



HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY TRANSITION PLAN

June 18, 2025



AGENDA

HISTORY:

- Creation of the HBCRA
- Redevelopment Area Map
- Redevelopment Plans
- Tax Increment Funding
- Challenges
- Challenges / Resolutions

ACCOMPLISHMENTS:

- Housing
 - Residential Programs
 - Affordable Housing
- Redevelopment
 - Construction of Affordable Housing
 - Properties slated for Development
- Construction Management at Risk Public Improvements
- Economic Development/Strategic Partnerships

A NEW CITY DEPARTMENT

- Redevelopment Housing and Economic Development (RHED)
- RHED Organization Chart
- RHED Mission and Vision
- Redevelopment Division
- Housing Division
- Economic Development Division
- Budget

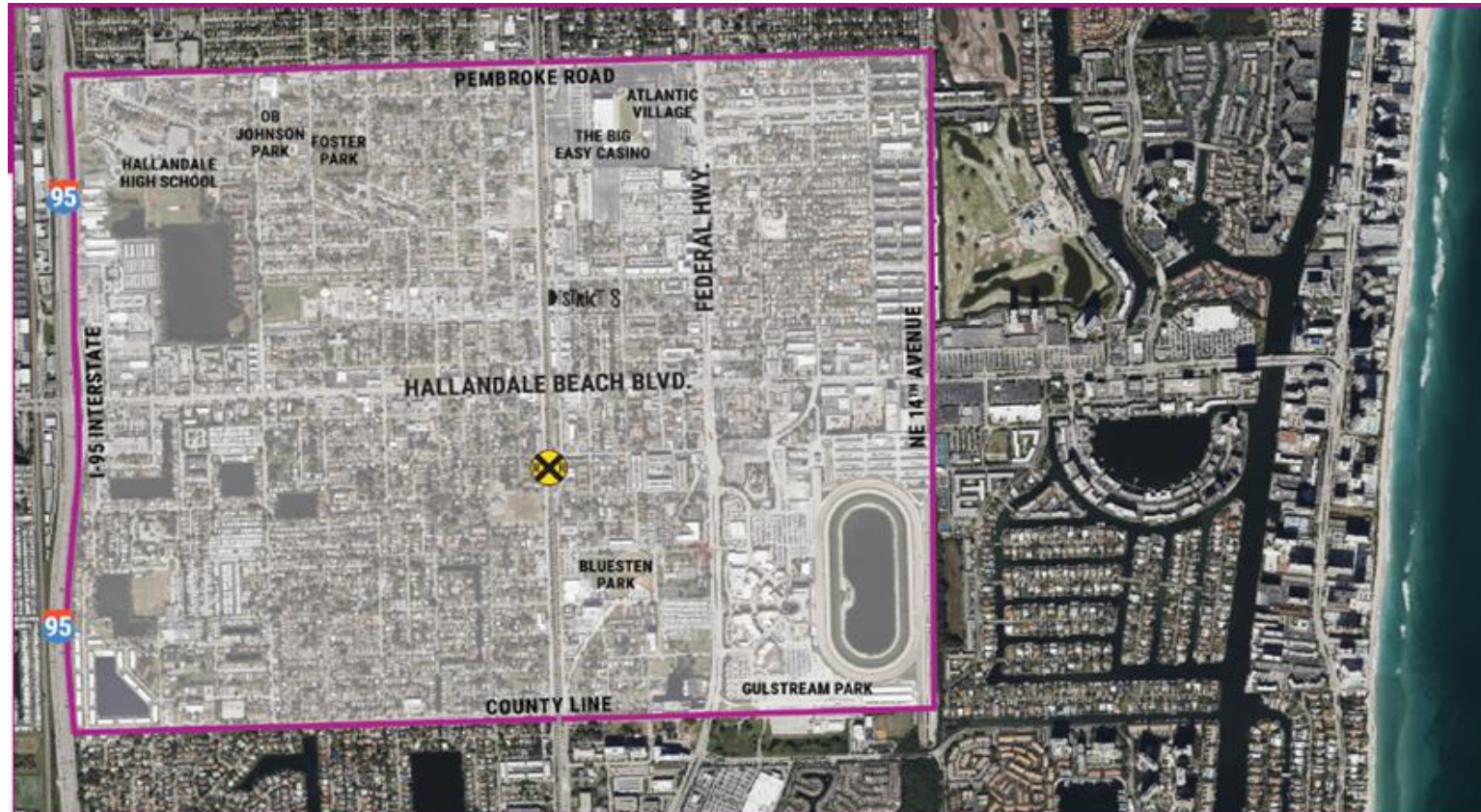
CONCLUSION

HISTORY: CREATION OF THE HBCRA

- Since its inception, the HBCRA has been the economic engine behind the revitalization of the City of Hallandale Beach (COHB). It is managed by an Executive Director and the City Commission as the Board of Directors.
- The HBCRA was created to eliminate conditions of slum and blight and foster sustainable growth. Broward County approved its creation in November 1996.
- In 1996, the county had a time-certain regulation that redevelopment must be completed within 30 years.
- HBCRA spans 1,891 acres and covers 76% of Hallandale Beach's total land area.
- Its extensive reach makes it one of the largest CRAs in Broward County based on the proportion of the city it occupies.
