category: Annual Report  
Hallandale Beach CRA 2019 Annual Report

Submitted by  
**Hallandale Beach Community Redevelopment Agency**  
Jeremy Earle, Ph.D., AICP, FRA-RA | Assistant City Manager/CRA Executive Director  
City of Hallandale Beach  
400 South Federal Highway  
Hallandale Beach, FL, 33009



# BEFORE & AFTER

# Annual Report - Cover

BEFORE



AFTER






# Annual Report - Board of Directors

## BEFORE


BOARD OF DIRECTORS

Board of Directors


JOY COOPER  
CHAIR



jcooper@cohb.org



SABRINA JAVELLANA  
VICE-CHAIR




sjavellana@cohb.org

Mission Statement


The mission of the Hallandale Beach Community Redevelopment Agency (CRA) is to promote economic development and enhance the quality of life by eliminating and preventing blighted conditions through the facilitation of community partnerships, business growth, job creation, and neighborhood rehabilitation.

ANABELLE LIMA-TAUB  
DIRECTOR




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MICHELE LAZAROW  
DIRECTOR



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MIKE BUTLER  
DIRECTOR



mbutler@cohb.org


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## AFTER

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Hallandale Beach  
COMMUNITY REDEVELOPMENT AGENCY


Board of Directors



Joy Cooper

Chair


jcooper@cohb.org



Sabrina Javellana

Vice-Chair


sjavellana@cohb.org



Anabelle Lima-Taub

Director


ataub@cohb.org



Michelle Lazarow

Director

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Mike Butler

Director

mbutler@cohb.org

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# Annual Report - Accomplishments

## BEFORE

### HALLANDALE BEACH CRA



Modular Home Project: 620 NW 4<sup>th</sup> Avenue

#### Replacement Home Program

This program is a subset of the Neighborhood Improvement Program (NIP). Applicants are identified to be eligible for this program once the property assessment, ordered by the CRA, proves that the costs of the recommended NIP improvements exceed 50% of the property appraiser's assessed value of the property. Under the Replacement Home Program, the CRA will provide a low interest or interest-free loan up to \$250,000 (or the current cost of construction with plans, permits, construction, and finishes) to single-family homeowners.

#### Senior Neighborhood Improvement Mini Grant Program

This program assists seniors seventy (70) years and older with financial assistance for exterior residential facade improvements in the CRA for the purpose of improving property conditions and value and aiding in the elimination of slum and blight. The grant can also assist with interior repairs to mitigate life safety issues including removal of asbestos, mold, home barriers to the disabled and/or elderly or other life safety issues as determined by the Building or Code Compliance Official. A property can be assisted twice every four years providing that no other CRA loans or City liens exist on the property.

2019 Activity: 4 Residents served; \$39,690 in assistance.

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## AFTER

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### Accomplishments and Activity Status Updates (cont.)

#### Replacement Home Program

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# Annual Report - Performance Data

## BEFORE

PERFORMANCE DATA	
<b>Hallandale Beach Community Redevelopment Agency</b> Florida Department of Economic Opportunity Special District Accountability Program ID <b>430</b>	
Registered Agent	Dr. Jeremy Earle
Mailing Address	400 South Federal Highway, Hallandale Beach, FL 33009
Telephone	(954) 457-3070
Fax	(954) 457-1342
Email	jearle@cohb.com
Website	cohbcra.org
County(ies)	Broward
Local Governing Authority	City of Hallandale Beach
Date Created / Established	Tuesday, September 17, 1996
Creation Documents	City Resolution 96-15
Board Selection	Identical to Local Governing Authority
Authority to Issue Bonds	No
Revenue	Tax Increment Financing
Most Recent Update	Thursday, March 5, 2020
Total number of Activities started and/or ongoing	14
Total number of Activities completed	4
Current Year Taxable Value in CRA	\$ 1,600,760,190
Actual expended increment revenue	\$ 9,088,476
Base Year Taxable Value in CRA	\$ 377,757,750
Current Year Tax Increment Value	\$ 1,223,002,440
Total amount expended for low and middle income affordable housing	\$ 33,236.00
The following is a summary of this community redevelopment agency's achievement of its redevelopment plan's goals.	
ACHIEVEMENT (FINANCING & IMPLEMENTATION PLAN CATEGORIES)	CRA IMPLEMENTATION PLAN OBJECTIVE(S)
Capital Initiatives	1,8,12,13,14,18,19,20,21
Interlocal Agreements	1,3,11
Redevelopment Initiatives	1,2,4,6,7,9,11,12,13,14,15,16,17,18,19,20,21,22
Property Acquisition	1,2,5,7,9,10,12,13,14,15,16,17,18,19,20,21,22
Consultants and Professional/Design Services	1,2,7,8,9,10,12,13,14,15,16,17,18,19,20,21,22
Workforce/Affordable Housing (Low to Moderate)	1,11

