City of Hollywood
Community Redevelopment Agency
Beach and Downtown

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

March 31, 2014

Jorge A. Camejo
Executive Director

www.hollywoodcra.org
www.gohollywoodfla.com
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Overview

Under Florida law (Chapter 163, Part III), local governments are able to designate areas such 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 (slum and blight) exist, the local government may create a Community Redevelopment Agency to provide the tools needed to foster and support positive redevelopment of the targeted area. There are currently more than 170 Community Redevelopment Areas throughout the State of Florida.

The Community Redevelopment Agency “CRA” of Hollywood was created in 1979 with the establishment of the Downtown District. In 1997, the Beach District was established. Under one agency, the two districts have been managed separately to best meet the objectives of fighting slum and blight confronting each area. Although the management and staffing of the districts were joined in late 2009, each district maintains its own trust fund and financial reporting is done separately.

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 will provide information to the public for Fiscal Year 2013 (October 1, 2012 – September 30, 2013).

This Annual Report will showcase the many redevelopment programs that the CRA offers to its residents and business owners. The report also highlights the public and private development initiatives and construction projects that are being utilized to rid the negative influences affecting the Hollywood CRA districts.

The Financial Statements section will highlight the balance sheet as well as revenues and expenditures, and will showcase the Districts’ financial position. Other financial information regarding debt service, millage rates, and taxable values are outlined.

This Annual Report and Financial Statement will also be forwarded to our increment partners—City of Hollywood, Broward County, Children’s Services Council of Broward County, and the South Broward Hospital District. Through their leadership and support, these Districts have secured a bright future for their constituents.
Beach District

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

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. Throughout this past year, the Beach District has continued to make significant progress in the implementation of the redevelopment plan.

The Redevelopment Agency’s focus over the years has been centered on improving and revitalizing the District and has relied on a multi-pronged approach to redevelopment.

The overall Beach Redevelopment Objectives are as follows:

- 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 upgrade existing public recreation facilities
- To 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 to the south, 22nd Avenue to the west, and Johnson Street to 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. The buildings are comprised of a mixture of residential and commercial uses, the oldest of which were constructed in the 1920’s when the City was founded.

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 for the Downtown District 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
- To protect and reinforce a traditional commercial district in the Downtown core
- To enhance Downtown’s position as the focal point for arts and cultural activities in the City
Strategic Planning and Goal Setting

In 2011, the CRA set out to establish a new vision, mission and strategic plan for the Beach and Downtown.

The strategic planning and goal setting process is important to the Executive Director and Staff as well as the CRA Board so that a vision with value based principles could be established 15 years in the future. A plan with strategic goals that focus on outcome based objectives for the next five years was established and a one-year policy agenda was defined. The mission and core beliefs of the strategic planning model will guide the CRA as we continue to pursue the objectives set forth in the redevelopment plans.

The mission of the Hollywood CRA is to eliminate slum and blight by:

Stimulating private investment and economic growth
- Identify potential developments or investment opportunities with long term community benefits
- Promote tourism and expand tourism opportunities
- Negotiate development agreements
- Develop and maintain public-private development projects
- Provide economic incentives to support private investment, reinvestment, and blight removal

Upgrading the public infrastructure and public spaces
- Work with the City to design public infrastructure projects
- Provide funds for infrastructure design, construction, and maintenance
- Work with the City to anticipate future infrastructure needs and projects
- Develop long-term capital projects with funding mechanisms for construction and ongoing maintenance

Mobilizing community stakeholders
- Develop and maintain effective working relations and community presence with residents, community organization, and businesses
- Support community events and festivals
- Develop effective mechanisms for communicating with the diverse residents, community organizations, and businesses
- Engage the community in CRA projects
- Identify and develop potential community partners who will contribute to a better Hollywood community
- Educate the public about the CRA and its value
Partnering with the City of Hollywood and Other Government Agencies
- Maintain open, two-way communications between the CRA and the City
- Identify target areas and work with city to resolve issues in a timely manner
- Develop and maintain effective working relationship with city staff
- Collaborate joint City-CRA projects
- Participate in city projects that affect the CRA area and share expertise to enhance the Hollywood community
- Develop visions, goals, and annual work program with city input and participation
- Fund city positions to address conditions of slums and blight

Providing leadership for the CRA Districts
- Develop visions for the two CRA Districts
- Establish five year, outcome-based goals for the CRA
- Develop a one-year action agenda with specific projects and activities
- Maintain a financially sound CRA
- Develop and maintain an effective CRA organization with top quality managers and employees
- Develop and update the Strategic Plan and the mandated CRA planning documents

Hollywood Beach Vision 2027

It’s 2027 and Hollywood Beach has evolved into a world-class coastal destination without losing its funky Florida beach town character. Our beautiful beach and historic Broadwalk are still the main attraction, and there are many fun and convenient ways to enjoy Hollywood’s tropical maritime environment. A wide range of lodging options allows visitors to choose between small boutique hotels and larger resorts. Hollywood Beach is more pedestrian-friendly than ever and a catalogue of green transportation choices make it easy and safe to get around. Hollywood Beach’s preserved natural resources have become a significant eco-tourism draw and have distinguished it from more built-out neighboring cities.

Marine research and education has also grown into an important industry. The Intracoastal Waterway has matured into its own unique boating, dockside dining and recreational corridor. The historic Hollywood Beach Resort has been spectacularly restored to its original glory and the ramp system at A1A and Hollywood Boulevard has been redesigned to liberate the property’s original grounds and provide easy access to the complex. A1A itself is newly reconstructed and functioning as the main street of the beach with wider sidewalks, buffered from traffic by landscaping which has been accommodated by undergrounding the overhead transmission lines. Hollywood Beach has resumed its historic role as the city’s most iconic tourism district and its most important economic engine.
Downtown Hollywood Vision 2025

It’s 2025 and historic Downtown Hollywood has retained and cultivated its authentic village identity within South Florida’s rapidly changing urban environment. It has become a clean, safe and compelling place to live, work and play. The area’s charming layout, walkable scale and ease of access have differentiated it from neighboring shopping malls and generic village-themed developments.

This vibrant arts district has emerged as a successful international and regional destination for shopping, dining, entertainment, arts and culture. An eclectic mix of unique boutiques and one-of-a-kind retailers has invigorated the area as a shopping hot spot. The Downtown dining scene has continued to grow and the main streets have evolved into bustling restaurant rows. Music and cultural events are a key regional draw to the ArtsPark and the surrounding entertainment district, and many creative class businesses with robust employee rosters now call Downtown Hollywood home.

Residents and guests also benefit from ample wellness activities that promote a healthy lifestyle. The Tri-Rail Coastal Link Station along the FEC Corridor has improved the multi-modal enhancements seen in the downtown. The adjacent University campuses in the downtown have provided a cultural mix in urban design where it is commonplace and exciting to live, work, study and play. Downtown Hollywood is now recognized as a classic American downtown with an international accent.

The entire strategic planning document can be found on the CRA website www.hollywoodcra.org
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.

The trust fund revenues generated through tax increment are contributed by four taxing authorities including the City of Hollywood (City), Broward County (County) Children’s Services Council of Broward County (CSC), and South Broward Hospital District (Hospital).
In FY 2013, the Beach District realized a slight increase of 0.4% in property values, while the property values within the Downtown District continued to decline (-4%).