- With over \$1 billion in ongoing development and transformative redevelopment initiatives, the Hallandale Beach Community Redevelopment Agency (HBCRA) has been instrumental in shaping the city's evolution.

HISTORY: REDEVELOPMENT AREA

The HBCRA Area is bounded on the North by Pembroke Road, South by County Line Road, East by NE 14th Avenue, and West by Interstate 95.



HISTORY: REDEVELOPMENT PLANS

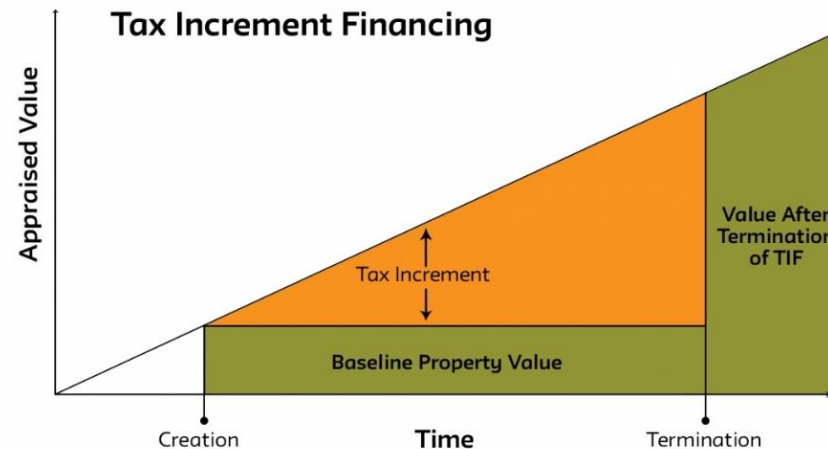
The HBCRA Plan is a strategic tool that ensures redevelopment efforts are aligned with needs and objectives. Four plans outline its powers and goals.

1. Community Redevelopment Agency Plan of 1996
2. Community Redevelopment Area Plan of 2000
3. Community Redevelopment Implementation Plan of 2012
4. Redevelopment Plan Modification of 2020

As a dependent special district, the HBCRA must submit its plans and plan amendments to Broward County and provide copies of its Annual Report and Audits to the County.

HISTORY: TAX INCREMENT FUNDING

- The Agency is funded by Tax Increment Funding. (TIF) through a Redevelopment Trust Fund.
- What is TIF?
- When an area is designated for improvement, its property taxes are frozen at a base level. As property values rise, the extra tax revenue (above the base level) is set aside to pay for Redevelopment.
- To date, the HBCRA has received approximately \$259 million in TIF from Broward County and taxing agencies, Memorial Regional Hospital, and the Children's Services Council of Broward County.



Source: Planning Tank. Tax Increment Financing (TIF) | Public Financing | Types of TIF.
<https://planningtank.com/finance/tax-increment-financing-tif-types-tif> (accessed 2018).