## AFTER

2019 Annual Report   Hallandale Beach CRA   www.cohbcra.org	
<b>Performance Data (cont.)</b>	
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Workforce/Affordable Housing (Low to Moderate)	1,11

# ADDITIONAL PHOTOS





## Mission Statement



Our mission is to enhance quality of life by eliminating and preventing blighted conditions through the facilitation of community partnerships, business growth, job creation and neighborhood revitalization.

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## Letter from the CRA Executive Director

March 16, 2020

The Hallandale Beach Community Redevelopment Agency (CRA) is committed to enhancing the quality of life in the City of Hallandale Beach by eliminating slum and blighted conditions throughout the community redevelopment area as defined by Florida Statute (FS) 163 Part III.

The CRA currently comprises seventy-six percent (76%) of the City of Hallandale Beach. The CRA was created in 1996, and sunsets or ends in 2026, unless the City Commission decides to extend the life of the agency.

Over the remaining years of the CRA's life, our intention is to continue to use the full statutory authority and financial capability of the CRA, to implement redevelopment programs that greatly enhance the quality of life in Hallandale Beach.

These programs consist of the following:

- creation of new, quality, sustainable affordable and market rate housing;
- social equity programs related to economic development, including business development, and workforce development programs; and
- promotion of economic development programs that not only support our existing businesses and encourages them to grow, but also serves to attract vibrant new businesses to the City.

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# Tax Base

The following table provides a 10-year summary of the historical assessment (taxable) values and increment values for the CRA as of January 1st of each year. While this report generally pertains to FY 18/19 activity, the following section also includes FY 19/20 property valuation data to highlight current trends.

The CRA experienced positive tax base growth in FY 19/20 due primarily to the residential (18% growth) and industrial market segments (6% growth).

## TAXABLE PROPERTY VALUES

TAX ROLL YEAR	FISCAL YEAR	A		B		=A-B	
		TAXABLE VALUE	% CHANGE OVER PRIOR YEAR	TAXABLE VALUE	INCREMENTAL TAXABLE VALUE	% CHANGE OVER PRIOR YEAR	
2010	2011	1,018,847,470	(17.2%)	377,757,750	641,089,720	(24.8%)	
2011	2012	1,015,148,340	(0.4%)	377,757,750	637,390,590	(0.6%)	
2012	2013	1,003,897,210	(1.1%)	377,757,750	626,139,460	(1.8%)	
2013	2014	1,033,916,110	3.0%	377,757,750	656,158,360	4.8%	
2014	2015	1,108,825,680	7.2%	377,757,750	731,067,930	11.4%	
2015	2016	1,176,595,550	6.1%	377,757,750	798,837,800	9.3%	
2016	2017	1,258,592,550	7.0%	377,757,750	880,834,800	10.3%	
2017	2018	1,356,291,060	7.8%	377,757,750	978,533,310	11.1%	
2018	2019	1,445,330,030	6.6%	377,757,750	1,067,572,280	9.1%	
2019	2020	1,600,760,190	10.8%	377,757,750	1,223,002,440	14.6%	



## Accomplishments and Activity Status Updates

### Overview of Strategic Priorities

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

The initiatives undertaken by the CRA are targeted at fulfilling the four (4) Strategic Priorities set forth in the CRA Plan:

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.