### FY 2013 Taxable Assessed Values

<table>
<thead>
<tr>
<th>Region</th>
<th>Base Year “Frozen Value”</th>
<th>FY 2012 Assessed Value of all real property</th>
<th>FY 2013 Assessed Value of all real property</th>
<th>FY 2013 vs FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beach District</strong></td>
<td>$545,881,010</td>
<td>$1,951,614,270 (City &amp; County)</td>
<td>$1,960,915,370 (City &amp; County)</td>
<td>$9,301,100 (City &amp; County)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$1,955,803,780 (Hospital and CSC)</td>
<td>$1,965,294,180 (Hospital and CSC)</td>
<td>$9,490,400 (Hospital and CSC)</td>
</tr>
<tr>
<td><strong>Downtown District</strong></td>
<td>$103,167,427</td>
<td>$487,989,610 (City)</td>
<td>$468,476,480 (City)</td>
<td>-$19,513,130 (City)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$485,213,390 (County)</td>
<td>$465,550,490 (County)</td>
<td>-$19,662,900 (County)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$488,759,040 (Hospital and CSC)</td>
<td>$469,167,310 (Hospital and CSC)</td>
<td>-$19,591,730 (Hospital and CSC)</td>
</tr>
</tbody>
</table>

#### Taxable Assessed Values

![Bar chart showing taxable assessed values for Beach and Downtown Districts from FY04 to FY13.](chart.png)

- **Beach District**
- **Downtown District**
Tax Increment

Outlined below is a comparison of the Operating Millage Rates adopted by each taxing authority and the related Increment Revenues received for FY 2012 and FY 2013.

<table>
<thead>
<tr>
<th>Taxing Authorities</th>
<th>FY12 Millage Rate</th>
<th>FY13 Millage Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broward County</td>
<td>5.1860</td>
<td>5.2576</td>
</tr>
<tr>
<td>City of Hollywood</td>
<td>7.4479</td>
<td>7.4479</td>
</tr>
<tr>
<td>Hospital District*</td>
<td>0.7500</td>
<td>0.6000</td>
</tr>
<tr>
<td>Children’s Services Council</td>
<td>0.4789</td>
<td>0.4902</td>
</tr>
<tr>
<td>TOTAL RATE</td>
<td>13.8628</td>
<td>13.7957</td>
</tr>
</tbody>
</table>

**BEACH DISTRICT**

<table>
<thead>
<tr>
<th>Taxing Authorities</th>
<th>FY 2012 Increment Revenues</th>
<th>FY2013 Increment Revenues</th>
<th>Increase / (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broward County</td>
<td>6,925,626</td>
<td>7,067,700</td>
<td>142,074</td>
</tr>
<tr>
<td>City of Hollywood</td>
<td>9,946,273</td>
<td>10,012,083</td>
<td>65,810</td>
</tr>
<tr>
<td>Hospital District*</td>
<td>300,000</td>
<td>300,000</td>
<td>0</td>
</tr>
<tr>
<td>Children’s Services Council</td>
<td>641,451</td>
<td>661,007</td>
<td>19,556</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$17,813,350</td>
<td>$18,040,790</td>
<td>$227,440</td>
</tr>
</tbody>
</table>

* Hospital District is capped at $300,000 for the Beach District. Increment Revenues for the Hospital District ($809,066) are not included in total rate. $300,000 is included in above total.

**DOWNTOWN DISTRICT**

<table>
<thead>
<tr>
<th>Taxing Authorities</th>
<th>FY 2012 Increment Revenues</th>
<th>FY2013 Increment Revenues</th>
<th>Increase / (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broward County</td>
<td>1,882,226</td>
<td>1,810,002</td>
<td>-72,224</td>
</tr>
<tr>
<td>City of Hollywood</td>
<td>2,722,811</td>
<td>2,584,746</td>
<td>-138,065</td>
</tr>
<tr>
<td>Hospital District*</td>
<td>274,734</td>
<td>208,620</td>
<td>-66,114</td>
</tr>
<tr>
<td>Children’s Services Council</td>
<td>175,427</td>
<td>170,442</td>
<td>-4,985</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$5,055,198</td>
<td>$4,773,810</td>
<td>-$281,388</td>
</tr>
</tbody>
</table>
CRA Issued Debt

**Beach District Revenue Bonds**

*Beach District Series 2004 Revenue Bond:* The $20,010,000 Series 2004 Bonds represented the second public bond offering by the Agency and financed public improvement projects included in the Beach CRA Redevelopment Plan. The Series 2004 Bonds are secured by the pledge of Trust Fund Revenues generated through the tax increment revenues generated within the Beach District.

The proceeds of the Series 2004 Bonds have been completely expended on the Broadwalk renovation, water and sewer underground replacement, the Garfield Street parking garage and community center, 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 Beach District.

As of fiscal year ending 2013, the proceeds from the Series 2007 Bond have been expended on the completion of the water and sewer underground replacement, the Garfield Street parking garage and community center, Charnow Park renovations, the Underground Utilities and Streetscape Pilot Project, and Phase II of the Underground Utilities and Streetscape Project.

The outstanding principal balance as of fiscal year ending 2013 for both the 2004 and 2007 Revenue Bonds is $43,725,000. The 2004 and 2007 Bonds have an A- Rating by Fitch and A3 rating by Moody's.

**Downtown District Agency Loans**

The Downtown District secured $31,500,000 in loans since 2002 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 Public Parking Garage, development incentives and streetscape improvements
The Downtown District has pledged its tax increment revenues for repayment of these loans. The note denominations are as follows:

<table>
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<tr>
<th>Promissory Note</th>
<th>Principal Amount</th>
<th>Interest Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002 Note</td>
<td>$4,000,000</td>
<td>5.61%</td>
</tr>
<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 2013 for the four notes mentioned above is $17,276,987.
CITY OF HOLLYWOOD, FL
COMMUNITY REDEVELOPMENT AGENCY – BEACH DISTRICT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2013
(Preliminary Unaudited)

<table>
<thead>
<tr>
<th>REVENUES:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>$10,012,083</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>8,081,593</td>
</tr>
<tr>
<td>Investment Revenue</td>
<td>18,741</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>508,548</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING REVENUE</strong></td>
<td>18,620,965</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURES:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current:</strong></td>
<td></td>
</tr>
<tr>
<td>General Government</td>
<td>6,154,490</td>
</tr>
<tr>
<td>Economic Environment</td>
<td>2,043,582</td>
</tr>
<tr>
<td>Culture and Recreation</td>
<td>234,364</td>
</tr>
<tr>
<td>Physical Environment</td>
<td>1,506,065</td>
</tr>
<tr>
<td><strong>Total Current</strong></td>
<td>9,938,501</td>
</tr>
<tr>
<td><strong>Capital Outlay:</strong></td>
<td></td>
</tr>
<tr>
<td>General Government</td>
<td>26,411</td>
</tr>
<tr>
<td>Public Safety</td>
<td>0</td>
</tr>
<tr>
<td>Physical Environment</td>
<td>1,034,650</td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td>1,061,061</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEBT SERVICE:</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Principal</td>
<td>2,970,000</td>
</tr>
<tr>
<td>Interest and Fiscal Charges</td>
<td>2,271,912</td>
</tr>
<tr>
<td><strong>Total Debt Service</strong></td>
<td>5,241,912</td>
</tr>
</tbody>
</table>

| **TOTAL EXPENDITURES**        | 16,241,474 |
| Operating Income (Loss)       | 2,379,491   |