HISTORY: CHALLENGES

- Despite its well-intended mission, the HBCRA faced early operational challenges.
- It did not open its own bank account until 2012, resulting in the intermingling of funds between the COHB and HBCRA.
- This practice led to the 2013 Office of Inspector General (OIG) investigation titled “Gross Mismanagement of Public Funds by the COHB and the HBCRA”.
- The report revealed that between 2007 and 2012, the HBCRA had more than \$2.1 million in questionable expenditures, determined by the Florida Attorney General to be prohibited under state law.

HISTORY: CHALLENGES & RESOLUTION

- The OIG Report recommended remedial steps.
- It emphasized the importance of retaining a stable HBCRA staff.
- Incorporating independent management for HBCRA affairs.
- It also stressed the need for diligent monitoring of financial expenditures.
- In 2017, new leadership conducted a comprehensive assessment of the agency's operations.
- Between 2017 and 2019, the HBCRA underwent significant reorganization, implementing financial reforms, creating independent bank accounts, and realigning the agency's goals and objectives.

ACCOMPLISHMENTS

- Over the years, the HBCRA has utilized its full statutory authority, financial resources, and entitlements to drive transformative redevelopment initiatives, as outlined in the HBCRA Redevelopment Plan.
- The HBCRA appreciates the invaluable support of Hallandale Beach residents. Its successes are made possible through the dedication of business owners, community partnerships, and stakeholders.
- The following narrative does not provide all our accomplishments but highlights some of our significant achievements in redevelopment, housing, and economic development initiatives.



ACCOMPLISHMENTS: RESIDENTIAL PROGRAMS

The HBCRA oversees nine distinct programs. Since its inception, the HBCRA has invested a total of \$37,760,331.



| PROGRAM | NUMBER OF RESIDENTS SERVED | SINCE INCEPTION | YEAR |
|---------------------------------|----------------------------|-----------------|------|
| First Time Home-Buyer | 243 | \$10,674,535 | 1999 |
| Paint Program | 331 | \$237,200 | 2004 |
| Shutters & Doors | 1,935 | \$5,730,924 | 2007 |
| Rental-Utility Assistance | 30 | \$33,418 | 2020 |
| Rental Stabilization | 36 | \$122,424 | 2022 |
| Senior Mini Grant | 59 | \$791,772 | 2020 |
| Replacement Home | 1 | \$190,000 | 2018 |
| Neighborhood Improvement | 157 | \$18,588,129 | 1998 |
| Paint the Town | 486 | \$1,113,807 | 2018 |
| COVID-19 Residential Assistance | 88 | \$278,122 | 2020 |
| GRAND TOTALS | 3,278 | \$37,760,331 | |

AFFORDABLE HOUSING



| HOUSING PROJECTS | TOTAL INVESTMENTS |
|--|-------------------|
| City Center- Rent Subsidy | \$349,920 |
| Highland Park Village | \$4,470,000 |
| Shutters & Doors | \$5,730,924 |
| Hallandale Commons | \$856,936 |
| Infill Housing | \$3,003,394 |
| Neighborhood Stabilization Program (NSP) | \$25,656 |
| GRAND TOTALS | \$14,436,830 |

ACCOMPLISHMENTS: REDEVELOPMENT

The HBCRA understands the importance of utilizing public funds to encourage redevelopment. These partnerships combine diverse expertise and resources to tackle complex challenges. Since its establishment, the HBCRA has strategically collaborated with private developers to complete various projects, including mixed-use class “A” developments, restaurants, and affordable housing.