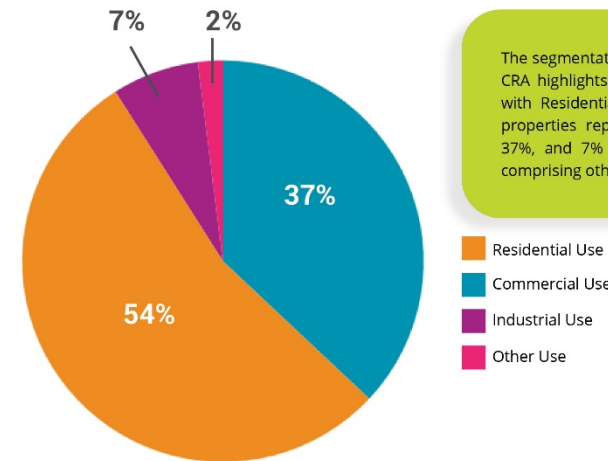
Within the framework of this Annual Report, activities are listed under their primary strategic priority (although, projects often align with multiple priorities). Furthermore, each of these activities is categorized by achievement type within the Performance Data section of this report. These achievement categories align with the CRA's Finance Plan.

### Strategic Priority: Livable Community

**Residential Programs and Incentives**  
CRA Residential Programs foster community involvement and address quality-of-life issues, eliminating and preventing blighted conditions, and revitalizing the economic integrity of the community. The CRA offers multiple residential programs to aide in eliminating slum and blighted conditions in the redevelopment area, thus improving the attractiveness and quality of life for our existing and future residents of the City of Hallandale Beach.



## Taxable Values by Use Type



The segmentation of taxable values within the CRA highlights a relatively balanced tax-base with Residential, Commercial, and Industrial properties representing approximately 54%, 37%, and 7% respectively with the balance comprising other uses (e.g. institutional).

- Residential Use
- Commercial Use
- Industrial Use
- Other Use

The Taxable Value figures included herein represent those values utilized by the City of Hallandale Beach to calculate the CRA's tax increment revenues and are net of all applicable exemptions. Broward County and the Children's Services Council utilize a different Taxable Value that does not adjust for certain exemptions approved by the City. The South Broward Hospital District pays tax increment revenues to the CRA in accordance with a pre-defined schedule set by Interlocal Agreement.





### Tenant Lease Surety/Tenant Rent Subsidy

This program is intended to accelerate the attraction of new start-up businesses and reduce the vacancy of commercial space in the CRA, with an emphasis on energizing ground-floor space and creating job opportunities. Additional objectives include reducing the risk of developing/constructing speculative commercial space in the CRA. Priority areas include: Foster Road from NW 11th Avenue to South Dixie Highway. A FADD specific incentive has also been created.

The Tenant Lease Surety represents the CRA's guarantee of twenty-five (25%) percent of a qualified tenant's financial obligation under a proposed lease for three (3) years. The Tenant Rent Subsidy funds the gap between market rate rent and the specific tenant's capability for three (3) years.



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## Accomplishments and Activity Status Updates (cont.)

### Neighborhood Improvement Program

This program is intended to encourage neighborhood beautification and enhanced curb appeal in all areas of the CRA. Our goal is to provide financial assistance for exterior residential facade improvements in the redevelopment district for the purpose of improving property conditions and value, and aiding in the elimination of slum and blight. Additional goals include fostering sustainable practices in all CRA funded improvements that increase energy efficiency. A property can be assisted twice every four-years providing that no other CRA loans or City liens exist on the property.

2019 Activity: 11 Residents served; \$411,013 in assistance.



Modular Home Project: 620 NW 4th Avenue

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## FADD Program (cont.)

### Go Bistro (Board Approval: April 22, 2019)

Location: 144 N.E. 1st Avenue (FADD Area)

#### Approved Incentives:

- Commercial Façade Improvement Grant (\$100,000);
- Commercial Interior Renovation Grant (\$90,000); and
- Commercial Kitchen Grant (\$282,960).

Go Bistro will consist of renovating the existing building, which will allow for a new restaurant with outdoor seating, murals and a terrace. The purpose of this project was to assist in the expansion of the owners business and maximize the potential of doing additional business in the City of Hallandale by expanding his current offices and adding 2,400 sq. ft. to the existing property.



