City of Hollywood
Community Redevelopment Agency

Annual Report
and Financial Statement for Fiscal Year 2008

March 31, 2009
City of Hollywood
Community Redevelopment Agency
Beach and Downtown

Annual Report
and Financial Statement
(Per Chapter 163.356 – 3 (c) F.S.)

March 31, 2009

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**Overview**

The Community Redevelopment Agency “CRA” of Hollywood was created in 1979. The Downtown District was created at that time followed by the establishment of the Beach District in 1997. Although one Agency, two districts function simultaneously to meet the objectives of fighting slum and blight. The layout of this report segregates the Beach District and Downtown District financially as each area has a separate trust fund. In order to provide a clear understanding of each redevelopment plan and the activities being undertaken, the area responsible for the activity is denoted by District.

This Annual Report and Financial Statement is prepared pursuant to Chapter 163 of the Florida Statutes that requires each CRA to provide an annual report by March 31 of each year to the Governing Body (City Commission). This report and financial statement is submitted in fulfillment of that requirement and to provide information to the public.

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**Beach District** - The Beach District includes approximately 293 acres from Sherman Street south to the south property line of the Westin Diplomat Resort and Spa, and from the Intracoastal Waterway east to the Atlantic Ocean.

Throughout this last year the Beach District has continued to make significant strides towards implementation of the redevelopment plan. Pursuant to the Hollywood Beach Community Redevelopment Plan, community leaders recognized that economic and physical revitalization must be balanced with the protection of natural resources and open space if Hollywood Beach is to provide for a viable business community and high quality of life for its residents and visitors.

Some of the Redevelopment Objectives include:

- To promote redevelopment and eliminate the causes of physical and economic blight;
- To ensure sanitary and safe conditions through infrastructure improvements;
- To increase public parking;
- To enrich the visual and functional quality of the streetscape for all user groups;
- To promote redevelopment;
- To provide for a viable business community and a high quality of life for Hollywood Beach residents and visitors;
- To re-establish tourism as a vital industry in Hollywood Beach;
- To enhance Hollywood Beach as a tropical destination;
- To expand recreation opportunities; and
- To upgrade existing public recreation facilities and expand recreation opportunities.
Downtown District — Created in 1979 and encompassing Downtown Hollywood’s central business district and nearby residential neighborhoods. The district boundaries include approximately 580 acres, including the 10-acre ArtsPark at Young Circle. The boundaries are Washington Street along the south, 22nd Avenue along the west and Johnson Street along the north. The eastern boundaries are 14th Avenue from Johnson Street south to Polk Street, 16th Avenue from Polk Street to Van Buren Street, and 17th Avenue from Van Buren Street to Washington Street.

The district is served by Federal Highway/US-1, Hollywood Boulevard (SR 820) and the Dixie Highway/FEC Railroad corridor. Buildings are of both residential and commercial uses, the oldest of which were constructed in the 1920’s. The historic and commercial business district of Hollywood is concentrated along Hollywood Boulevard and Harrison Street. Here, retail and restaurant uses dominate and are located in a traditional “Main Street” formation.

Some of the Redevelopment Objectives include:

- To correct and improve operational problems such as traffic and parking;
- To stimulate appropriate new private development;
- To protect the neighborhoods bordering Downtown and provide suitable buffers between the Downtown Core and the neighborhoods;
- To provide public funds to stimulate private development; and
- To protect and reinforce the traditional retail district in the Downtown core.

What is a Community Redevelopment Area or District?

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Areas when certain conditions exist. Since all the monies used in financing CRA activities are locally generated, CRA’s are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans. To document that the required conditions exist, the local government must survey the proposed redevelopment area and prepare a Finding of Necessity. If the Finding of Necessity determines that the required conditions exist, the local government may create a Community Redevelopment Agency to provide the tools needed to foster and support redevelopment of the targeted area.

There are currently over 178 Community Redevelopment Areas in the State of Florida.
What is Tax Increment Financing?

Tax increment financing is a unique tool available to cities and counties for redevelopment activities. It is used to leverage public funds to promote private sector activity in the targeted area. The dollar value of all real property in the Community Redevelopment Area is determined as of a fixed date “base year,” also known as the “frozen value.” The base year of the Beach District is 1997 and the Downtown District is 1979. Taxing authorities, who contribute to the tax increment, continue to receive property tax revenues based on the frozen value. These frozen value revenues go to their general funds and are available for general government purposes. However, any tax revenues from increases in real property value, referred to as “increment,” are deposited into the Community Redevelopment Agency Trust Fund and dedicated to the redevelopment area.

<table>
<thead>
<tr>
<th>Base Year “Frozen Value”</th>
<th>FY 2008 Assessed Value of all real property</th>
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</thead>
<tbody>
<tr>
<td>Beach District</td>
<td>$545,881,010</td>
</tr>
<tr>
<td></td>
<td>$2,443,332,650</td>
</tr>
<tr>
<td>Downtown District</td>
<td>$103,167,427</td>
</tr>
<tr>
<td></td>
<td>$642,429,570</td>
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</tbody>
</table>

Although property values decreased in the City of Hollywood, as evident with the Downtown District, the Beach District increased due to new construction that came on the tax roll in this fiscal year.

<table>
<thead>
<tr>
<th></th>
<th>FY 2007 Tax Increment</th>
<th>FY 2008 Tax Increment</th>
<th>Increase/(Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beach District</td>
<td>$18,598,733</td>
<td>$20,099,709</td>
<td>8%</td>
</tr>
<tr>
<td>Downtown District</td>
<td>$6,475,294</td>
<td>$6,223,614</td>
<td>(4%)</td>
</tr>
</tbody>
</table>

The trust fund revenues generated through tax increment are contributed by several taxing authorities including the City of Hollywood, Children’s Services Council of Broward County, Broward County and South Broward Hospital District.
CRA Issued Debt

Downtown District Series 1995 Bonds

The $2,000,000 Series 1995 Bonds represented the first public bond offering by the Agency and financed street improvements. The Series 1995 Bonds are secured by Trust Fund Revenues derived from tax increment revenues generated within the Downtown District with a secondary pledge of the City’s Public service tax revenues. The annual interest rate is fixed at 5.013% and will mature in FY 2010. The outstanding balance as of fiscal year ending 2008 is $359,515.

Beach District Series 2004 Revenue Bond

On May 5, 2004, the City of Hollywood City Commission and the CRA Board authorized the issuance of the Series 2004 Bonds pursuant to Resolution R-Beach-CRA-2004-05 and R-Beach-CRA-2004-06. The proceeds of the Bond, in an amount of $20,010,000, are secured primarily by the pledge of Trust Fund Revenues generated through the tax increment.

The main uses include:

- Broadwalk renovation and improvements
- Water and Sewer underground replacement
- Garfield Street municipal parking garage and community center along with Charnow Park renovations

The proceeds have been completely expended for the Broadwalk renovation, water and sewer underground replacement, and the Garfield Street parking garage and Charnow Park renovations.

Beach District Series 2007 Revenue Bond

The $40,000,000 Series 2007 Bonds represented the third public bond offering by the Agency and financed new and on-going improvement projects included in the Beach CRA Redevelopment Plan. The Series 2007 Bonds are secured by Trust Fund Revenues derived from tax increment revenues generated within the CRA – Beach District. The outstanding balance as of fiscal year ending 2008 for both the 2004 and 2007 Revenue Bonds is $57,425,000.