**OTHER FINANCING SOURCES (USES):**

| TRANSFERS IN/(OUT)            |     |
| Transfer Out to Parking Enterprise Fund | (938,293) |
| **Total Transfers In/(Out)**   | (938,293) |

| Changes in Fund Balances      | 1,441,198    |
| Fund Balance - October 1      | 28,169,855   |
| **Fund Balance - September 30** | **$ 29,611,053** |
**ASSETS:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 200</td>
</tr>
<tr>
<td>* Investments - at fair value</td>
<td>$24,978,070</td>
</tr>
<tr>
<td>Accounts Receivable - Net</td>
<td>$32,383</td>
</tr>
<tr>
<td>Due from Other Governments</td>
<td>$21,882</td>
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<tr>
<td>Restricted Assets:</td>
<td></td>
</tr>
<tr>
<td>** Investments - at fair value</td>
<td>$5,758,386</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>$30,790,921</td>
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**LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES:**

**LIABILITIES:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
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<tbody>
<tr>
<td>Vouchers Payable</td>
<td>$181,680</td>
</tr>
<tr>
<td>Accrued Wages and Leave</td>
<td>$61,952</td>
</tr>
<tr>
<td>Contracts Payable</td>
<td>$914,354</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>$1,157,986</td>
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**DEFERRED INFLOWS OF RESOURCES:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unavailable Revenue</td>
<td>$21,882</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>$1,157,986</td>
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**FUND BALANCES:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted:</td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td>$3,164,132</td>
</tr>
<tr>
<td>General Government</td>
<td>$195,048</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>$21,655,353</td>
</tr>
<tr>
<td>Grants and Special Programs</td>
<td>$4,596,520</td>
</tr>
<tr>
<td>Total Fund Balance</td>
<td>$29,611,053</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</td>
<td>$ 30,790,921</td>
</tr>
</tbody>
</table>

* Investments at fair value represent funds on hand, where a significant portion of these funds have been designated for non-bond related capital improvement projects and/or obligations as outlined in the CRA Capital Improvement Plan approved by the CRA Board on June 1, 2011 pursuant to R-2011-27.

** Restricted Assets: Investments at fair value represent funds on hand that have been designated for bond related capital improvement projects pursuant to the Series 2007 Beach CRA Redevelopment Revenue Bonds.
### REVENUES:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>$2,584,746</td>
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<tr>
<td>Intergovernmental</td>
<td>2,189,064</td>
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<tr>
<td>Investment Revenue</td>
<td>453</td>
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<tr>
<td>Miscellaneous Revenue</td>
<td>144,832</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>4,919,095</strong></td>
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### EXPENDITURES:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>General Government</td>
<td>1,181,498</td>
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<td>Transportation</td>
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<td>Physical Environment</td>
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<td><strong>Total Current</strong></td>
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### DEBT SERVICE:

<table>
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<td>Principal</td>
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<td>Interest and Fiscal Charges</td>
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<td><strong>3,359,675</strong></td>
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### Operating Income (Loss)

24,264

### Changes in Fund Balance

24,264

### Fund Balance - October 1

1,114,042

### Fund Balance - September 30

$1,138,306
CITY OF HOLLYWOOD, FL
COMMUNITY REDEVELOPMENT AGENCY – DOWNTOWN DISTRICT
BALANCE SHEET
SEPTEMBER 30, 2013
(Preliminary Unaudited)

<table>
<thead>
<tr>
<th>ASSETS AND DEFERRED OUTFLOWS OF RESOURCES:</th>
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<tr>
<td>ASSETS:</td>
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<td>Cash</td>
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<td>Investments - at fair value</td>
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<td>Notes Receivable - Net of Allowances</td>
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<td><strong>TOTAL ASSETS</strong></td>
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<tr>
<td>DEFERRED OUTFLOWS OF RESOURCES:</td>
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<table>
<thead>
<tr>
<th>LIABILITIES AND FUND BALANCES:</th>
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<td>LIABILITIES:</td>
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<td>Vouchers Payable</td>
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<td>Accrued Wages and Leave</td>
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<td>NONSPENDABLE – Notes receivable</td>
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<td><strong>TOTAL NONSPENDABLE</strong></td>
</tr>
<tr>
<td><strong>TOTAL FUND BALANCES</strong></td>
</tr>
</tbody>
</table>

| TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES | **$ 1,637,224** |
CRA Beach District
Beach District Redevelopment Plan

The 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 Beach District has invested millions of dollars in public and aesthetic improvements to the Beach, Broadwalk and other improvements in the area and will continue to enhance the public infrastructure. 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. Eighteen (18) streets and street-ends have received new underground utilities and streetscape improvement and additionally a parking garage and a public park have been constructed. New public and private projects are in the planning stages or underway in what the district hopes is resurgence in property investment, including a new public parking garage and maintenance facility.

Publicly Funded Projects

Margaritaville (Johnson Street Property)

On July 15, 2009, The City of Hollywood City Commission unanimously approved a draft Request for Proposal document to solicit proposals for the redevelopment of the Johnson Street site on State Road A1A.

On Wednesday, July 7, 2010, the Hollywood City Commission (acting also in its capacity as the Hollywood CRA Board) unanimously approved the execution of a Memorandum of Understanding between the City of Hollywood, the Hollywood Community Redevelopment Agency and Margaritaville Resort at Hollywood Beach, LLC.

The original Agreement was approved in February, 2011. In 2012, the Developer and the CRA desired to amend the Agreement in certain respects including the termination of the loan component and replacing it with a compensated funding plan for construction and Improvement costs as defined below:

- Ten Million ($10,000,000) to be used solely for the Improvement Costs including Furniture, Fixtures, and Equipment and/or Operating Supplies and Equipment.
- Thirteen Million ($13,000,000) to be used solely for the Improvement Costs designated as Construction Costs exclusive of Furniture, Fixtures, and Equipment.
- The CRA Funding Agreement for improvements to Johnson and Michigan streetscape and street-end improvements including new sidewalks, a pedestrian friendly promenade, bathrooms, a trolley stop, a visitor information booth, a great lawn and renovations to the existing bandshell remains in place at Five Million ($5,000,000).
Margaritaville will also have to maintain these improvements (above the CRA baseline) and do programming through a license agreement.

Construction on the project commenced in the summer of 2013.

**Underground Utility Conversion and Streetscape Enhancements**

Phase I - Cleveland Street to Grant Street - 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 and the provision of more reliable power, cable and telephone services which reduces the frequency of outages and improves public safety. The multi-million dollar pilot project stretched a total of six blocks 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.

Phase II - Minnesota Street to Tyler Street – The project was completed in 2013 and the entire 12 blocks have been pressure cleaned and sealed by the contractor. This multi-million dollar project relocated all overhead utilities to underground conduits within the rights-of-way, including the service connection to private property, and the streets and street ends were landscaped with native and drought tolerant plant material. Marine turtle friendly street lighting protects the adjacent turtle nesting habitat. The street end plazas utilize decorative benches, public art in the form of pebble mosaics and pergolas for shaded respite. Two new public restrooms have been added as well as solar powered marine turtle friendly amber LED lighting.

Phase III - Oklahoma Street to New Mexico Street. This phase includes 15 blocks starting just north of the already completed 18 blocks of undergrounding of overhead utilities and streetscape beautification from Phase I and Phase II. This Phase is in design and permitting and will include improvements similar to the previous two phases.