| Public/Private Partnerships | | | |
|-----------------------------|-----------------------|-------------------------|---------------------|
| Project | Address | HBCRA Subsidy | Amount |
| Art Square | 413 N Federal Highway | Grant | \$3,300,000 |
| Mega Developers LLC | 414 Foster Road | Land Value | \$174,380 |
| | | Construction Loan | \$340,000 |
| | | Grant | \$189,900 |
| Hallandale Commons | 303-323 Foster Road | Construction Loan | \$340,000 |
| | | Grant | \$856,936 |
| Ice Box | 219 NE 3rd Street | Land Value | \$465,430 |
| | | Construction Loan | \$255,000 |
| | | Grant | \$200,000 |
| Hallandale City Center | 504-512 NW 1st Ave | Land Value | \$7,435,760 |
| | | Grant | \$4,300,000 |
| HBCRA Commercial | 504-512 NW 1st Ave | Budgeted Build-Out | \$4,000,000 |
| Space Build-Out | | 5-Year Lease Obligation | \$1,000,000 |
| Solaris Housing | 118 SE 7th St | Grant | \$2,000,000 |
| Margo Development | 401-405 Pembroke Road | Grant | \$390,197 |
| Johnson Apartments | 1045 NW 7th Ct | Grant | \$350,000 |
| CBV Modular Home | 1035 NW 8th Street | Land Value | \$92,400 |
| Total HBCRA Investment | | | \$25,160,103 |

CONSTRUCTION OF AFFORDABLE HOUSING

| New construction (Modular units) | | | | |
|----------------------------------|---------------|------------|--------------|--------------|
| Property Address | Developer | # of Units | Status | Project Cost |
| 538 NW 6th Avenue | N/A | 2 | Construction | \$1,993,266 |
| 617 NW 4th Avenue | N/A | 2 | Construction | |
| 610 NW 6th Avenue | N/A | 2 | Construction | |
| 128-132 SE 2nd Ter | Investcom LLC | 21 | Permitting | \$6,410,241 |

| HBCRA Rehab Projects | | | | |
|-------------------------|-------------------------|------------|------------|--------------|
| Property Address | Developer | # of Units | Status | Project Cost |
| 1016-1018 SW 8th Street | Juliana Enterprises LLC | 2 | Permitting | \$492,264 |
| 632 SW 6th Ter | TBA | 2 | Design | TBA |
| 627-631 SW 6th Ter | TBA | 6 | Design | TBA |



PROPERTIES SLATED FOR DEVELOPMENT

| <u>HBCRA Vacant Properties (Slated for Development)</u> | |
|--|--------------------------|
| Property Address/Folio # | Construction Type |
| 808 NW 3rd Avenue | Residential |
| 803 NW 4th Ter | Residential |
| NW 4th Street | Residential |
| Foster Road (514221170310) | Commercial/Residential |
| Foster Road (514221170280) | Commercial/Residential |
| NW 2nd Ave (514221170290) | Commercial/Residential |
| 651 Foster Road | Commercial/Residential |
| Foster Road (514221180310) | Commercial/Residential |
| 711 Foster Road | Commercial |
| 715 Foster Road | Commercial |
| 720 Foster Road | Commercial |
| Foster Road (514221270160) | Commercial |
| Foster Road (514221170410) | Commercial |
| Foster Road (514222040060) | Commercial |
| 411 N Dixie Highway | Mixed Use Development |
| Dixie Highway | Mixed Use Development |
| N Dixie Highway | Mixed Use Development |
| 411 N Dixie Highway | Mixed Use Development |

CONSTRUCTION MANAGEMENT AT RISK (CMAR) PROJECT (PUBLIC IMPROVEMENTS)

During FY23, the HBCRA kicked off its highly anticipated public improvement projects, designed by Kimley-Horn and managed by Burkhardt Construction Inc. In FY20, the HBCRA Board of Directors approved \$20,000,000 to finance public improvements throughout the HBCRA.

| CMAR Projects | | |
|---|----------------|-------------------------------------|
| Project | Status | Construction Cost |
| Sidewalk Improvements | Complete FY 24 | \$2,163,695 |
| Tree Planting Program | Complete FY 24 | \$938,813 |
| Foster Road Streetscape Improvement | Complete FY 25 | \$5,426,969 |
| NE 1st Ave Streetscape Improvement | In Progress | \$9,040,509 |
| Traffic Calming (Speed Tables) | In Progress | OPC \$250,000 |
| FEC/District 8 Parking Lot Improvements | In Progress | \$104,557 |
| FPL LED Streetlight Program | In Progress | \$167,266 + Monthly Cost \$6,616 |
| Art Trail | On Hold | \$3,000,000 |