We faced a number of hurdles in order to complete the bond financing in a timely manner to adhere to the construction schedule. We overcame rating agency and insurer concerns with regards to the hurricane risk associated with a beach community and the lack of diversification of trust fund revenues, with 15% of the revenues coming from its largest tax payer. Not only did Moody’s and Fitch rate the Series 2007 Bonds in the investment grade category, the CRA – Beach District also earned ratings upgrades
from both agencies, from ‘Baa2’ to ‘Baa1’ for Moody’s and from ‘BBB’ to ‘BBB+’ from Fitch. In addition, the CRA – Beach District secured bond insurance from XL Capital Assurance. This is the first time the CRA – Beach District bonds have been insured and the first time XL Capital Assurance insured a CRA credit within Florida.

After the transaction closing on August 23rd, we had another obstacle to tackle. On September 6, 2007, the Florida Supreme Court issued a unanimous opinion in Dr. Gregory L. Strand v. Escambia County, Florida, etc., et al. (No. SC06-1894), reversing a circuit court’s judgment validating tax-increment-financed bonds and calling into question the validity of, among others, the Series 2007 Bonds. The City and the Agency joined in a motion by the Florida League of Cities, the Florida Redevelopment Association and other concerned local governments to seek rehearing on and clarification of the Court’s decision. On September 28, 2007, the Supreme Court issued a revised opinion, removing any question as to the validity of the Series 2007 Bonds.

A motion for rehearing was entered into the Court and on Wednesday, November 19, 2008, the Florida Supreme Court, not having four votes to grant a rehearing, denied the request.

Downtown District Agency Loans

The CRA – Downtown District secured $31,500,000 in loans to fund redevelopment projects, redevelopment incentives and public improvements throughout the Downtown. The main uses included:

- ArtsPark, Young Circle Roadway Improvements
- Dixie Highway at Adams Street apartment and home acquisitions
- Radius Garage, development incentives and streetscape improvements

The CRA – Downtown District has pledged its tax increment revenues for repayment of these loans. The note denominations are as follows:

<table>
<thead>
<tr>
<th>Promissory Note</th>
<th>Principal Amount</th>
<th>Interest Rate</th>
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<tbody>
<tr>
<td>2002 Note</td>
<td>$4,000,000</td>
<td>5.61%</td>
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<tr>
<td>2003 Note</td>
<td>$2,500,000</td>
<td>5.44%</td>
</tr>
<tr>
<td>2004A Note</td>
<td>$4,500,000</td>
<td>Variable</td>
</tr>
<tr>
<td>2006A Note</td>
<td>$20,500,000</td>
<td>7.075%</td>
</tr>
</tbody>
</table>

The outstanding balance as of fiscal year ending 2008 for the four notes mentioned above is $28,016,960.
Beach District Redevelopment Plan

The CRA - Beach District Redevelopment Plan was adopted in June of 1997 and provides the strategy for investing in public improvements and programs that will act as a catalyst for private investment and redevelopment in Hollywood Beach. The Plan provides redevelopment objectives, describes the concept for redevelopment of Hollywood Beach, and provides a plan of action to implement the Plan’s objectives.

The CRA - Beach District is investing millions of dollars in public and aesthetic improvements to the Beach, Broadwalk and other improvements in the area. Today, new water and sewer lines have been installed throughout the Beach and Broadwalk area. Broadwalk improvements were complete in 2007 and included a complete makeover of 1.8 miles of Broadwalk, from Sherman Street to Jefferson Street.

The major public redevelopment projects are outlined below:

Garfield Street Parking Garage/Charnow Park

This facility houses a 400-car parking garage on 5 levels plus rooftop. The garage has an observation deck for paddleball game viewing facing eastward and a smaller observation deck on the roof level facing westward to enjoy sunset views. The two story community center adjacent to the garage houses public restroom facilities at grade level and a small paddleball pro-shop. The second floor of the community center has a continuous balcony facing east and south. It features a 1,735 S.F. multipurpose community center room/banquet hall with support services such as a kitchen, office and restrooms.

The architectural style of this project is Nautical Deco. Extensive landscaping will be utilized on both Connecticut and Garfield Streets as a buffer zone for the garage, and there will be a shaded pedestrian walkway along these streets as well.

The paddleball courts have remained in their present location, and received new fencing and access gates. Charnow Park has tiered shade seating, an entertainment pavilion, picnic pavilions and an interactive water fountain.
Underground Utility Conversion and Streetscape Enhancements (Pilot Project)

The pilot project has proven to be successful in transforming the pedestrian and vehicular streetscape by undergrounding the utilities and enhancing the streetscapes. This project has many benefits including the improvement to the district aesthetic, providing more reliable power, cable and telephone services which reduces the frequency of outages and improves public safety.

The pilot project stretched a total of six streets from Cleveland Street to Grant Street for the relocation of the overhead utilities to underground conduits within the rights-of-way, including the service connection to private property, and completing the streetscape including the street ends within the Beach District.

Broadwalk Improvements

Millions of dollars in public improvements has delivered aesthetic upgrades to the Beach and Broadwalk. Work is complete and included a complete makeover of the oceanfront Broadwalk, with colorful new pavers replacing asphalt, a tabby concrete bike path and a low decorative wall separating the Broadwalk from the sand, as well as historical-themed lighting, benches, trash receptacles and pocket parks with public art and water features.

Water Sewer Upgrades

CRA - Beach District funds were used to replace water and sewer lines along Surf Road and the east-west streets. This project is part of the multiphase capital improvements being implemented by the City’s Design & Construction Management Department on behalf of the CRA.
Hollywood Boulevard Bridge Aesthetic Enhancement

This project included the enhancement and rehabilitation of the Hollywood Boulevard Bridge. The goal of this project was to strengthen the community's image and identification with its Beach, Intracoastal Waterway and Downtown. Standard bridge maintenance and rehabilitation were undertaken along with a palate of aesthetic enhancements including: exterior architectural enhancement of the existing control tower including its retrofit to accommodate equipment storage and the design and construction of a new control tower for the bridge. Both towers have been designed to mimic the historic architecture implemented in the City of Hollywood in the early 1900s.

Other public improvement projects completed:

- North Surf Road lighting and underground utility conversion
- New Benches and trash receptacles on the Beach and Broadwalk
- Beach Crossovers and Beach Signage Program

Property acquisition

In 2006, the CRA Board approved the acquisition of property located on A1A between Madison and Monroe Streets. This four parcel property purchase is envisioned to be utilized as a Public Safety complex.

CRA – Beach District Operations

In FY 2008, several initiatives previously implemented within the Beach District of the CRA continued to be a positive influence. These initiatives included the creation of a five (5) member Beach Maintenance crew and a two (2) member Code Enforcement team. These two teams provide an enhanced level of service, coupled with City efforts, to our residents, businesses and tourists.

Beach Maintenance

The CRA Beach Maintenance Staff works a late shift from 1:30pm to 10:00pm to enhance the maintenance activities provided during the daytime. Responsibilities range from emptying garbage cans and delittering the Beach and Broadwalk to ambassadorial
duties to our beach going public. The Beach Maintenance staff is also the point of contact for Sea Turtle protection agencies.

**Code Enforcement**

Code Enforcement staff are engaged in face to face interaction when possible with property owners and property managers to educate on varying code violations and suggestions on achieving compliance. Most common violations written were for various garbage violations, property standards, weeds/grass and sign infractions. Residents and the business community were starting to significantly feel the effects of the global economic down turn. Fewer resources were being allocated to property upkeep and improvement.

Explaining cost/benefit analysis of compliance to property owners/managers is extremely important. General compliance from most cases is achieved by building professional relationships with property owners/managers and educating violators that the potential costs of non-compliance do not outweigh the benefits of non-compliance.