Current Building



Conceptual Design of Renovated Building

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## ArtSquare Square Project

ArtSquare is a mixed-use development consisting of 10,264 square feet of retail commercial use; 358 residential units (132 one bedroom; 209 two bedroom; 17 three-bedroom units and 8 live work units) with height ranging from 3 to 7 stories; and also includes a 2-story parking garage.

This development is the culmination of a public/private partnership between the CRA, City, and Hallandale Land Ventures to provide new multi-family housing and improve the adjacent street infrastructure.

The CRA's commitment towards this development consists of \$3.3 million (max) in contributions towards street infrastructure improvements (NE 3rd Street from Federal Highway to the west side of NE 1st Avenue). These improvements increase connectivity between the two main north/south transportation corridors in the City and will be a catalyst for further redevelopment within the CRA. Specifically, the CRA's funding commitment to the Developer is the lower of \$3.3 million (max) or actual costs structured as follows: 50% payable upon Certificate of Occupancy ("CO"); 25% payable 1- year after initial CO; remaining 25% payable 2-years after initial CO.

Project Status: ArtSquare was completed during 2018 with a ribbon-cutting ceremony on November 27, 2018. The 2nd contribution payment was made during FY 2019 (\$832,493).



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### Tenant Lease Surety/Tenant Rent Subsidy

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**Strategic Priority:** 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.

### Business-Focused Policies

The CRA is committed to helping businesses succeed and grow. Our team works to bring a vibrant, innovative, local competitive economy in the CRA by creating an environment that promotes the retention, expansion and attraction of businesses and by incentivizing new commercial and mixed-use developments in the area.

Hallandale Beach has been ranked as a Platinum City by the Greater Fort Lauderdale Alliance due, in part, to implemented business-friendly policies such as our streamlined permitting processes that leverage technology (online permit tracking) to expedite the permitting process while giving you transparency to see where your permit is in the review process. Hallandale Beach and the CRA are focused on ensuring that businesses have a first-rate experience when investing in our city. We will continue to work diligently to improve the CRA's overall business climate and market Hallandale Beach as an excellent location for business, shopping, dining, and entertainment.



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### Property Tax Reimbursement Program

This program is focused on eliminating functional obsolescence, removing deterioration, updating existing buildings, and encouraging new investment/development with an emphasis on enhancing the overall CRA, improving the quality of existing buildings, and attracting new construction.

The benefits of this program are not directly based on project costs. Rather, the benefits of this program are based on capital improvements on existing properties or the development cost of new buildings that result in a substantial increase of Ad Valorem Taxes (Property Taxes).

This program is a "grant" based on the reimbursement of real property Ad Valorem Taxes paid on the subject Property and shall only be disbursed upon verification that said payment has been made. A grant award will run for a maximum of five (5) years based on the following:



### Neighborhood Amenity Incentive Program

Intended to accelerate the availability of desirable goods and services needed by residents, businesses, and employees in the CRA, this program provides a grant based on the reimbursement of fees paid to the City of Hallandale Beach associated with the build-out of space and tenant improvements in preparation of occupancy by a Qualified Retail business.

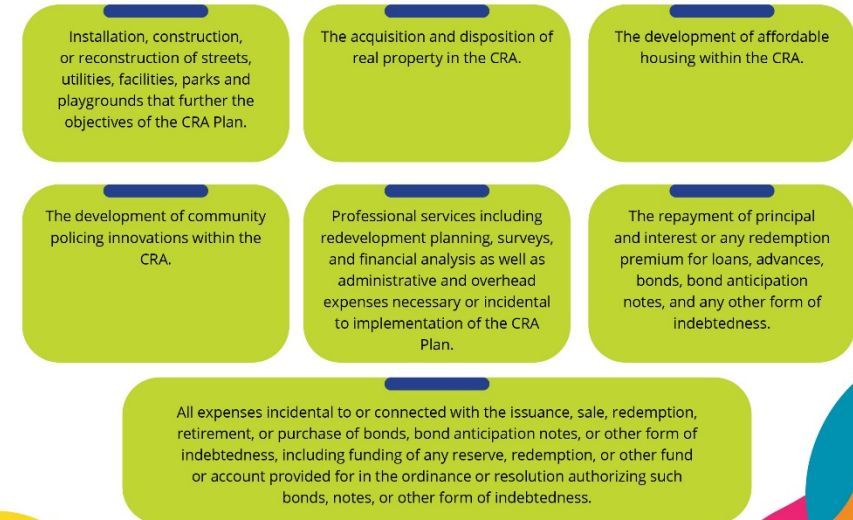
The grant award is \$15,000 and is paid to the applicant on a reimbursement basis. Reimbursable fees include:

- Plan review fees;
- Building permits;
- Water meters/connection fees;
- Tap fees;
- Inspection fees; and
- Impact fees.