Future phases include:
Phase IV: Harrison to Jefferson (9 blocks)
Phase V: Azalea to Magnolia (10 blocks)
TDLC: Transportation Design for Livable Communities

The Transportation Design for Livable Communities (TDLC) is a policy of the Florida Department of Transportation which recognizes that there needs to be a balance between mobility and livability. Some of the featured considerations are the safety of pedestrians, bicyclists, motorists and public transit users, the balancing of community values and mobility needs, an efficient use of energy resources, the protection of the natural and manmade environment, coordinated land use and transportation planning, and local and state economic development goals. The CRA/City received a permit to refurbish six (6) medians along SR A1A from Cleveland to Sheridan Streets. The medians were enhanced with larger trees, tropical understory foliage and a general consistent tropical aesthetic along the SR A1A that stretches from Hollywood Boulevard to Sheridan Streets which will improve the appearance of this important corridor for residents and tourists. The six (6) medians from Arizona Street to Cleveland Street not included within the TDLC will be refurbished similarly as part of a maintenance project. In total twelve (12) medians were re-landscaped in accordance with TDLC guidelines.

Broadwalk Improvements

Approximately $13,000,000 in public improvements has delivered aesthetic upgrades to the Beach and Broadwalk making it a remarkable South Florida landmark and a stimulus for private sector investment. The oceanfront Broadwalk now has colorful new pavers replacing asphalt, a tabby concrete bike path and a low decorative wall separating the Broadwalk from the sand. There is also historical-themed lighting, benches, trash receptacles and pocket parks with public art and water features.
Beach Renourishment

The CRA bid out and constructed the beach renourishment project in two locations along Hollywood Beach. The north location of the project between Sherman Street and Wilson Street received approximately 5,800 CY of sand. The south location from Foxglove Terrace to near the city limit with Hallandale received approximately 53,300 CY of sand. This project widened the beach area and resolved the hot spot near the Westin Diplomat hotel where the beach erodes significantly. Most of the beach has remained intact notwithstanding Hurricane storm activity. As part of the permitting process, the CRA/City continues to monitor the beach re-nourishment and its impact on the hardbottom. Weekly escarpment inspections are performed to ensure that sea turtles have easy access for nesting and evaluate sand performance. Beach tilling is performed as part of the permitting to enhance turtle nesting conditions.

Other public improvement projects that are completed include:

- Water and Sewer upgrades
- Enhanced New Dune Fencing
- Hollywood Boulevard Bridge Aesthetic Enhancement
- North Surf Road lighting and underground utility conversion
- Over 100 new coconut palms on the beach
- Expansion of activity zone adjacent to the bike path within the CBD of the Boardwalk (Pilot Program)
- New benches and trash receptacles on the Beach and Broadwalk
- Beach crossovers and Beach signage program
- Street-end parklettes with shade structures, corrals housing trash receptacles, recycle bins, newspaper racks,
- and lush landscaping

Future public improvements in planning phases:

Public Parking Garage at Nevada and Nebraska Streets

In conjunction with Phase III of the Underground Utility Conversion and Streetscape Enhancements, a public parking garage is being planned to replace the City-owned Fire Station property located between Nevada and Nebraska Streets. The CRA Board authorized
staff to enter into agreements with consultants to provide architectural and engineering services. In accordance with the consultants’ competitive negotiation act, the CRA advertised for professional services from consulting firms, and a statement of qualifications was received from twelve (12) firms. With the recommendation of the evaluation committee, three (3) firms were selected to provide services for this project as well as other projects in the CRA.

The property has since been purchased from the City and negotiations are underway with the top ranked firm for the design of the facility.

**Beach District Development Projects**

Hollywood Beach has seen its share of quality development for condominium, hotel and mixed-use projects and hopes to continue to champion these endeavors. Included in these developments are Trump Hollywood – a 200 oceanfront luxury condominiums; Ocean Palms – a 38-story, 240-unit condominium; and Villas of Positano – a Mediterranean-style low-rise (nine-story) building with 14 townhomes, 40 condominiums and eight penthouses.

Other development projects under construction include:

- Positano Beach Condominiums
- Costa Hollywood Condominium-Hotel
- Sage Beach Condominiums
- Other development projects bordering the Beach CRA district including Apogee condominiums and Beach One condominiums.
CRA Downtown District
Downtown District Redevelopment Plan

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

2100 Block of Hollywood Boulevard enhancements

CRA staff with the assistance of Public Works and Public Services identified an aesthetic, practical and affordable plan for this street. Construction and demolition and removal/disposal of the existing concrete from the sidewalk and curb occurred in 2012. A contractor was procured to install 4,100 sf of décor style south beach pavers on the sidewalk, install 650 linear feet of concrete bands, and install 3 concrete pads for trash receptacles with decorative corrals and landscaping. The project was completed. Shortly thereafter, work commenced on the north side of the street with the removal of seven (7) black olive trees. The trees were removed as they continued to stain the adjacent buildings and their aggressive root system cracked and lifted the sidewalk. The sidewalk was ground and patched.

Police Emergency Talk-A-Phones

The area of Pembroke Road to Sheridan Street, between Federal Highway and Dixie Highway in the Downtown CRA District has been identified as having inadequate access to emergency phones. Ten (10) talk-a-phones have been placed throughout the Downtown near parks, schools and recreation centers.

Plans and specifications for the Emergency Phones project were developed by the CRA in connection with the City and Police Departments. Funding for the emergency phones were allocated through Law Enforcement Trust Fund forfeiture funds.
Other Public Improvements that have been completed include:

- Transformation of vacant City-owned Fire Facility into Barry University
- Demolition of Blight – Adams Street/Dixie Highway – staff continues to work with interested parties to develop the site
- ArtsPark at Young Circle – CRA continues to assist in the maintenance of the ArtsPark
- LED decorative streetlighting on Washington, Lincoln, Johnson and Monroe Streets from 21st Avenue to US1
- Anniversary Park Project

Future public improvements in planning phases:

- Continued LED lighting, streetscape and sidewalk enhancements in the neighborhoods between the Federal and Dixie Highway corridors – Parkside to the south and Royal Poinciana to the north. Working in partnership with the City of Hollywood Police Department and Public Works Department, the CRA has identified Van Buren Street and Polk Street as being the next phase for the project
- US-1 corridor streetscape enhancements
- FEC corridor – Tri-Rail coastal link
- Tyler Street roadway and streetscape enhancement

**Downtown District Development Projects - Completed**

There have been a number of residential, mixed-use and commercial development projects in the Downtown CRA district over the years. Included in this are:

- Radius – overlooking the ArtsPark, this mixed-use, residential project provides for 311 owner occupied units above 33,000 SF of commercial space.
- Hollywood Station – this mixed-use project includes 214 condominium units, 43 townhomes and 93 lofts with approximately 20,000 square feet of commercial space.
- PNC Bank – 1837 Tyler Street – new 3,300 square foot LEED status achievable bank branch.

Upcoming development projects include:

- Hollywood Circle – 1704 Polk Street – planned twenty-five (25) story mixed-use development with 397 rental units, a 104 room boutique hotel, and a retail component.
- Hollywood Station Phase III – 22nd avenue and Van Buren Street – planned fourteen (14) story mixed-use development with 250 units and 5,000 square feet of commercial and office space.
- Icon Office – 1895 Tyler Street – four (4) story, 65,000 square foot Class A commercial office building.
Art & Culture in the Downtown District

The Downtown Redevelopment Plan states: “It is appropriate for the redevelopment program to be supportive of efforts to enhance Downtown’s position as the focal point for arts and cultural activities in the City. The Agency may find it advantageous to provide funding for facilities and groups which reinforce this goal.”