**SEA Camp**

Another quality and award winning program offered by the CRA – Beach District is the Science, Education and Adventure (SEA) Camp which is held during summer, spring and winter. This classroom without walls focuses on marine life and natural science. Campers explore our beach areas, marshes and other natural areas of interest, learning about fascinating creatures, natural habitats, ecosystems and environmental issues.

**Beach District Development Projects**

To support the implementation efforts of many of the CRA’s capital improvement projects identified in the 1997 Plan, Zyscovich, Inc. was engaged to create the vision by providing master planning services to the CRA – Beach District. This included strategies for preserving and enhancing the Beach’s character, opportunities for transit connections, and a policy for land aggregation. Further analysis of potential development along A1A, the Broadwalk, and Surf Road were also taken into consideration. The master plan project will support the CRA’s implementation efforts for the capital projects identified in the Redevelopment Plan.

Hollywood Beach has seen it share of quality development for condominium, hotel and mixed-use projects in the Beach District.
Development Projects currently underway:

**Trump Hollywood**

The latest major development to set its sights on Hollywood Beach is the prestigious Trump Hollywood project.

Trump Hollywood will feature 200 oceanfront luxury condominiums, including two penthouses on the 40th floor with more than 7,000 square feet each. A joint venture between The Related Group of Florida Inc., Ocean Land Investments and New York real estate mogul Donald Trump, Trump Hollywood will sit on 5 acres of land at 2711 South Ocean Drive. Pre-construction prices started at $1.7 million.

Development projects completed:

**Hollywood Beach Marriott and Spa**

Opened in the spring of 2005, the $30 million boutique-style upgrade to the Hollywood Beach Marriott and Spa is located directly on the ocean on a site that stretches from the Intracoastal Waterway to the beachfront Broadwalk.

**Ocean Palms**

The first luxury condominium project to be built on the Atlantic Ocean in 25 years, the $200 million, 38-story, 240-unit Ocean Palms was completed at the end of 2006. The project is located at 3101 South Ocean Drive, just north of the Westin Diplomat Resort and Spa.

**Villas of Positano**

Completed at the north end of the Beach district is Phase I of the 62-unit Villas of Positano. The Mediterranean-style low-rise project features a nine-story building with 14 townhomes, 40 condominiums and eight penthouses. The ground floor blends in well with the pedestrian friendly Broadwalk. The project, located at 3500 North Ocean Drive, opened in 2007.
Beach District Marketing/Business Development

The Beach District’s marketing and business development initiatives support the redevelopment objectives identified in the Hollywood Beach Community Redevelopment Plan which include to:

- Promote redevelopment.
- Provide for a viable business community and a high quality of life for Hollywood Beach residents and visitors.
- Re-establish tourism as a vital industry in Hollywood Beach.
- Enhance Hollywood Beach as a tropical destination.
- Expand recreation opportunities.

With a mission to drive economic growth and in accordance with the redevelopment objectives as stated above, the key marketing and business development goals for the Beach District are to:

- Establish and maintain an inventory of beach properties.
- Develop and promote CRA programs and opportunities to stimulate private investment and improvement projects.
- Foster ongoing communication with Hollywood Beach residents, business owners, property owners, civic and community groups, condominium associations and media.
- Strengthen awareness and identity of Hollywood Beach and the CRA to investor, visitor, resident and commercial business audiences.
- Enhance and improve the flow of business to Hollywood Beach to mitigate the impact of construction related to public improvement projects.
- Foster the offering of quality events, recreation and entertainment.

Inventory of Properties by CRA Zoning Map Areas

The inventory of properties was expanded to include identifying and quantifying the lodging and retail sectors by CRA map zone area, use code data, and photo documentation of the properties. Photo documentation of the properties served to support other CRA programs including the Hotel Improvement Program (HIP) and the Property Improvement Program (PIP). The inclusion of use codes for the properties contributed to better identifying and separating the standard lodging inventory from other properties operating as lodging facilities. This contributed to identifying where the lodging and retail sectors were concentrated and thus getting a better picture of the lodging and retail sectors. In order to capture the physical make-up of the inventory the data was expanded to include square footage, code by type of retailer/restaurant, vacant space and corresponding square footage of vacant space.
Commercial Property Real Estate Trends

To better understand commercial real estate trends on Hollywood Beach the inventory of properties included a listing of commercial properties listed for sale. The listing included hotels, motels and restaurants and properties identified as private residences of 10 rooms or less. The most important trend identified from this data was the large concentration of properties identified as hotels or motels listed for sale relative to other commercial properties. However, the increased availability of hotels and motels for sale in conjunction with CRA infrastructure and blight improvements will result in a higher probability that private investment will be motivated to seek out the Hollywood Beach lodging industry for redevelopment opportunities.

Hollywood Beach Community Redevelopment Agency Retail Recruitment and Hotel Investment Strategy (2009-2014)

The inventory of properties was included as part of a presentation to the City Commissioners on a proposed Hollywood Beach CRA retail recruitment and hotel investment strategy. The inventory of properties began to be adjusted to reflect those lodging establishments that make up the main core of the lodging sector by virtue of their being operated as licensed lodging facilities. Potential investment opportunities include re-orientation towards more modern lodging trends, such as “Lifestyle” hotels and motels. The lack of physical retail space relative to the lodging industry and number of tourists, visitors and residents provides an excellent opportunity for retail investment and development. The inventory of properties included information on the type, location and use of retail space as well as photo documentation.

Property Improvement Program (PIP)

The Property Improvement Program (PIP), established in 2005, offers grants and interest participation loans to property and business owners on Hollywood Beach. The PIP provides for the use of tax increment funds to leverage private investment for general exterior/interior, on-site improvements to properties to eliminate slum and blighting influences within the CRA - Beach District. The intent of the program is to encourage property and business owners to restore, renovate or improve their building and/or property, thereby improving the area’s physical characteristics and enhancing the environment, leading to increased occupancy and higher property values.

Hotel Improvement Program (HIP)

To facilitate the redevelopment of the Intracoastal Waterway and to accommodate the dual frontage issues of business and property owners along the waterway, the CRA created the Hotel Improvement Program (HIP).

This program provides for the use of tax increment funds to induce private investment that results in quality improvements and enhancements to small lodging business-use properties located in the Beach District. Like the PIP, this grant is to be utilized for
exterior and interior improvements to property. This program aims to foster comprehensive renovation, restoration or improvement of properties that address and integrate the scope of the project with Superior Small Lodging’s (SSL) Key Acceptable Hospitality Standard Elements which include presentation of the physical environment, impact of guest contact potential and delivery of service/product.

This new program applies to commercial lodging properties and non-homesteaded properties with 50 rooms or less. Eligible applicants will be reimbursed one dollar for every two dollars spent and can receive a one-time grant of up to $325,000.

**Beach District Events**

Signature events such as the Hollywood Beach Clambake, Fat Tuesday, Red White & Bluegrass and Ocean Dance serve to strengthen the Hollywood Beach brand and introduce new audiences to the area. Associating Hollywood Beach with these events maximizes publicity value, extends marketing reach via collaborative marketing partnerships and delivers a positive economic impact to the Beach District area.

To meet the objectives identified in the Hollywood Beach Redevelopment Plan, specifically to provide for a viable business community and high quality of life for Hollywood Beach residents and visitors; to enhance Hollywood Beach as a tropical destination; and to expand recreation opportunities, a program of year-round festivals, events and entertainment was implemented. These events include:

**Hollywood Beach Candy Cane Parade**  
(December 2007)  
The annual Hollywood Beach Candy Cane Parade has been a Hollywood Beach tradition since 1955 and continues to draw large and enthusiastic crowds.