## Powers

Monies in the Redevelopment Trust Fund may be expended as described in the CRA Plan for multiple purposes, including, but not limited to:





## Funding Source

The primary funding source available to the CRA consists of tax increment revenues. Tax increment revenues are a unique tool available to cities and counties for redevelopment activities and are used to leverage public funds to promote private sector activity in the targeted redevelopment area.

The taxable value of all real property in the redevelopment area is determined as of a fixed date, also known as the "base-year" value. The base-year value of the Hallandale Beach CRA totals \$378 million and is set forth in the Tax-Base table on page 14 and footnote 4 of the Tax-Increment Revenues section on page 21. Contributing taxing authorities continue to receive ad valorem tax revenues (a.k.a. property tax revenues) based on the base-year value. Revenues generated from the base-year value are available for general government purposes. However, ad valorem tax revenues from increases in real property value, referred to as "Tax Increment", are deposited into the CRA Trust Fund and dedicated to the redevelopment area. Tax Increment has experienced strong growth over the CRA's life and totals \$15.3 million in FY 19/20 (please refer to the Tax-Increment Revenues table on page 21 for a 10-year history of tax increment revenues).

The taxing authorities which are obligated to make annual deposits into the CRA Trust Fund include the City of Hallandale Beach, Broward County, South Broward Hospital District, and the Children's Services Council.

The South Broward Hospital District pays tax increment revenues to the CRA Trust Fund in accordance with a pre-defined schedule set by Interlocal Agreement. All other contributing taxing authorities pay tax increment revenues pursuant to the calculation referenced above.

Tax increment paid to the CRA Trust Fund by the Children's Services Council is stipulated through Interlocal Agreement to be used solely for children's programs and services. Such programs and services shall be monitored for fiscal compliance and programmatic efficacy by the City and shall have measurable outcomes and indicators which quantify program impact. The City is to report the results of such monitoring and progress toward the meeting of such measurable objectives to the Children's Services Council annually by December 1st.

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## Commercial Low-Cost or No-Interest Loan Program

This program is designed to accelerate the expansion of existing businesses and the attraction of new start-up businesses in the CRA, with an emphasis on attracting the availability of new goods/services, creating job opportunities, and improving the quality of life in the CRA. The program guarantees a portion of the loan to reduce borrower equity requirements and/or reduce interest rates. It also subsidizes a portion of the monthly interest cost to provide a lower effective interest rate to the borrower.

A low-cost/no-interest loan program can be developed using just CRA funds. However, the program(s) would be more effective and have less administrative cost if CRA funds are used to leverage loans from commercial banks.

It is recommended that we partner with banks serving the City of Hallandale Beach that have "community lending" programs (banks have Community Reinvestment Act requirements for investing in local communities). The ideal solution would be to assemble a consortium of participating banks that will accept a CRA guarantee of (10%) of the principal to relax credit/equity criteria for a new business to qualify for a loan. Further, the CRA would provide an interest reimbursement to the banks to enable the borrower to pay at or below Prime Rate on borrowed funds. In effect, this would be a locally (CRA) sponsored SBA loan. In fact, staff has recently met with three banks located in the City that are members of the Hallandale Beach Chamber of Commerce and are actively working on the details of programs that would support this initiative.

This will help the Chamber of Commerce to meet their request for continued support by the City.

Eligible costs for this program are, generally, all costs directly associated with the opening of a new business or expanding business. The maximum loan amount for this program will not exceed \$200,000 subject to terms/conditions.

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### Performance Data (cont.)