Downtown Hollywood Mural Project – the goal of this project is to curate contemporary outdoor murals at key locations in Downtown Hollywood in an effort to enhance and enrich the existing cultural fabric of our community, thereby attracting more art related activities, businesses and events.

On April 4, 2012, the City Commission passed and adopted an Ordinance which Amended Section 8.4 of the Zoning and Land Development regulations to set forth that the review process for murals located in the Downtown Community Redevelopment Area’s Music District would be established by the CRA Board.

On May 2, 2012, the CRA Board passed and adopted R-CRA-2012-25 establishing a Mural Review Committee, which provided the purpose and duties of the committee, the number of committee members, a criteria for committee membership and the length of the term of the committee members. Pursuant to the Resolution, CRA staff confirmed an administrative application process for property owners who were interested in having a mural painted on the exterior of their property within the boundaries of the Music District.

During FY 2013, eight (8) mural applications were approved including the following:

Artist: Jessy Nite
Location: 1901 Harrison Street

Jessy Nite is a multidisciplinary artist and graphic designer, living and working in Miami. Focused on typography, color and line, her work examines the world of vice and excess. Her clean, refined style emphasizes graphic elements, a balance of colors and the composition of color. Nite has had solo and group exhibitions in South Florida and other parts of the country, as well as internationally.

The 18 x 22-foot mural spans across the cube shaped corner building’s second story and features groups of kaleidoscoping diamonds in 20 pastel shades, punctuated by black.
Tati Suarez is a Miami native. Her charming style is distinctive — first, the trademark eyes that draw the viewer into a beautiful and surreal world. Suarez takes full advantage of oil paint’s ability to create creamy, soft images on canvas. Rich with symbols that stem from her Brazilian and El Salvadorian heritage, subjects appear as if they are under water, frozen in lovely stillness. The doe-eyed figures look childlike, but also exude sexual overtones, ornamented with plants, insects and other accompaniments. Beauty is presented concurrently with exotic — even creepy — creatures to create enchanted narratives. Tati shows her paintings internationally and most recently designed a sneaker for Reebok Classic sneakers.
2Alas (pronounced Dos Alas) is the moniker of Andrew Antonaccio and Orlando Galvaz, two Miami-based artists who exhibit in curated gallery shows, as well as paint in the streets of Wynwood Arts District, New York and Montreal. Combined, their unique style is comprised of geometric abstraction, basic colors and binary imagery.

With Mona Lisa, 2Alas appropriates one of the most recognized and famed portraits in art history to attract the attention of pedestrians in Hollywood. The black and white close-up of the Mona Lisa face is composed vertical lines, speckled with bright triangles and shapes. “We want to create an impact,” explains Antonaccio, “and this type of imagery – as simple as it looks – can be recognized by everyone no matter how much they know about art. Our Mona Lisa is being created for the audience, and we plan on using line and color to play on the subject from a variety of perspectives. We hope to give Hollywood a modern Renaissance image to love as the city goes through its own transformation.”

Art & Culture Center – is recognized as a Major Cultural Institution (MCI) in Broward County. CRA staff continues to work with the Art & Culture Center in an effort to collaborate on projects such as grants and special events. The Art and Culture Center of Hollywood presents contemporary gallery exhibitions, live stage performances, and high-quality education programs for adults and children. The Center fosters a creative environment where new and challenging work can flourish through programs that reflect the highest standards of artistry and diversity.
**Gallery 2014** - is an exciting space where the community can join in to enjoy, learn and acquire the work of local, "young" and "emerging" artists from around the world. Gallery 2014 is a non-profit charitable enterprise where surplus funds go to support the arts and arts education in south Florida.

**Cinema Paradiso** – is recognized as a Major Cultural Institution (MCI) in Broward County. On January 9, 2013, the CRA Board approved a Resolution approving and authorizing the execution of an agreement between the Broward County Film Society d/b/a Cinema Paradiso and the CRA for the purchase of tickets to be utilized for the promotion of Hollywood Beach as a destination to the visitor market for a total not to exceed $30,000.00, payable on an annual basis at an amount not to exceed $30,000.00 per year for a term of ten years. The tickets would initially be distributed to: Superior Small Lodging Facilities - over two dozen establishments totaling 445 Rooms on a (2:1) based on room number; AAA Rated Hotels with over 220 Rooms - Westin Diplomat Resort & Spa and Hollywood Beach Marriott - on a (1:1) based on room number; through the Visitor Information Centers and the City Pass Hollywood Excursion Cruise Program offered through LAMAR - Weekends & Weekdays - Managed by CRA Staff.

The Film Industry continued to choose Hollywood Beach and Downtown Hollywood as a backdrop for major film productions and still photo shoots. CRA staff works with the City of Hollywood in the approval and notification process of permitting.
CRA Property Improvement Grants

The CRA’s Property Improvement Grant programs remain popular among property and business owners in both the beach and downtown CRA districts. In FY 2013, the CRA approved 25 grant applicants throughout the beach and downtown districts. Applicants must have grant applications approved prior to starting any improvements, and are awarded reimbursement grant funding once the project is completed as approved.

Paint Only Program (POP)

The Paint Only Program (POP), established in April 2010, offers a 50% reimbursement up to a maximum grant amount of $10,000 for patching, pressure cleaning and painting the exterior of any property within the CRA district, including single family, multi-family, condominium, and commercial properties.

As a condition of receiving the grant, the property must meet minimum property standards, including the removal of conduit and screening of air conditioning units. The owners must also work with CRA staff to choose paint colors that meet the city and CRA design review standards. This incentive program has leveraged hundreds of thousands of dollars in private property upgrades beyond the scope of patching and painting. In FY2013, six (6) beach district applicants were approved for a total of $36,415.50 of CRA funds, and three (3) downtown district applicants were approved for a total of $10,226.

PROFILE PROJECT: Virginia Street Apartments 310 S. Broadwalk (Beach District POP)

The Virginia Street Apartments, located at 301 South Broadwalk, were awarded a POP grant for cleaning, patching and painting the building. In addition to this, the association removed or covered all exposed conduit on the exterior of the building.
CRA staff worked with the condominium association to provide several color schemes to the condominium association. The color combinations considered the architectural features of the building and the prominent location along the Broadwalk. The association then chose the final scheme which consisted of a “Mellow Coral” body color, a “Henna Shade” trim color, and a “Constant Coral” accent. At the completion of painting and after inspection by CRA staff, the association was awarded a reimbursement grant of $7,942.

**Property Improvement Program (PIP)**

The Property Improvement Program (PIP), established in 2005, offers a 50% reimbursement up to a maximum grant amount of $50,000 for comprehensive renovations to the exterior of a property. Properties located along the intra-coastal waterway are eligible for an additional $25,000 for seawall or dock repairs. The grants are available to any property that is not a single-family property with a homestead exemption, including commercial buildings, commercial tenants with landlord approval, multi-family properties, and condominiums for exterior common areas. Grants are awarded on a competitive basis.

Grant applicants are required to meet minimum property standards, repair any structural or safety issues on the building, and pass CRA design review standards including various uniformity standards where multiple unit owners are involved. They are also required to go through the appropriate City approval processes, including planning review and permitting. Additionally, applicants are strongly encouraged to incorporate green building products and practices where appropriate.