**Ocean Dance**  
(December 30th & 31st, 2007)  
Ocean Dance on Hollywood Beach celebrated its 9th year, continuing with a spectacular dance performance by the critically acclaimed the Wylliams/Henry Danse Theatre of Kansas City, Mo. The New Year’s Eve performance was capped off with an illuminating fireworks show.

**Canada Fest**  
(January 2008)  
This annual celebration of Canadian culture brings tens of thousands of visitors to Hollywood Beach. Live music on multiple stages, cultural events and great food make this a popular event along the Broadwalk.
Mardi Gras and Fat Tuesday on Hollywood Beach
(February 2008)
The City of Hollywood’s annual Mardi Gras Fiesta Tropicale celebration culminated on Hollywood Beach with a live concert by Marcia Ball, Trombone Shorty and Terrance Simien. Other festival elements included Creole and Cajun specialties served up by beach area restaurants, arts and crafts and a Best Gumbo contest on Hollywood Beach.

Black History Month Concert with Sweet Honey in the Rock
(February 2008)
Grammy award winning vocal group Sweet Honey in the Rock performed on Hollywood Beach in a celebration of Black History Month. The Grammy-winning group performed a cappella to a wildly appreciative audience.

US Footvolley National Championships
(March 2008)
The well-attended US Footvolley National Championships were held on Hollywood Beach in 2008 leading to Hollywood Beach’s hosting of the internationally televised World Footvolley Championships in March 2009. Organizers intend to turn this into an annual event.

Seaside Crafts Fair
(April 2008)
This open-air craft festival took over the Broadwalk and proved a huge success. Quality vendors and artisans displayed handmade crafts including jewelry, ceramics, wall art, personalized gifts, wall hangings, paintings, photography and more. The festival will return in April 2009.

Red, White & Bluegrass Festival
(May 2008)
Folk and acoustic music enthusiasts enjoy a weekend of traditional and contemporary bluegrass performed live on Hollywood Beach. Highlights include workshops and educational exhibits on the history of American music. This year’s headliner was the legendary Ricky Skaggs. The Beach CRA partners with the South Florida Bluegrass Association on this festival which draws tens of thousands of visitors each year.

4th of July on Hollywood Beach
(July 2008)
Each year, Hollywood Beach is host to an impressive array of fireworks, live music and entertainment offerings. Beach area restaurants, shops and hotels report record-breaking business each year.
Hollywood Beach Latin Festival  
(September 2008)  
Latin Fest is a showcase of traditional and contemporary Latin music on two stages, taking place right on the beach. Food, music, art and family-friendly other activities offer insight into South Florida’s unique melting pot of Latin cultures. This event consistently attracts more than 30,000 attendees.

Hollywood Beach Clambake  
(September 2008)  
The 2008 Hollywood Beach Clambake featured a concert by blues singer Shemekia Copeland, R&B pioneers Mandrill, Big Sam’s Funky Nation and a host of outstanding local and regional acts on multiple stages. The annual seafood feast along the Broadwalk attracted large crowds. Approximately 25,000 people attended the event. A volunteer beach cleanup involving numerous community groups and organizations was held following the event.

Brazil on the Beach  
(planned for March 2009)  
During the second half of 2008, plans were underway for the inaugural Brazil on the Beach, a 3-day celebration of Brazilian culture featuring an international Pro Footvolley Tour and a performance by Grammy award winning Brazilian superstar Daniela Mercury.

Ongoing Programs and Activities

Broadwalk Friday Fest  
Every 2nd and 4th Friday  
Free live concerts and cultural entertainment staged every 2nd and 4th Friday of the month on Hollywood Beach. Acts feature the wide range of folkloric and contemporary music available in South Florida, including reggae, Caribbean, Latin, jazz, blues, folk, rock ‘n’ roll, R&B, country music and much more. Plans are underway to expand this to a weekly concert series.

Classic Cruise Night  
Every 4th Friday  
Popular classic car show on the Broadwalk draws crowds to the southern end of the Central Beach business district and provides a nostalgic family-friendly event in conjunction with Broadwalk Friday Fest.

Full Moon Jazz Night  
Every Full Moon (pending availability of the Beach Theater)  
Astronomy club volunteers provide telescopes and free moon views in conjunction with top-notch jazz performances at the Hollywood Beach Theater. The combination makes full moons a special occasion on Hollywood Beach.
Downtown District Redevelopment Plan

The CRA - Downtown District Redevelopment Plan was adopted in 1979 and was amended in 1985, 1991, 1993 and 1995 to augment the existing redevelopment plan and provide additional detail on many elements. The strategy for implementing improvements and programs that will act as a catalyst for private investment and redevelopment in Downtown Hollywood remain the same.

The CRA - Downtown District is investing in the community in a variety of ways through public and private redevelopment and planning for the future.

The major public redevelopment projects are outlined below:

ArtsPark at Young Circle

One of the most significant public improvements in the redevelopment of Downtown Hollywood, the renovation of Young Circle Park, was initially funded in 2002 and 2003. In April 2002, Broward County chose Hollywood’s proposal to build the area’s first “ArtsPark”. With this designation came $5 million in Broward County funding, matched with approximately $10 million of local funding. Of this amount, $2.5 million was provided by the CRA. The CRA contributes the funding necessary to maintain the ArtsPark including landscape maintenance, janitorial and litter cleanup as well as the annual debt service for the visual arts pavilion.

Young Circle Park has been transformed into a world-class public open space and a center for performing and visual arts. This amenity has created great value around Young Circle, leading to major new private investment in mixed-use, residential and commercial development.
Anniversary Park Project

In December 2006, the CRA approved the new design concept for Anniversary Park. On September 7, 2007 the grand opening for Anniversary Park took place. Anniversary Park is located in the heart of Downtown Hollywood on the corner of 20th and Hollywood Boulevard. The new design concept includes a new fence and entrance, a shade garden with oak trees, new game tables, benches, new playground equipment and colored concrete pathways.

Holocaust Documentation & Education Center

In late 2003, a property at 2031 Harrison Street was purchased by the CRA Downtown District. The CRA subsequently sold the property in 2004 to the Holocaust Documentation and Education Center (HDEC), currently located in Miami-Dade County. The CRA - Downtown District assisted by financing the purchase and costs of rehabilitation. The Center has opened their offices at this location.

In 2007, the CRA worked with the Center to restructure the loan and mortgage so they could enter the construction phase for the museum. In 2008, an architect and design firm was selected.

Upgrades, Enhancements, Additional Maintenance, and Code Enforcement

During FY 2008, the CRA - Downtown District continued to fund two positions within the Department of Public Works to provide a higher level of maintenance within the District. Employees work seven days a week. Additional equipment has been purchased to keep the Downtown District well maintained. Additional trash receptacles, commercial grade ash trays and Dogipot Dog waste dispensers have been placed in downtown locations.

Enhanced Code Enforcement in the Downtown District was continued during this year with property owners and property managers being educated on varying code violations and suggestions on achieving compliance.
Downtown District Development Projects

Radius

The Radius project is the first major mixed-use, residential project in Downtown Hollywood. Radius provided 311 owner occupied units above 33,000 SF of commercial space. The project is located at North US-1 (Federal Hwy.) and Young Circle and overlooks the ArtsPark. The CRA - Downtown District and the City of Hollywood contributed to this project through construction of a parking garage, installation of utilities and streetscape improvements and the payment of permit and impact fees. The project came onto the tax roll in FY 2008.