ACCOMPLISHMENTS: ECONOMIC DEVELOPMENT

The HBCRA has administered a robust portfolio of 13 targeted programs that stimulate private investment while maintaining accountability and accessibility, awarding \$12,113,144.40. Among its most transformative tools are:

- Commercial Façade Improvement Grant (CFIG)
- Commercial Kitchen Grant (CKG)
- Commercial Interior Renovation Grant (CIRG)
- Tenant Lease Surety/Tenant Rent Subsidy (TLS/TRS)
- Commercial Signage Grant: Property Tax Reimbursement (PTR)
- Commercial Business Grant
- Commercial Business Mural Program
- COVID-19 Emergency Business Assistance
- Restaurant Rent Emergency Stability Grant
- Commercial Film Incentive Grant Program



ECONOMIC DEVELOPMENT

COMMERCIAL INCENTIVES

| Commercial Incentives – 2011-2025 | |
|---|-------------|
| HBCRA Expenditure | |
| Business Incentive/ Enticement Program | \$1,650,000 |
| Commercial Façade Improvement Grant (CFIG): | \$2,913,605 |
| Commercial Kitchen Grant (CKG) | \$2,430,960 |
| Commercial Interior Renovation Grant (CIRG): | \$780,270 |
| Tenant Lease Surety/Tenant Rent Subsidy (TLS/TRS) | \$75,483 |
| Commercial Signage Grant | \$39,706 |
| Commercial Business Grant | \$490,197 |
| COVID19 Emergency Business Assistance | \$500,000 |
| Commercial Business Mural Program | |
| Restaurant Rent Emergency Stability Grant | 67,116 |



ECONOMIC DEVELOPMENT & STRATEGIC PARTNERSHIPS

ART IN PUBLIC PLACES:

- Murals at Foster Park
- Hallandale Hydrants decorative projects
- Traffic box artistic wraps
- SOBEWFF Food & Groove
- "BeLocal" Campaign
- Freebee Mobility Service
- Uber & Lyft Partnerships
- Interlocal Agreements



HBCRA TRANSITION

On March 25, 2025, the City Commission, serving as the governing body of the HBCRA, convened a special meeting to deliberate the agency's future as its sunset date approaches on September 30, 2027.

During the session, staff presented a comprehensive report outlining programmatic funding, revenue, and FY 2018–2024 expenditures, showcasing the agency's redevelopment achievements.

Following the discussion, the Commission directed the City Manager to draft a transition plan for phasing out the HBCRA. The plan includes recommendations for integrating the agency's functions into a newly established city department.

A draft transition plan has been developed, outlining recommendations for establishing this new department.

A NEW CITY DEPARTMENT

- The proposed name of the New City Department is:
 - **Redevelopment, Housing and Economic Development Department : (RHEDD)**
- The goal of RHEDD must build upon the HBCRA's legacy, eliminating the remaining pockets of blight, strategically leveraging real estate for mixed-use development, investing in essential business infrastructure, and implementing housing programs.

REDEVELOPMENT, HOUSING AND ECONOMIC DEVELOPMENT DEPARTMENT : (RHEDD)