Although not exhaustive, the following list contains items that could be considered within the scope of work of a PIP grant:

- Exterior painting
- Exterior lighting (in conformance with the sea-turtle lighting ordinance, where applicable)
- Signage
- Landscaping
- Paving for parking areas, walkways, or patios
- Impact-resistant windows and doors
- Air-conditioning (central air only)
- Roof repair or replacement
- Structural repair
- Concrete restoration
- Electrical work
- Plumbing work

In December 2011, the CRA board modified the PIP program to include a “Mini-PIP” provision. If the total amount spent on the project is less than $50,000, and the total contribution by the CRA is less than $25,000, the grants can be authorized administratively through the CRA Executive Director. However, the CRA board is sent a proposal by memorandum and allowed to voice any questions or concerns before the grant is given.
final approval. This has simplified and streamlined the grant application process and drawn considerable interest from small property owners who can accomplish significant exterior renovations for under $50,000.

The intent of the program is to leverage private investment for comprehensive improvements and encourage property and business owners to restore, renovate or improve their property. This improves physical characteristics throughout the district, enhancing the environment and increasing occupancy and property values. In FY2013, three (3) PIP grants were approved for a total CRA contribution of $175,000 and thirteen (13) Mini-PIP grants were approved for a total CRA contribution amount of $248,598.12.

**PROFILE PROJECT: Subway 1200 N Broadwalk (Beach District Mini-PIP)**

A previously vacant storefront along the Broadwalk was leased and renovated by owners of a Subway franchise. The scope of work included new storefront windows and doors, rebuilding of the parapet wall, stone façade, new awning, and new signage. Additionally, the owner renovated and built out the interior space at their own expense without any assistance from the CRA. After inspection by CRA staff, the owner was awarded a reimbursement grant of $22,417.84.
**PROFILE PROJECT: Gallery 2014  2014-2016 Harrison Street (Downtown District Mini-PIP)**

**BEFORE**

**AFTER**

Gallery 2014, a new art gallery, leased the previously vacant space at 2014 and 2016 Harrison Street. The gallery owners were awarded a Mini-PIP grant for a scope of work that included exterior paint, new storefront windows and doors, and new signage. In addition to the exterior work, the owners completely renovated and built out the interior gallery space. Because of the limited funding for grants in the downtown CRA district, the applicants received a $10,000 reimbursement grant for their $46,337.50 investment.

**Hotel Improvement Program (HIP)**

In 2005, the CRA created the Hotel Improvement Program (HIP). In September 2013, the board modified this grant program and it now offers a 33% reimbursement up to 20% of the appraised value or $250,000, whichever is less. The grant is for comprehensive interior and exterior improvements to an existing hotel/motel, inn, or bed and breakfast with less than 50 rooms. Unlike the PIP which focuses on exterior renovations, the HIP is intended to focus on both the interior and exterior of the property, which both removes slum and blighted conditions on the exterior and raises the quality of hotel room accommodations. The goal is to leverage and encourage private investment and to integrate the scope of the project with Superior Small Lodging’s (SSL) Key Acceptable Hospitality Standard Elements. As a part of receiving this grant, the hotel must become certified with either SSL or become AAA Diamond Rated. In FY2013, no HIP grants were awarded.
Multi-Modal Transportation & Livability Enhancements

In 2013, the CRA continued to make multi-modal transportation and livability a top priority with some key enhancements and continued partnerships.

**Trolley**

The CRA launched a year-round trolley program as the Hollywood Trolley, in April 2010.

The Hollywood Trolley program offers circulator transportation service throughout Hollywood Beach and to the Downtown. The program was developed to improve mobility, enhance the visitor experience and ease parking demand and traffic congestion. The service is funded through a Public Transport Service Development Grant from the Florida Department of Transportation with matching funds from the Hollywood Community Redevelopment Agency. To facilitate strong ridership, the service provides short headways, interconnectivity between the trolleys, public parking garages, Broward County Transit and B-Cycle, low rider cost, and connectivity to major activity centers.

The Hollywood Trolley had a great year in 2013. The trolley launched a free mobile app as well as an automated phone service for our guests and residents. The Trolley had a record year in 2013 with over 80,000 riders. That is an 11% increase over 2012. The trolley also started a weekend route, The Tan Line, which helps alleviate parking concerns.

In late summer 2013, the Hollywood Trolley received a matching grant from the Florida Department of Transportation. This matching grant will enable a transportation system to transport riders from Tri-Rail Hollywood Station to the Downtown CRA. From there, riders can stay in Downtown or switch to the trolley system and travel to Hollywood Beach. This will allow visitors from all three major airports in South Florida to reach Downtown Hollywood and Hollywood Beach in an easy and affordable manner. The new TriRail to Trolley Shuttle will operate 7 days a week, 12 hours a day. The anticipated start date is October 1, 2014.
**Broward B-Cycle**

CRA staff worked with Broward B-Cycle, the City of Hollywood, local stakeholders and Broward County to find suitable locations in the CRA districts for a new county-wide bike sharing program and facilitate permitting and approvals.

**Water Taxi**

CRA staff members worked with the corporate owners of Water Taxis of Fort Lauderdale to debut their new Hollywood water taxi route in December 2010. With input from the CRA and the City, the Water Taxi stops were carefully chosen to coincide with Trolley stops and parking. New stops were added throughout the year as the service grew in popularity.

**Future Welcome Center / Trolley Hub and Parking lot**

During July 2013, the Trolley Hub was moved due to the redevelopment of the Johnson Street Parking garage. The new trolley hub has public parking, covered benches and portable toilets for the trolley drivers.
**Hollywood Beach “Mobi-Mat” ADA Access Program**

In January 2012, the Department of Environmental Protection – Bureau of Beaches and Coastal Systems (DEP) renewed an annual field permit authorizing the continued use of four “Mobi-Mat RecPath” ADA access mats on Hollywood Beach. This is a significant reduction of permitting requirements from the DEP’s initial requirement of a Seaward of the Coastal Construction Control Line (CCCL) permit when the mats were installed in 2009. As the first field permit holder in the state, Hollywood continued to set the precedent for environmentally friendly ADA access in Florida and provided information to parks and municipalities across the State, as well as to Broward A1A Scenic Highway Committee. The mats are located at Tyler Street, New York Street, Johnson Street and Connecticut Street, under strict maintenance conditions.
CRA Operations

Retail/Business Recruitment

CRA staff continued to update and maintain an internal database of properties for lease or for sale as well as a database of all businesses located within the Beach and Downtown Districts. The database allows staff to identify, sort and present properties to prospective tenants/owners. In addition, staff continued to work with property owners, brokers and other real estate professionals in an effort to retain and recruit businesses in the Districts.

The recruitment strategy included the recommendation to modify public policy on issues such as outdoor murals and zoning. In an effort to increase the daytime population of the Downtown District, a special focus was placed on the recruitment of office tenants including executive office suite and traditional larger office users. The North Office District was promoted as another option for small businesses and live-work space. Discussions with prospective tenants, including Cinema Paradiso, a private gallery and artist incubator owners and operators ensued during this period of time. The strategy for the relocation and expansion of tenants from similar districts in South Florida continued. With these efforts, additional new businesses opened in Downtown Hollywood and Hollywood Beach, crediting lower rents and the desire to be in a centrally located business districts.