Hollywood Station

Hollywood Station will provide approximately 600 residential units in several phases. Phase IA and IB were completed in late 2007 and consists of 214 condominium units, 43 townhomes and 93 lofts with approximately 20,000 square feet of commercial space. The project replaces blighted and vacant property and sets a standard for future redevelopment along the Dixie Highway/FEC corridor.

The Mediterranean at Young Circle

The CRA assisted in acquiring additional blighted property, allowing the developer to expand the project. The 24-unit project began construction in 2004 and has since been completed.

Downtown District Development Projects - Approved

Young Circle Commons

A Development Agreement was executed in July of 2004. The project will create approximately 208 residential units, ground floor retail and 408 parking spaces. The CRA will assist this project by providing $500,000 for demolition, environmental abatement and preparation of the site. Land assembly assistance is being given as well. Once the project is complete, the CRA Downtown District will provide funds to offset costs associated with preserving the historic facades of the Great Southern Hotel.
ArtsPark Village

In May, 2007 The CRA Board approved the execution of a Development Agreement between the Downtown District and WSG Hollywood Development, LLC (“WSG”) for the redevelopment of the property located southeast of young circle between Harrison Street and Van Buren Street, from Federal Highway to 17th avenue, known as block 58. The First Amendment was approved in July 2008.

The proposed ArtsPark Village will include retail on the ground floor, a residential apartment building, Class A office space and will accommodate the construction of a 100,000 sq ft. Charter School on the block.

Downtown District Marketing/Business Development

The CRA – Downtown District marketing and business development initiatives support the redevelopment objectives identified in the Downtown District Redevelopment Plan. Fiscal Year 2008 objectives:

- Recruit new retail businesses to Downtown Hollywood.
- Encourage new office development, targeting areas north of Tyler Street.
- Continue to facilitate future residential mixed-use development.
- Integrate ArtsPark at Young Circle into all CRA – Downtown District activities.
- Celebrate existing historic business district along Hollywood Boulevard and built environment on Harrison Street.

In order to achieve these objectives, the CRA – Downtown District:

- Created and inventory of retail/commercial storefronts, including existing businesses and vacancies.
- Worked with the Downtown Hollywood Business Association Property Owners Committee to strategize for retail recruitment.
- Facilitated approval of the ArtsPark Village (WSG) project – proposed as a mixed use, residential, retail and office development for Block 58, adjacent to Young Circle ArtsPark.
- Implemented Property Improvement Program and Storefront Improvement Program Grants.
- Contracted with Zyscovich Architects to update the Downtown Hollywood Master Plan and create new zoning districts.

Retail Recruitment

In November 2007, a meeting of all property owners within the retail core district was held to discuss proposed zoning changes and retail recruitment efforts. The Downtown Hollywood Business Association formed a Property Owners committee and worked with CRA staff to focus retail recruitment efforts. Despite the downturn in the economy, the
group decided to continue to recruit national retailers to the Downtown district. In addition, the group explored the possibility of recruiting ~20 to 30 “value retail” outlet stores.

In March 2008, the committee met with retail real estate professionals from South Florida. Although the meetings were productive, and immediate initiatives to improve the Downtown area were identified, the professionals were unanimous in the opinion that the current market was not conducive to recruitment of either national retailers or value retail outlets to Downtown Hollywood.

Working with CRA Staff, the committee shifted focus to a more traditional recruitment strategy – visiting similar districts in South Florida (Las Olas, Lincoln Road, Miracle Mile, Coconut Grove, and South Miami) to identify businesses that might expand to a new location or relocate in Downtown Hollywood. Two new businesses in Downtown Hollywood are examples: Sage Café & Oyster Bar (expansion - new location) and Neighborhood Skates (relocation).

**Property Improvement Program (PIP) and Storefront Improvement Program**

The Property Improvement Program (PIP), established in 2005, offers grants and interest participation loans to property and business owners in Downtown Hollywood. The PIP provides for the use of tax increment funds to leverage private investment for general exterior/interior, on-site improvements to properties to eliminate slum and blighting influences within the CRA Downtown District. The intent of the program is to encourage property and business owners to restore, renovate or improve their building and/or property, thereby improving the area’s physical characteristics and enhancing the environment, leading to increased occupancy and higher property values.

In April, 2007 the CRA Board approved the creation of the Storefront Improvement Grant Program within the Downtown District of the CRA as a short-term initiative. The program, a short-term grant initiative for the Downtown District, would aggressively target properties in need of visual improvement. The intent was to create exterior improvements, focusing specifically on the coordination of exterior base colors, accent and trim elements of storefront facades. Storefront improvement grants would be awarded up to $25,000 based on $250.00 per linear foot of frontage, with a required dollar for dollar match.

In FY 2008, the CRA – Downtown District projects included Harrison Court, the Broward Building, the Ingram Arcade (Hollywood’s oldest building) and eleven storefront improvement grants, creating a major visual improvement in the Downtown area.
Project Examples:

The Ingram Arcade (Hollywood’s oldest building) before and after Storefront Improvement Grant

Harrison Court – Property Improvement Grant project added second floor to 2026 Harrison Street

Downtown Hollywood Master Plan

In April 2008, Zyscovich Inc. was contracted by the CRA – Downtown District to prepare a public workshop with the City/CRA Board to present work-to-date on urban planning efforts and to outline what would be required to adopt zoning regulations and standards. Preparation for this public workshop, that was held on June 17, 2008, included meetings with elected officials, civic stakeholders, economic analysts, and City and CRA staff. On June 5, 2008, a Vision & Planning Public Forum was held to reintroduce the public to the overall objectives and concepts for zoning in the Young Circle/Downtown area and to allow for public input before the City/CRA Workshop.

After the workshop, the CRA – Downtown District contracted with Zyscovich for urban planning services to finalize an update to the 2004 Downtown Hollywood Master Plan and to create recommendations for revisions to the City’s Zoning and Land Use Development Regulations. In addition, the CRA contracted with Paul Lambert of Lambert Advisory to work with Zyscovich to ensure that market and economic considerations were a primary component of the analysis.
The Study Area was expanded beyond that of the 2004 Master Plan to include the area bounded by Monroe Street on the south, Fillmore Street on the north, 16th/17th Avenues on the east and 22nd Avenue on the west. This expanded study area will allow the Master Planning process to include recommendations for transitions from commercial areas to close-in residential neighborhoods. The scope of the project includes analysis and zoning recommendations (Master Plan) for the following sub-districts:

- Dixie
- North Downtown (Office/Mixed Use District)
- Golf
- Retail Core
- Young Circle
- North Parkside
- Federal Highway
- Transition to Lakes

The Master Plan will be followed by development of zoning regulations and design standards for two sub-districts of the Study Area: the Young Circle Area and a proposed North Downtown District.
Downtown District Special Events

Special Events

In 2008, the special events program included three popular ongoing event series as well as the 3rd Annual Vintage South Florida, A Festival of History & Architecture.

ArtWalk

Downtown Hollywood hosts a free monthly ArtWalk on the third Saturday of each month, showcasing unique local galleries, shops, and restaurants. The event showcases existing galleries and allows other businesses to transform into art galleries. Participating businesses are encouraged to have a special opening on this night, and presenting artists are present to meet attendees. All artwork is for sale. All participating businesses offer beverages and finger foods to patrons as part of their participation. Musicians stroll through the downtown adding spirit and excitement to this event. Over 15 businesses formally participate. The event typically draws 600 attendees.