Mission

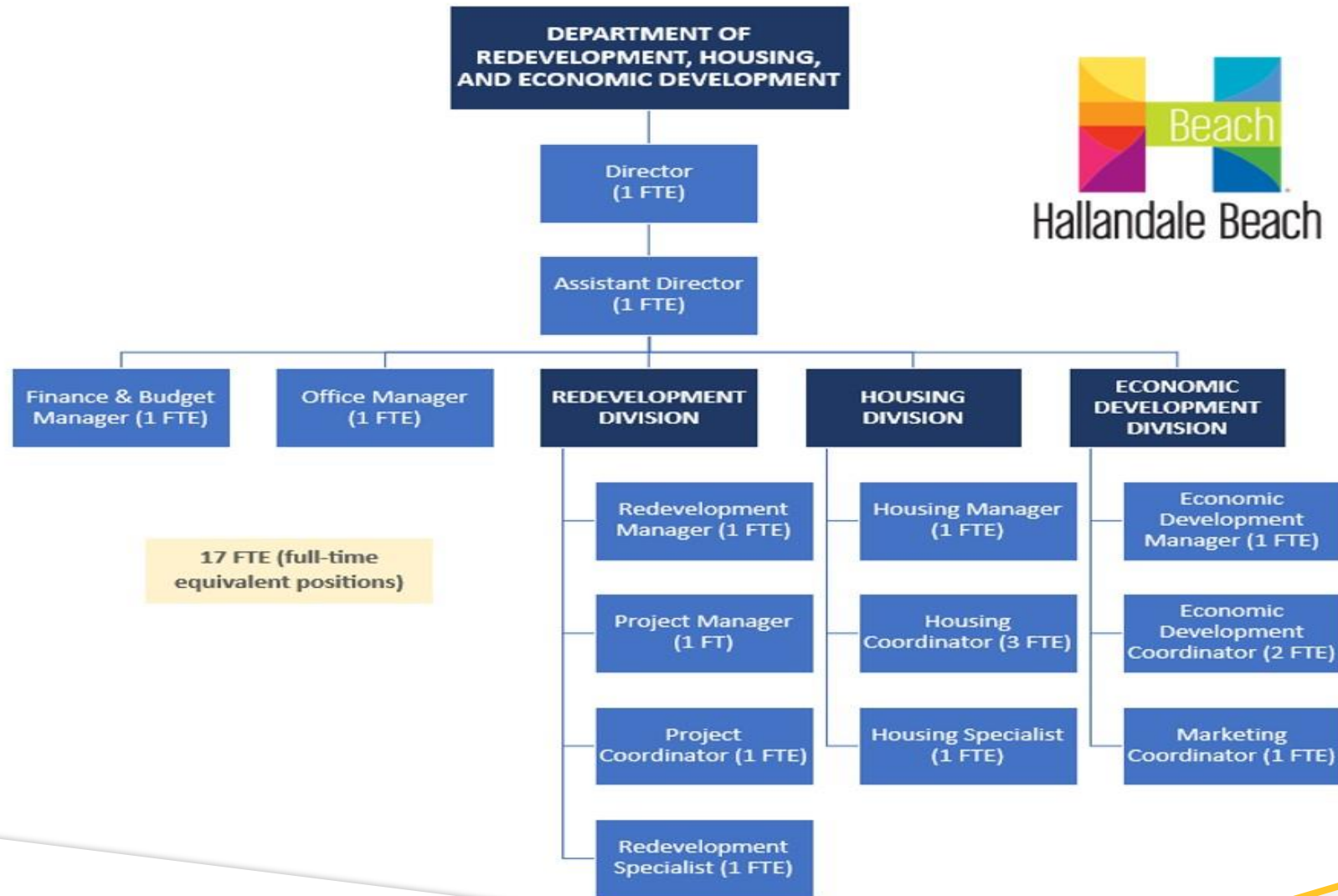
To foster inclusive, sustainable, and equitable redevelopment by advancing economic opportunity, housing stability, and community revitalization in Hallandale Beach. RHEDD is committed to empowering residents and businesses through innovative programs, strategic partnerships, and place-based investments that eliminate blight, stimulate growth, and enhance quality of life for all.

Vision

To be a driving force behind a vibrant, resilient, and economically dynamic Hallandale Beach, where thriving businesses, diverse housing, cultural expression, and community pride intersect to create a city of opportunity, beauty, and prosperity for current and future generations.

The new department will have three Divisions: Redevelopment, Housing, and Economic Development. The current HBCRA staff would be absorbed into this new department.

RHEDD ORGANIZATIONAL CHART



REDEVELOPMENT DIVISION

- The Redevelopment Division plays a vital role in fostering urban regeneration. It focuses on creating new districts, ensuring environmental sustainability, and developing livable spaces.
- In a built-out environment like Hallandale Beach, strategic planning is essential to revitalize existing structures, promote real estate and land development, and integrate green infrastructure to enhance health and sustainability.
- Mixed-use developments can thrive by leveraging public-private partnerships, supported by capital improvements and financial opportunities that drive long-term growth.