CITY OF HALLANDALE BEACH, FLORIDA		
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES (UNAUDITED)		
GOVERNMENTAL FUNDS		
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2019		
		Community Redevelopment Agency
<b>REVENUES</b>		
Property taxes	\$	6,408,791
Charges for services		20,705
Intergovernmental		6,257,544
Investment earnings		257,211
Grants		37,500
Other revenues		268,803
<b>Total revenues</b>		<b>13,250,554</b>
<b>EXPENDITURES</b>		
Personal services		709,551
Operating Expenditures		2,384,227
Programs		2,867,629
Capital outlay		197,442
Debt service		2,929,627
<b>Total expenditures</b>		<b>9,088,476</b>
Excess (deficiency) of revenues over (under) expenditures		4,162,078
<b>OTHER FINANCING SOURCES (USES)</b>		<b>-</b>
Net change in fund balances		4,162,078
<b>FUND BALANCES (DEFICIT), BEGINNING OF YEAR</b>		<b>14,799,984</b>
<b>FUND BALANCES (DEFICIT), END OF YEAR</b>	<b>\$</b>	<b>18,962,062</b>



### Accomplishments and Activity Status Updates (cont.)

#### Paint the Town Program

The CRA launched the Enhanced Paint Program Beautification Project officially known as "Paint the Town (PTT)". PTT is the only initiative of its kind in the State of Florida. Homes in need of painting are selected on various streets throughout the CRA as well as where the agency has constructed and sold an Infill or modular home to an affordable housing buyer. The objective is to increase the overall appearance of the community and motivate other homeowners to take pride in maintaining their homes.

2019 Activity: 41 Homes painted; \$86,435 in assistance.



BEFORE



AFTER





## Millage Rates

The table below provides a 10-year summary of the operating millage rates levied by each Taxing Authority that make payments to the CRA Trust Fund.

CONTRIBUTING TAXING AUTHORITY MILLAGE RATES						
		A	B	C	D	=A+B+C+D
TAX ROLL YEAR	FISCAL YEAR	CITY OF HALLANDALE BEACH	BROWARD COUNTY	SOUTH BROWARD HOSPITAL DISTRICT	CHILDREN'S SERVICES COUNCIL	TOTAL
2010	2011	5.9000	5.1021	1.2732	0.4696	12.7449
2011	2012	5.9000	5.1860	0.7500	0.4789	12.3149
2012	2013	5.6833	5.2576	0.6000	0.4902	12.0311
2013	2014	5.6833	5.4400	0.4000	0.4882	12.0115
2014	2015	5.1918	5.4584	0.1863	0.4882	11.3247
2015	2016	5.1918	5.4741	0.1737	0.4882	11.3278
2016	2017	5.1918	5.4474	0.1615	0.4882	11.2889
2017	2018	5.3093	5.4623	0.1496	0.4882	11.4094
2018	2019	6.3191	5.4792	0.1414	0.4882	12.4279
2019	2020	7.0000	5.4878	0.1260	0.4882	13.1020



### Alternative State or Federal Local Match Program

The CRA may elect to provide local matching dollars as part of an overall job creation incentive to companies starting, relocating, or expanding in Hallandale Beach. The company would be required to meet all criteria set forth in any new State or Federal incentive program. A program of this nature could be targeted to the industrial area north of Hallandale Beach Boulevard and east of I-95.

### Economic Inducements

Requests for economic inducements such as public facilities improvements and permitting facilitation shall be outlined in writing and submitted to the CRA for consideration. The CRA may conduct a Tax Revenue/Cost Analysis of the requested inducements to determine the economic impact to the CRA. The CRA Executive Director may request of The Greater Fort Lauderdale Alliance (or such other designated organization) additional information for inclusion in the analysis.

### Fashion, Art and Design District Priority Area Incentives

The Fashion, Art and Design District (FADD) has been deemed a Priority Area (designation allows the CRA to create incentives that are specifically designed to implement the objectives outlined in the application) for the purposes of promoting the renovation of building facades, and encouraging the development of such uses including but not limited to:

- Microbreweries/ Wine Bars;
- Specialty Coffee shops;
- Trendy urban restaurants;
- Specialty Donut shops;
- Family oriented restaurants;
- Music Venues; and
- Art Galleries.