Downtown Hollywood Dream Car Classic

Vintage car enthusiasts are in their glory when the Downtown Hollywood Dream Car Classic show, sponsored by Kindred Hospital Hollywood, takes place the first Sunday of each month. Dozens of pre-1974 cars line the street as part of an all-day family friendly festival featuring music, face-painting, balloon twisters and arts-and-crafts. Trophies are given out to more than 30 cars per show for distinctions such as best paint, oldest car, and best engine. The show has continued to be a success since its debut in March 2005. Attendance exceeds 2,000 on a monthly basis.
Downtown Hollywood International Film Series

Held every 2\textsuperscript{nd} Thursday, the movie series has been a continued success and has expanded into a twelve month series. October – March films are free to the public and have been relocated to the ArtsPark at Young Circle, while the following six months, April – September are in the Hollywood Central Performing Arts Center at a charge of $2 per person. The films are all subtitled in English.

Vintage South Florida, A Festival of History & Architecture

Sunday, March 2, 2008
This annual event celebrated its 3\textsuperscript{rd} year by moving from Hollywood Boulevard into the ArtsPark with a vintage car show component remaining on the Boulevard, providing an integration of the event into the business district. Featuring outdoor museum exhibits, balloon twisters, face painters, celebrity look-a-likes, an outdoor antique & collectible market, swing dance contests and book signings by local historians, the event continues to be Downtown Hollywood’s signature annual event.

Downtown District Advertising and Sponsorships

Advertising

In 2008, the CRA rolled out a new advertising campaign, “think outside of the circle.” The campaign includes contemporary designs and bright colors. Radio continued to be a primary source of advertising. Radio included the underwriting on National Public Radio as well as remote onsite broadcasts at events by Majic 102.7 FM. The budget for advertising has stabilized and has shifted from branding to event-driven ads. Event-driven internet advertising in the form of e-blasts and banner ads frequency increased. Future plans will shift from a consumer focus to attracting quality retailers to occupy retail space Downtown. Print advertising includes both event-driven ads as well as co-op advertising with the business community.

Sponsorships

The CRA sponsored in part or whole many other events and activities in 2008, including Mardi Gras Fiesta Tropicale and Expo Al Fresco as well as other significant events and programs.
Tourism

In Hollywood, tourism is an integral part of the economy, generating over $438 million in tourism-related tax revenue and $30 million in state taxes, and employing thousands of residents. In FY 2008, the Hollywood Office of Tourism’s (HOT) destination-wide tourism marketing strategy contributed to increases in year-end hotel occupancy that averaged out at 70.4 percent, compared to the national average of 63.2 percent and state of Florida average of 64.1 percent. Of the 31 municipalities in Broward County, Hollywood continued its steady increase in the contribution of bed tax dollars and its position as No. 2, second only to the city of Fort Lauderdale, in the collection of tourist tax dollars. In 2007, the municipality of Hollywood accounted for $6.8 million or 16 percent of the total tourism tax collection in the Greater Fort Lauderdale region.

In just two years, the Office of Tourism has progressed into an effective entity built on strategic tourism development, targeted markets, cooperative partnerships, stakeholder input and marketing initiatives that generate positive economic results for the City of Hollywood tourism industry. From directing over 78,000 online click-thrus to Hollywood hotel partner websites generating live online hotel bookings to receiving over $10 million in free public relations ad value, adding six new Superior Small Lodgings to Hollywood’s hotel inventory and more than tripling the HOT Express Trolley ridership, the Office of Tourism is inspired to strive for success.

As part of its goal to maximize effectiveness and produce better results at less cost, HOT coordinates its efforts with the City of Hollywood Community Redevelopment Agency (CRA) Beach and Downtown Districts, as well as with the staff at the Office of the City Manager’s Public Affairs and Marketing, the Business and Economic Development Office, and the Greater Hollywood Chamber of Commerce.

As a destination, Hollywood’s distinctive natural and cultural assets, as well as its convenient location, offer something for every lifestyle and budget. But that alone will not deliver visitors to Hollywood. The destination must be marketed via a program that delivers the right message to the right audience at the right time and in the right way. Significant rises in advertising costs as well as increasing competitor marketing make it absolutely essential that Hollywood’s tourism marketing efforts continue to ensure that tourism strengthens as a lead economic generator for Hollywood.

In FY 2008, HOT’s strategy provided structure for an integrated approach to creative campaigns, sales efforts, public relations and media placements that made the year’s marketing efforts successful.
Blight Subcommittee

In June 2008, a subcommittee of the Hollywood Office of Tourism Marketing Advisory Committee (HoTMAC) met to focus on blight issues along the State Road A1A (SR A1A) Corridor and key side streets located on Hollywood Beach. The HoTMAC Subcommittee was formed in response to visitor surveys that identified the SR A1A Corridor as a weakness of the destination. At the June meeting, HoTMAC Subcommittee members along with City of Hollywood and CRA officials identified specific issues relating to property and landscape maintenance, street furniture and trash can maintenance, street lighting and public safety, as well as overall cleanliness and appearance. Since the June Subcommittee Meeting, CRA and City staff have worked to address the issues and develop creative solutions to eliminate the blight. A proposed list of recommendations for the SR A1A Corridor and a Blight Project Update were presented to the CRA Board, and various initiatives from cleaning up city-owned construction sites to addressing private property blight issues were accomplished.

Marketing/Advertising: Online and Web Based Initiatives

In an era of increased competition, cluttered inboxes and evolving vacation planning practices, the Office of Tourism is challenged with ensuring that its messages bring audiences to action. With focused research and a sophisticated paid search and online marketing approach, the Office of Tourism delivered on-target tourism marketing initiatives that generated positive economic results for the hospitality industry in Hollywood.

An aggressive online program launched in FY 2008 to promote Hollywood to domestic and international audiences featured live online hotel booking, local "Hot Deals" and a downloadable vacation planner on HOT’s user-friendly interactive website, as well as increased visibility on prominent travel sites.

Over the past year, the City of Hollywood’s tourism website, VisitHollywoodFL.org, has seen a steady increase in visitor traffic while lowering the average cost per visitor and increasing conversion rates (email form submits). Current website traffic reflects an increase of about 70 percent over the previous year when online initiatives had kicked off and baseline measurements were taken. The bulk of this traffic and conversion increase can be attributed to the following initiatives:

- A strong International, National & Local PPC (pay per click) search engine campaign that has consistently been the No. 1 referrer of monthly conversions and traffic to the HOT site at the lowest cost per visitor.
• Better merchandising of the site’s opt-in features to engage users and generate leads for HOT has increased both user opportunities to download the free vacation planner and perceived value of the site as a credible, authoritative resource for beach travelers. This downloadable option also has reduced the frequency and mailing costs of the traditional travel brochure and DVD.

• Campaign Landing Page Testing and the knowledge gained from that testing have resulted in a winning strategy. Email form element above the fold and strong Call-to-Action/Headlines have shown an increase in email capture rates (conversion rates) of more than 50 percent from previous landing page variations.

• Targeted Media Buys and negotiations with high-profile online publishers in the travel vertical (AAA.com, Trip Advisor, Travelocity, etc.) have successfully generated awareness, with more than 4 million impressions being delivered to HOT content pages in Q3 alone. Additionally, banner advertising creative click rates are above average due to polarizing imagery, flash technology and strong calls to action.

• E-Flyer enhancements (look and feel) as well as better link placement estratégia have resulted in increased traffic to more content areas of the HOT site than in previous email drops.

• A naturally strong organic (non-paid) search presence on “Hollywood, Florida”-related terms is the No. 2 referrer of site traffic since campaign inception in FY 2007. Robust analytical tools utilized by the web team have greatly assisted in understanding where traffic is coming from and how different referrers of traffic convert (by placement and creative type).