Cruise Line / Port Everglades Program

The highly successful cruise line marketing program developed by the CRA for Royal Caribbean International has expanded to include three ships owned by Holland America Line. The program, which brings thousands of cruise passengers sailing from Port Everglades to Hollywood, has considerably raised the profile of Hollywood as a pre and post cruise destination and is supported by Royal Caribbean International and Holland America Cruise Line with marketing programs that include: featuring the Hollywood excursion in passenger cabins on closed circuit TV, distributing Hollywood brochures onboard the ships, promoting Hollywood during shore excursion presentations and at the shore excursion desk, and featuring Hollywood on the Royal Caribbean and Holland America websites. Overall the program introduces Hollywood to approximately 25,000 passengers on a weekly basis while bringing cruise passengers from around the world to Hollywood’s beach and downtown district restaurants, shops and points of interest.

Visitor Services

Extremely personalized answering of individual visitor questions at the Hollywood Beach Welcome Center, Cruise Guest Concierge Lounge, Hollywood Beach Culture and Community Center and at the CRA Office, have earned Hollywood an enviable reputation as being a warm and welcoming destination. The CRA's provision of visitor service locations
throughout the two districts have contributed significantly to making Hollywood a premier visitor destination.

**Staffing Operations**

In FY 2013, funding continued for several prior initiatives due to their positive results. These initiatives included the funding and supervision of a Beach Maintenance crew, a Code Enforcement team and an enhanced police presence. These teams provide an outstanding enhanced level of service, coupled with City efforts, to our residents, businesses and visitors.

**Maintenance**

In FY 2013, funding continued for capital equipment, repairs to equipment, supplies and staffing of the Beach Maintenance crew. The crew increased from one full supervisor and four (4) full-time staff members to seven (7). Additional temporary staff is utilized as needed. The City of Hollywood still maintains a morning crew of seventeen (17). Additional funding was also allocated for the procurement of ongoing temporary employees as needed. The CRA Beach Maintenance staff works an enhanced shift from 1:30pm to 10:00pm to supplement the maintenance activities provided during the daytime. Responsibilities range from emptying garbage cans, managing and maintaining the lighting on the Broadwalk, daily maintenance of restrooms, cleaning of outdoor beach showers, and de-littering the beach, berms, mobi-mats, A1A corridor and Broadwalk to ambassadorial duties for our beach-going public. The Beach Maintenance staff is also the point of contact for Sea Turtle protection agencies and played a pivotal role in identifying and addressing the needs of the community such as way finding and other signage, bike lane enhanced markings and creating easy to identify recycle bins. A more comprehensive recycle program was initiated in partnership with the City of Hollywood Department of Public Works. The program has been a huge success with receptacles being emptied at least twice per day.

Beach Maintenance seeks ways to improve the Beach experience and solve problems. In an effort to make the Broadwalk a safer place for all visitors, during FY2013 staff identified the need to repaint and install additional bike logos on the Broadwalk. An additional logo was installed in-between each existing logo on the Broadwalk.

The continued preventive maintenance programs have drastically reduced the cost of repairs to Beach Maintenance equipment. An example of such program is the implementation of requirement of employees to file comprehensive inspection reports on a scheduled basis, for the John Deere Gators. The cost of repairs has dropped significantly since instituting this practice.

In addition, Beach Maintenance spearheaded the completion of the first phase of installation of a new fence east of the Summit Condominium and the addition of brick pavers on the Broadwalk’s jogging path.
During previous years the CRA funded a portion of the salaries and benefits of a three (3) member City of Hollywood Public Works crew that was focused citywide. It was decided that a separate crew to focus solely on the Downtown core was needed for FY 2012. Commencing in November 2011, the CRA piggybacked off an RFP with a local governmental agency and selected Block By Block, Inc. dba Valor Security Services (BBB). BBB has proven to be a viable option to provide service for the Downtown District. Consisting of a full-time supervisor and three part-time employees, the BBB team continues to address the day-to-day maintenance needs of the CRA including de-littering, spot pressure cleaning of sidewalks, weed abatement in sidewalk planters, removal of palm fronds (once already fallen to ground), removal of graffiti on public property and special projects such as the installation of banners on light poles and painting of safety zones on curbs. From October 2012 to September 2013 BBB removed approximately 57,235 lbs. of litter and removed 1,581 graffiti tags off of public property in Downtown Hollywood. City staff continues to be responsible for the emptying the trash receptacles on a daily basis. Landscape of planters is managed by a City procured vendor.

**Recycle Containers**

Twenty-Five (25) new recycle containers have been added to the beach from Tyler to Connecticut Streets. These new recycle containers utilize the same design as the trash receptacles and are a welcome addition to the beach encouraging recycling and further promoting a commitment of the City’s green initiatives.

**Code Enforcement/Police**

In FY 2013, funding continued for several prior initiatives due to their positive results. In 2012 due to an increased focus on property standards and code compliance, an additional Code Enforcement Officer was hired and assigned to “float” between the Beach and Downtown Districts. This additional hire, increased the CRA’s enhanced Code Enforcement team from two (2) to three (3) officers that covers a seven day schedule and often includes evening shifts. When possible, Code Enforcement staff engages in face to face interaction with property owners and property managers to educate on varying code violations and suggestions on achieving compliance. Most common violations written were for property standards, weeds/grass and sign infractions. Residents and the business community were issued warnings and violations for properties that were not in compliance. The administrative citation was utilized for violations such as an overflowing dumpster.

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.
The CRA also continued to fund enhanced police services for the Downtown (one Sergeant and four officers) and the Beach (one Sergeant and eight officers) as well as fund needed equipment such as bicycles and ATVs. The Police personnel play a vital role in making the beach and downtown safe for residents, visitors and business owners. These officers provide an enhanced level of service over the baseline level that is provided by the patrol officers.

**Grants**

Staff has been attending bi-weekly grants sub-committee meetings. During these meetings potential grant opportunities are discussed that could help improve housing, transportation, infrastructure, or social events within the CRA districts.

**Permitting Process**

In late 2011, the CRA began to take an active role in the permitting process for applications within the CRA districts. The CRA staff reviews and approves every single permit that comes into the planning and building department located in the CRA districts on a weekly basis.
Business Development

The Beach District’s business development initiatives support the redevelopment objectives identified in the Hollywood Beach Community Redevelopment Plan. With a mission to drive economic growth and in accordance with the redevelopment objectives, key marketing and business development goals for the Beach District include to:

- Establish and maintain an electronic networked inventory of beach properties available for redevelopment and investment
- 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, residential and commercial business audiences

The Downtown District’s business development initiatives support the redevelopment objectives identified in the Downtown District Redevelopment Plan. These objectives include to:

- Maintain an electronic networked inventory of downtown properties
- Recruit office tenants (creative class tenants) and new quality businesses to Downtown Hollywood
- Encourage new office development, targeting areas north of Hollywood Boulevard.
- Integrate ArtsPark at Young Circle into all Downtown District activities
- Cultivate an environment that embraces the arts and supports artistic activity
- Celebrate the existing historic business district along Hollywood Boulevard
- Create and inventory of retail/commercial storefronts, including existing businesses and vacancies
- Work with the Downtown Hollywood Business Association Property Owners Committee to strategize for retail recruitment
CRA District Events

Signature events strengthen the Hollywood brand and introduce new audiences to the area. Associating Hollywood with these events maximizes publicity value, extends marketing reach via collaborative partnerships and delivers a positive economic impact to the area. To meet the objectives identified in the Hollywood CRA Redevelopment Plan, specifically to provide for a viable business community and high quality of life for Hollywood residents and visitors; to enhance Hollywood as a tropical destination; and to expand recreation opportunities, a program of events and entertainment was supported. These events include:

**Hollywood Beach Candy Cane Parade**
(December 2012)
The annual Hollywood Beach Candy Cane Parade has been a Hollywood Beach tradition since 1955 and continues to draw large and enthusiastic crowds.