Staffing:

This Division will have four (4) full-time employees:

One (1) Redevelopment Manager

One (1) Project Manager

One (1) Project Coordinator

One (1) Redevelopment Specialist

REDEVELOPMENT DIVISION FUNCTIONS

- Managing real estate.
- Property management for vacant properties.
- Property rehabilitation.
- Business retention initiatives through commercial grant programs.
- Developing/Managing Agreements for projects.
- Public-Private partnerships and construction management.
- Monitoring and identifying community infrastructure needs for the creation of new sidewalks, bioswales, and solutions to mitigate flooding and improve neighborhood resilience.
- Developing wayfinding projects to ease accessibility.
- Promoting Green infrastructure as a form of sustainability by expanding green spaces through planting canopy and flowering trees throughout the City.

HOUSING DIVISION

- Affordable housing has been a significant focus of the HBCRA. Neighborhood revitalization and stabilization initiatives are continuously being pursued.
- The HBCRA has provided several strategic programs and projects to eliminate blighted conditions and foster a more comfortable way of life for the redevelopment areas.

Staffing:

This Division will have five (5) full-time employees:

One (1) Housing Manager

Three (3) Housing Coordinators

One (1) Housing Specialist.

HOUSING DIVISION FUNCTIONS

- Monitoring the housing market to interpret trends and develop or revise programs to suit community needs.
- Creating high-quality, sustainable, affordable, market-rate housing and infill housing to accommodate diverse community needs.
- Creating and managing affordable rental units to alleviate housing shortages.
- Providing programs for funding residential improvement projects.
- Fostering community enhancement and improving curb appeal.
- Mitigating home damage from severe storm impacts
- Dedicated to improving the quality of life for a broad spectrum of the community, considering all circumstances.

ECONOMIC DEVELOPMENT DIVISION

- HBCRA's Economic Development initiatives are driving progress. The City presents itself not just as a great place to live but as a thriving hub for economic growth, innovation, and opportunity.
- Strategically positioned between South Florida's two regional centers, Hallandale Beach serves as both a gateway and a destination for business and leisure. To ensure sustainable growth, the City implements strategic management across various sectors to unlock new opportunities for businesses and residents.
- To fulfill its mission, HBCRA has introduced commercial programs designed to foster growth, engage the community, and strengthen business retention.

Staffing:

This Division will have four (4) full-time employees:

One (1) Economic Development Manager

Two (2) Economic Development Coordinators

One (1) Marketing Coordinator

ECONOMIC DEVELOPMENT DIVISION FUNCTIONS

- Strategic planning for economic growth.
- Follow up on Broward County's economic development plan, which identifies qualified-targeted industries (QTI) sectors and clusters and provides a good starting point for business attraction. These sectors include aviation and aerospace, financial services, global logistics, headquarters, life sciences, manufacturing, marine sciences, and emerging technology.
- Hallandale Beach can explore opportunities in these competitive sectors by using the City's strategic location between two major South Florida metropolitan areas, Fort Lauderdale and Miami, and its proximity to the major transportation centers to attract international businesses, investments, and new residents.
- Exploit opportunities to raise the tax base, increase job growth.
- Explore public/private sector investment
- Develop areas for incubator platforms to encourage entrepreneurship.

ECONOMIC DEVELOPMENT DIVISION FUNCTIONS (CONTINUED)

- Develop international business relations.
- Promote sustainable development
- Strengthen, retain, and expand local businesses while attracting new, dynamic enterprises to Hallandale Beach.
- Engage the business community through a business retention and visitation outreach (BRAVO) program.
- Assist businesses through commercial grant programs.
- Work with educational organizations and businesses to create Job Training programs and economic development incentives to assist residents in finding employment.
- Create jobs.
- Events management.