The success of the online marketing program is evidenced by the number of click-thrus to Hollywood hotels, as well as the quarterly totals of ad impressions with HOT's campaigns: 4,604,386 (Q3 2008); 2,743,107 (Q2 2008); 3,206,446 (Q1 2008); and 2,562,117 (Q4 2007). In addition, the number of email captures from the HOT website landing page and “contact us” page has generated several thousand consumer leads.

Online Booking Engine Implementation

In June 2008, HOT implemented the successful pilot project technology launch of an online booking engine for Hollywood’s hotel industry partners. From language translation and currency conversion to live online booking, feedback from hotel partners has been positive and hotel bookings are steadily increasing. With input from the pilot project hotel partners, HOT is refining the methodology to further expand and enhance the program.
Summer “Staycation” Campaign

The Hollywood Office of Tourism capitalized on one of the year’s hottest travel trends in the summer of 2008 with its active promotion of in-state and “staycation” travel. This campaign, the largest summer marketing push in Hollywood’s history, featured booking incentives that included “Hot Summer Deals” at local hotel properties, a free tote bag with each online booking and a “best available online price” guarantee through the Save Rate Hotels program. The increased number of click-thrus to local lodgings points to the success of the summer marketing campaign.

Cruise Line Marketing

In an effort to better position Hollywood to attract pre- and post-cruise passenger business, the Office of Tourism is working with tour operators, travel agents and media who specialize in Florida cruise products as well as the staff at Port Everglades, Royal Caribbean, Celebrity and Holland America Line. Initiatives being pursued include incorporating Hollywood messaging and awareness-building tactics in the cruise line marketing and sales brochures and materials; hosting a familiarization tour for Front Line Cruise Staff; adding a pre- and post-cruise section to the VisitHollywoodFL.org website that highlights Hollywood hotels that offer transportation and pre- and post-cruise pricing; and creating an “Explore Hollywood” newsletter for cruise agents.

Motel Improvement Program – SSL/AAA

In May 2008, Hollywood Superior Small Lodging (SSL) properties increased from 24 to 30 properties. In FY 2008, HOT expanded its reach beyond the Beach District by working with all motel owners in the City, including the U.S. 1/Federal Highway Corridor. Two of the six new properties are located along the Corridor. HOT’s efforts include meetings with individual motel owners and group presentations to provide information and support about programs and marketing benefits available to businesses that are committed to delivering a quality experience with a product that adheres to certifiable standards via the AAA and SSL programs. HOT’s Partner Benefits Program includes free exposure on www.VisitHollywoodFL.org, in the online booking program and in HOT’s official vacation planner and brochures, as well as participation opportunities in the Office of Tourism’s HOT Deals program and E-newsletter program, and co-operative advertising opportunities. Working with the Hollywood CRA, HOT also
extends the following information and support to motel owners seeking to affiliate with SSL or AAA:

- Pre-Property Review Assessment & Consultation Sponsorship
- Inspection Fee Sponsorship
- First Year SSL or AAA Membership Fee Sponsorship
- Inclusion in Online & Traditional Marketing Campaigns

Public Relations

Hollywood has been enjoying an unprecedented amount of national and international media exposure resulting in over $10 million of free media value received for very little investment, which can be attributed to HOT’s public relations efforts at key tourism sales and media events. In the past year, the Office of Tourism hosted and co-hosted 12 media Familiarization Tours of Hollywood (FAMS) with various partners, including VISIT FLORIDA, Greater Fort Lauderdale Convention and Visitors Bureau, Ocean Properties, Crowne Plaza, and the U.S. Department of Commerce’s Visit USA Committees. As a result, Hollywood has been featured in articles published in prominent publications in a variety of markets, including Canada, New York, Florida, Chicago, Germany, the U.K. and Switzerland.

Sales

In 2008, Hollywood caught the attention of Europe’s leading tour operator, Thomas Cook Germany, and the Florida Product Manager representing the new Scandinavia Winter Flights into Fort Lauderdale-Hollywood International Airport – a direct result of the Office of Tourism’s consistent and prominent presence at important domestic and international tourism sales events. Throughout the year, HOT helped facilitate important partnerships between Hollywood hotels and the top sellers of international travel as a result of one-to-one, pre-scheduled appointment events staged at World Travel Market, ITB Berlin and La Cumbre. Hollywood also is now being featured for the first time ever in the leading international travel and tour sales program materials. HOT also is processing an unprecedented amount of international travel trade and media inquiries about Hollywood that have led to destination site visits from the U.K., Germany, Canada, Argentina and Scandinavia to Hollywood.

Circulator/Shuttle Program: “HOT Express”

The reintroduction of HOT Express, following the previous year’s pilot project, provided a much more seamless process that saw ridership more than triple.

The Beach & Downtown Circulator/Shuttle Project began December 6, 2007, and ran four days a week (Thursday through Sunday), ending April 27, 2008. Trolleys operated every 30 minutes on the half-hour. Riders were asked to complete a visitor satisfaction
survey. The more than 752 riders who were surveyed gave positive feedback on their transportation and visitor experience. The vast majority of riders who completed the survey (almost 97 percent) were visitors (nonresidents). A steady flow of passengers through the end of the program reflects a positive trend that most likely would have continued beyond the trial period through our public awareness efforts. With more than 6,631 new customers diverted to Beach and Downtown businesses (vs. Aventura, Las Olas and South Beach) during the period the HOT Express operated, the economic impact of the project is an important factor in considering its potential for success as a permanent year-round service.

The HoTMAC has formed a subcommittee to evaluate the performance of the year’s trolley program and look at ways of implementing it as a self-sustaining, permanent program. The CRA is dedicated to seeking potential grant funds to offset operational costs as well as co-operative funding from stakeholder hotels. The HoTMAC subcommittee also was involved in establishing criteria for the RFP process used in seeking and selecting a new vendor to operate the FY 2009 trolley program.

Market Research Program

Throughout the year, the Office of Tourism is engaged in a number of market research projects to gather information specific to Hollywood. This includes the following initiatives:

- **SWOT Analysis - Strengths, Weaknesses, Opportunities and Threats:** to assess Hollywood’s advantages, and its distinct challenges, as a visitor destination in relation to the perspectives of our tourism community.

- **VISIT FLORIDA International Visitor Study:** to gather more statistically accurate data regarding international visitor travel activity to Hollywood.

- **Hotel Inventory Study:** to help identify prospects for the Superior Small Lodging program and Hotel Improvement Grant Program.

- **Online Analytics:** to track performance and goal conversions of marketing/advertising programs by tactic and property.

- **Leads Tracking:** to maximize all leads generated via marketing and sales programs in an effort to continue educating consumers, media and trade about Hollywood as a destination.

- **Visitor Study:** to determine visitor satisfaction and input about the destination as well as identify and address needs and requirements of visitors.
Hollywood Office of Tourism Marketing Advisory Committee (HoTMAC)

Hollywood’s City Commission-appointed tourism board, the Hollywood Office of Tourism Marketing Advisory Committee (HoTMAC), continues to serve an important role in Hollywood’s successful tourism marketing program. Highlights of the FY 2008 accomplishments include:

- Provided strategic input for the development of the 2008 Tourism Marketing Plan to reposition Hollywood as a desirable Florida beach destination known for its distinctive natural, marine and cultural assets.

- Developed a new logo and tagline for the Office of Tourism, “VisitHollywoodFL.org: Where You Want to Beach,” that support the repositioning of Hollywood as a unique and appealing destination to in-state, domestic and international markets. The action-oriented logo serves as Hollywood’s identifier; image and brand as part of an exciting campaign being integrated through all marketing channels to better distinguish Hollywood from the rest of its competitive set and position our destination for visitor growth.