**St. Patrick’s Day Parade**
(March 2013)
Everyone loves this annual celebration of all things Irish in Downtown Hollywood. The CRA partners with the New Hibernians of Hollywood and the City of Hollywood in making sure the event is a great success and well attended each year.

**Hollywood ArtsPark Experience: Colombia**
(December 2012)
The queen of cumbia, Totó La Momposina headlined the Hollywood ArtsPark Experience world music concert series and cultural showcase, presented by renowned concert producers The Rhythm Foundation. The concert was a celebration of Colombian music and culture.

**Hollywood Beach Pro Footvolley**
(February 2013)
An internationally televised Pro Footvolley championship was held on Hollywood Beach and broadcast on GolTV.

**4th of July on Hollywood Beach**
(July 2013)
Hollywood Beach is host to fireworks, live music and entertainment offerings.
**Broadwalk Friday Fest**  
(Every Friday)  
In 2013, free live concerts and cultural entertainment were staged every Friday.

**Saturday Night Bandstand**  
(Every Saturday)  
In 2013, a weekly Saturday night concert series offered live music all year round. The free entertainment continued to attract audiences to Hollywood Beach.

**Downtown Hollywood ArtWalk**  
(Every third Saturday)  
With over a dozen local galleries and businesses participating in the event, the Downtown Hollywood ArtWalk invites patrons to look over the shoulder of an artist painting a mural and visit the art galleries and businesses showcasing local, regional and international artwork during ArtWalk every 3rd Saturday of the month.

**Full Moon Drum Circle**  
(Every full moon)  
The event enjoyed great success in 2013 with over 200 participants on a monthly basis. Partnering with Resurrection Drums, the CRA continues to invite drummers of all skill levels to participate in this guided monthly drum circle held on the Palm Court (far west side) of the ArtsPark.

**Downtown Hollywood Dream Car Classic**  
The popular Downtown event returned with the Downtown Hollywood Business Association.

**Odd Duck Indy Craft Bazaar**  
(March 2013)  
At this event, artists and crafters showcase the most contemporary handmade goods on the market today. The event features an abundance of unusual shopping, live music, do-it-yourself crafts, free giveaways, entertainment and refreshments.
Marketing / Advertising / Tourism

Hollywood founder Joseph W. Young understood the importance of a thriving tourism industry for Hollywood. Today, the Hollywood CRA continues to further Young’s vision with the clearly identified objectives in the Hollywood Redevelopment Plan which include re-establishing tourism as a vital industry and enhancing Hollywood Beach as a tropical destination.

The Hollywood CRA’s tourism efforts have delivered a significant impact. In the 2013 fiscal year, the year-over-year tourism tax collection from Hollywood hotels increased by 9.4 percent accounting for $7,105,559 or 15.3 percent of the total tourism tax collection in the Greater Fort Lauderdale region. Of the 31 municipalities in Broward County, Hollywood continued its position as number 2, second only to the City of Fort Lauderdale, in the collection of tourist tax dollars. The CRA continues to monitor the economic factors that affect Hollywood’s tourism industry and looks forward to continue working with the City of Hollywood and the tourism industry to address the ongoing prosperity of Hollywood.

2012-2013 Annual Highlights

From a national campaign that reached millions of potential visitors to the highly personalized answering of individual visitor questions at the Hollywood Visitor Information Center, the Hollywood CRA’s efforts over the past year contributed significantly to making Hollywood a premier vacation destination for visitors across the globe. The following “Annual Highlights” section showcases just a few of the ways the Hollywood CRA’s responsiveness and leadership helped grow the Hollywood brand during the past year.

Marketing

In 2013, the CRA reached tourism consumers all over the country through its successful multi-media advertising program, a national campaign to position Hollywood as a place where the local culture is as warm and inviting as it is natural and evolving. The multi-media campaign introduced Hollywood’s beach, downtown and nature areas reaching a national audience with a focus on key feeder markets for Florida - an important step in protecting and growing Hollywood’s share of the market. The campaign also focused on local and Florida drive markets targeting consumers planning a day, weekend or staycation. The integrated media strategy also included online, web, and print promotions.

Media objectives were to:
- reinforce brand awareness of Hollywood
- target niche markets (destination weddings, cultural arts enthusiasts, ecotourists, etc.)
- create preference for Hollywood’s downtown and beaches by targeting individuals planning a summer vacation in Florida
- target travelers arriving by air, planning an in-town “staycation” or “daycation”,
  vacationers extending their cruise vacation and local Hollywood / tri-county residents

Media strategies were to:
- Use media proven to be effective at reaching specific target audiences
- Run television to reach national travelers as well as local and Florida drive audiences
- Use targeted online sites to reach local and Florida drive audience
- Drive traffic to Hollywood’s tourism website (increase clicks to site, increase clicks to partner sites, add to email database, increase mail database of vacation planners)

**WPLG Beach Weather Cam**

One major media highlight was the debut of the WPLG Beach Weather Cam, which included 1,400 on-air mentions, 200 15-second spots, and website sponsorship on Local10.com accounting for more than 100K impressions each month or 1.2 million impressions annually, all negotiated at a $48K savings. The feed was picked up on numerous occasions by ABC’s nationally televised *Good Morning America*, providing priceless national exposure to warm and sunny Hollywood Beach in the midst of the winter season.

**Pandora Personal Media**

Music lovers with Smart Phones found out about Hollywood music events by hearing a 15-second audio message and seeing our ad offering a free CD of the musical group performing at the featured event. Pandora allows consumers to be targeted by age, gender, zip code and even preferred music genre.

**Box Truck Advertising**

The CRA promoted the destination and highlighted major events with colorful Box Truck ads which provided a mobile 3-sided billboard and reached local consumers throughout Downtown Hollywood, Hallandale, Aventura and Ft. Lauderdale.

**Public Relations/Promotions**

Travel trade and mainstream media provide consumers with an unbiased review of Hollywood’s tourism offerings. The CRA delivers timely and newsworthy information on hospitality offerings in the beach and downtown districts. We invite travel writers from top publications to experience the city for themselves, and partners with media and trade to offer consumer promotions that attract potential visitors and generate awareness of all there is to see and do in Hollywood. The CRA also hosted events that attracted excellent local coverage in the *Sun-Sentinel, New Times, Hollywood Gazette, Miami Herald* and local TV (WPLG, WSVN) and radio stations (WLRN, HOT-105, WDNA). There were also international publications such as Acontece, Gerencia de Viajes and Gazeta. The Mural
program also inspired multiple stories in local publications and websites, highlighting Downtown Hollywood as an up-and-coming art destination.

**Weddings**

The CRA launched visithollywoodfl.org/weddings for couples who want to plan all aspects of their perfect beach wedding and honeymoon on one easily searchable site. The highly popular site is optimized and distributed via relevant online and social media channels delivering hundreds of qualified leads each month to Hollywood beach and downtown businesses.
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.