ECONOMIC DEVELOPMENT DIVISION FUNCTIONS (CONTINUED)

- The Division will use Marketing measures to:
- Provide support for Economic Development strategies.
- Strengthen the City's brand.
- Develop innovative communication strategies.
- Create a sense of place.
- Develop programs for the Hallandale Beach tourist experience.
- Outline marketing channels to promote the City of Hallandale Beach's identity and vision.
- The Division will spearhead one of South Florida's most influential Arts and Culture in Public Spaces Programs. Hallandale Beach will celebrate local and global artistic expression through murals, performing arts, sculptures, film, photography, culinary arts, and live music events.

RHEDD BUDGET

- The new department proposes that significant redevelopment and revitalization work will be continued in accordance with community needs and the available budget.
- The overall goal is to ensure the equitable distribution of the department's planned services Citywide.
- Staff has drafted a proposed annual budget of \$10 million, outlining a scenario for fund distribution based on operational priorities.

BUDGET DETAILS - PROGRAMS

Forecast
City
FY 2028

Source (Revenue) Revenues

Loan Repayments/Application Fees

| | |
|---|---------|
| Redevelopment Programs (Loan Repayment/Appl. Fee)\$ | 158,080 |
|---|---------|

Property Rentals/Sales

| | |
|-------------------------|---------|
| Property Rental Revenue | 100,000 |
|-------------------------|---------|

| | |
|----------------------|-------------------|
| Total Sources | \$ 258,080 |
|----------------------|-------------------|

Use (Expenditures)

Expenditures

Operations

| | |
|-----------|--------------|
| Personnel | \$ 2,402,533 |
|-----------|--------------|

| | |
|------------|-----------|
| Operations | 1,250,547 |
|------------|-----------|

| | |
|------------------------------|---------------------|
| <i>Subtotal - Operations</i> | \$ 3,653,080 |
|------------------------------|---------------------|

Program Investment

| | |
|----------|--------------|
| Programs | \$ 2,685,000 |
|----------|--------------|

| | |
|----------------------------|-----------|
| Property/Land/Construction | 1,750,000 |
|----------------------------|-----------|

| | |
|--------------------------|-----------|
| Redevelopment Agreements | 2,170,000 |
|--------------------------|-----------|

| | |
|--------------------------------------|---------------------|
| <i>Subtotal - Program Investment</i> | \$ 6,605,000 |
|--------------------------------------|---------------------|

| | |
|-------------------|----------------------|
| Total Uses | \$ 10,258,080 |
|-------------------|----------------------|

FINANCIAL IMPACT UPON HBCRA SUNSET

\$5.2 MILLION GAIN

Forecast
City
FY 2028

Source (Revenue)

New Revenue to the City:

| | |
|--|-------------------|
| Property Taxes (less Base Year Valuations) | 17,196,526 |
| Loan Repayments/Application Fees | 158,080 |
| Property Rental Revenue | 100,000 |
| Investment Earnings | 140,000 |
| Total New Revenue | 17,594,606 |

Revenue Loss to the City (CRA Interlocal Agmts)

| | |
|---|--------------------|
| Community Policing and Code Enforcement | (1,716,200) |
| Indirect Cost (allocation study) | (380,100) |
| Total Revenue Losses | (2,096,300) |

Total Sources **\$ 15,498,306**

Use (Expenditures)

Expenditures

Operations

| | |
|------------------------------|---------------------|
| Personnel | \$ 2,402,533 |
| Operations | 1,250,547 |
| Subtotal - Operations | \$ 3,653,080 |

Area Investment

| | |
|-----------------------------------|---------------------|
| Programs | 2,685,000 |
| Property/Land/Construction | 1,750,000 |
| Redevelopment Agreements | 2,170,000 |
| Subtotal - Area Investment | \$ 6,605,000 |

Total Uses **\$ 10,258,080**

Net Gain to the City **\$ 5,240,226**

CONCLUSION

- This document provides a synopsis of the HBCRA's plan to develop a new department.
- Several operational details regarding the department and its division structure must be developed and provided.
- The HBCRA programs will be evaluated and adapted as City-wide systems, and HBCRA staff will be transferred and trained in COHB operations.
- This work will begin upon receiving approval from the HBCRA Board of Directors to implement the stated plan.



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