- Supported the reintroduction of the Hollywood Beach and Downtown Circulator/Shuttle project via a subcommittee formed to evaluate the results of the 2007 pilot project; recommend operational guidelines for the 2008 program; review and rank vendor proposals; seek sources for funding; and strategize ways to increase ridership.

- Identified and addressed A1A slum and blight issues via a subcommittee formed to make recommendations for aesthetic enhancements along the A1A corridor during the redevelopment process. Actions taken include the implementation of a plan to replace and repair deteriorating fence and screen signage on city-owned sites; improved landscaping on city-owned sites; painting of identified city-owned sites/assets; identifying code issues and developing an action plan to address the blighted conditions of private property by establishing a beach resort code; placing diffusers in the Beach Maintenance Compound; and the purchase of a new garbage truck.

- Established a task force to address hotel industry concerns about the changing market dynamic of increasing cruise passenger airline demand and reduced airline capacity.

- Established an initiative to explore the development of a Hollywood-based Visitor Tour Program that also would explore international/foreign tourism initiatives to identify and address the needs and requirements of those visitors.
Hospitality Tourism Luncheon Series

In April 2008, the Office of Tourism partnered with the Greater Hollywood Chamber of Commerce to launch an educational and informative tourism luncheon series for Hollywood’s hospitality industry that also would serve as a networking opportunity. In a short amount of time, the series has received positive feedback and is strongly attended. Upcoming programs will include a presentation by VISIT FLORIDA’s Chief Marketing Officer and an Awards Program to recognize and reward outstanding members of Hollywood’s hospitality industry.
# Statement of Revenues, Expenditures and Changes in Fund Balances

For the Fiscal Year Ended September 30, 2008

## REVENUES:

<table>
<thead>
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<th>Source</th>
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## EXPENDITURES:

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**Capital Outlay:**

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## DEBT SERVICE:

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Total Expenditures: $27,136,013

Change in Fund Balances: $(5,283,253)

Fund Balance - October 1: $49,083,044

Fund Balance - September 30: $43,799,791
### CITY OF HOLLYWOOD, FL
### COMMUNITY REDEVELOPMENT AGENCY – BEACH DISTRICT
### BALANCE SHEET
### SEPTEMBER 30, 2008

#### ASSETS:

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<th>Asset</th>
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<td>Restricted Assets: Investments - at fair value</td>
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#### LIABILITIES AND FUND BALANCES:

**LIABILITIES:**

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**TOTAL LIABILITIES AND FUND BALANCES**

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<tr>
<th>Total</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>$</strong></td>
<td><strong>46,864,133</strong></td>
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CITY OF HOLLYWOOD, FL
COMMUNITY REDEVELOPMENT AGENCY – DOWNTOWN DISTRICT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2008

<table>
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<th>REVENUES:</th>
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<td>Property Taxes</td>
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<td>Miscellaneous Revenue</td>
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<tbody>
<tr>
<td>General Government</td>
<td>2,415,281</td>
</tr>
<tr>
<td>Economic Environment</td>
<td>4,984,746</td>
</tr>
<tr>
<td>Culture and Recreation</td>
<td>152,684</td>
</tr>
<tr>
<td>Physical Environment</td>
<td>707,138</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>8,259,849</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CAPITAL OUTLAY:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture and Recreation</td>
<td>415,746</td>
</tr>
<tr>
<td>Physical Environment</td>
<td>82,553</td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td><strong>498,299</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEBT SERVICE:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal</td>
<td>1,947,154</td>
</tr>
<tr>
<td>Interest and Fiscal Charges</td>
<td>1,861,644</td>
</tr>
<tr>
<td><strong>Total Debt Service</strong></td>
<td><strong>3,808,798</strong></td>
</tr>
</tbody>
</table>

| Total Expenditures            | 12,566,946       |
| Excess of Revenues over Expenditures | (5,946,437) |

<table>
<thead>
<tr>
<th>OTHER FINANCING SOURCES:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>TRANSFERS IN/(OUT)</td>
<td></td>
</tr>
<tr>
<td>Total Transfers In</td>
<td>7,881</td>
</tr>
<tr>
<td>Total Transfers Out</td>
<td>(250,000)</td>
</tr>
<tr>
<td><strong>Total Other Financing Sources</strong></td>
<td><strong>(242,119)</strong></td>
</tr>
</tbody>
</table>

| Change in Fund Balances       | (6,188,556)      |
| Fund Balance - October 1      | 9,610,947        |
| Fund Balance - September 30   | $ 3,422,391      |
CITY OF HOLLYWOOD, FL  
COMMUNITY REDEVELOPMENT AGENCY – DOWNTOWN DISTRICT  
BALANCE SHEET  
SEPTEMBER 30, 2008

<table>
<thead>
<tr>
<th>ASSETS:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 200</td>
</tr>
<tr>
<td>Investments - at fair value</td>
<td>1,984,826</td>
</tr>
<tr>
<td>Notes Receivable - Net of Allowances</td>
<td>1,706,678</td>
</tr>
<tr>
<td>Accounts Receivable - Net of Allowances</td>
<td>14,583</td>
</tr>
<tr>
<td>Restricted Assets:</td>
<td></td>
</tr>
<tr>
<td>Investments - at fair value</td>
<td>100,000</td>
</tr>
<tr>
<td>Total Assets</td>
<td>3,806,287</td>
</tr>
</tbody>
</table>

| LIABILITIES AND FUND BALANCES:               |       |
| LIABILITIES:                                 |       |
| Vouchers Payable                            | 199,663 |
| Accrued Wages and Leave                      | 7,879  |
| Contracts Payable                           | 176,354 |
| Total Liabilities                           | 383,896 |

| FUND BALANCES:                               |       |
| Reserved:                                   |       |
| Debt Service                                | 100,000 |
| Grants and Special Programs                 | 3,322,391 |
| Total Fund Balances                         | 3,422,391 |

| TOTAL LIABILITIES AND FUND BALANCES          |       |
| FUND BALANCES                                | $ 3,806,287 |
**Tax Increment**

The Chart below summarizes the Operating Millage Rates and Increment Revenues for the Taxing Authorities in the Hollywood CRA.

<table>
<thead>
<tr>
<th>TAXING AUTHORITIES</th>
<th>Millage Rate</th>
<th>Beach Increment Revenues</th>
<th>Downtown Increment Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>BROWARD COUNTY</td>
<td>4.8889</td>
<td>$8,812,629</td>
<td>$2,504,579</td>
</tr>
<tr>
<td>CITY OF HOLLYWOOD</td>
<td>5.7380</td>
<td>$10,343,199</td>
<td>$2,939,572</td>
</tr>
<tr>
<td>HOSPITAL DISTRICT*</td>
<td>1.1643</td>
<td>$300,000</td>
<td>$596,470</td>
</tr>
<tr>
<td>CHILDREN’S SERVICES COUNCIL</td>
<td>0.3572</td>
<td>$643,881</td>
<td>$182,993</td>
</tr>
<tr>
<td>TOTAL RATE</td>
<td>12.1484</td>
<td>$20,099,709</td>
<td>$6,223,614</td>
</tr>
</tbody>
</table>

*Hospital District is capped at $300,000 for the Beach District. Increment Revenues for the Hospital District ($2,098,743) are not included in total rate. $300,000 is included in above total.

The Chart below summarizes the CRA Taxable Value history since 1997.

Chapter 163 of the Florida Statutes requires each CRA to provide an annual report by March 31 of each year to the Governing Body (City Commission). This report and financial statement is submitted in fulfillment of that requirement and to provide information to the public.