



# Hallandale Beach Community Redevelopment Agency

## Board of Directors Meeting

### Agenda Cover Memo

<b>Meeting Date:</b>	February 20, 2018		<b>Item Type:</b>	<b>Resolution</b>	<b>Ordinance</b>	<b>Other</b>	
<b>Fiscal Impact:</b>	<b>Yes</b>	<b>No</b>	<b>Ordinance Reading:</b>	<b>1<sup>st</sup> Reading</b>		<b>2<sup>nd</sup> Reading</b>	
	X		<b>Public Hearing:</b>	<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>No</b>
					X		X
<b>Funding Source:</b>			<b>Advertising Requirement:</b>	<b>Yes</b>		<b>No</b>	
						X	
<b>Account Balance:</b>							
<b>Project Number:</b>			<b>RFP/RFQ/Bid Number:</b>				
<b>Contract/P.O. Required:</b>	<b>Yes</b>	<b>No</b>	<b>Strategic Priority (Enter X in box):</b>				
X			<b>Capital Improvements</b>				
			Goal 1 - Undertake Total Improvements of Public Realm				
			Goal 2 - Promote Public/Public and				
			Public/Private Partnership				
			<b>Promote Projects with Large-Scale Impacts</b>				
			Goal 1 - Issue a Request for Proposals (RFP) for NW				
			infill Housing				
			Goal 2 - Issue a Request for Qualifications (RFQ) for Dixie				
			Highway/Foster Road parcel				
			<b>Priority Area:</b>				
North West Quadrant							
FEC Corridor							
Southwest Quadrant							
Northeast Quadrant							
Southeast Quadrant							
<b>Sponsor Name:</b>	Roger M. Carlton, HBCRA Executive Director		<b>Department:</b>	HBCRA			



### **Background:**

In a memorandum dated June 5, 2017 (Exhibit 1) the City Commission was informed that the Community Benefits Program (CBP) and the Hallandale Opportunity Project (HOP) had "lost their way for a complex variety of reasons." In that memorandum and in a subsequent City Commission meeting, the Commission was advised that staff would be responsible for the creation of an extensive report that would analyze the existing CBP program and document areas indicative of waste, fraud or abuse. The report would also include recommendations for the creation of a completely new type of community benefits program which would be grounded on rigorous policies, procedures, and measurable metrics for success, all of which, were missing when the initial program was created. The recommendation for a completely new program would therefore be based on "Best Practices" developed from various projects in cities across the nation, and through a Needs Assessment that would provide clear direction for how the program should be prioritized to address the specific needs of the residents of the City of Hallandale Beach (COHB).

To redefine the CBP a thorough analysis was done of all projects containing a CBP component. CRA and City staff worked with Garth Solutions to analyze 32 previously approved projects which contained a CBP component, most of which included the use of local workforce and local vendor goals. A part of this analysis included a stakeholders meeting which was held on July 19, 2017. The meeting was held to obtain input from various stakeholders including residents, business owners, developers and other regional organizations. During the stakeholders meeting committee members were then asked for candid observations and feedback related to the strengths, weakness and recommendations for the program moving forward. This analysis was included in the 59-page CBP report (Exhibit 2) which was presented to the City Commission on September 27, 2017 with the following recommendations:

- Conduct a thorough Community Needs Assessment
- Promote a public conversation
- Re-define Community Benefit Program
- Establish goal setting methodology
- Establish a sufficient funding structure and mechanism
- Promote accountability and transparency

At the September 27, 2017 City Commission meeting the City Manager and staff made recommendations that the City Commission proceed with approving the





restructuring of the CBP. The first phase of this restructuring would be the Needs Assessment. The City Commission approved this recommendation by a 4-0 vote.

The HBCRA engaged the services of Broward Regional Health Planning Council Inc, (BRHPC) to provide a comprehensive Needs Assessment of the City of Hallandale Beach. BRHPC is one of eleven private Local Health Planning Councils established by Section 408.033 Florida Statutes (F.S.) to conduct regional health planning and implementation activities. BRHPC works with organizations to develop data driven plans that address the needs in the community. BRHPC's mission is to be committed to delivering health and human service innovations at the national, state and local level through planning, direct services, evaluation and capacity building.

With over 20 years of experience in developing needs assessments, BRHPC is well-positioned to assist public and private agencies in working together to assess the determinants and conditions that affect the health, well-being and livability of communities. BRHPC has worked with the City of Hallandale Beach (COHB) in the development and implementation of the Healthy Community Zone model and is presently engaged in creating an Age-Friendly Community Action Plan based on the World Health Organization's eight (8) domains of livability which have been adopted by the AARP. This assessment builds from the previous BRHPC-involved projects, the framework associated with livability and sustainability in the City and the engagement of residents and stakeholders that live, work, learn, worship, play and retire in Hallandale Beach.

The purpose of the Needs Assessment was to inform the City of Hallandale Beach on the social, economic and program needs of the diverse stakeholders in the City and how the revenues created by a CBP could assist in addressing these needs. To accomplish this, BRHPC undertook a multifaceted approach which included the following:

- Literature Review: An extensive literature review regarding the CBP, including definitions, key indicators of an effective plan, best practices and requirements of a CBP for the City of Hallandale Beach;
- Plan Analysis: A review of the existing Hallandale Beach Community Benefit Plan (CBP);
- Data Collection: Quantative and qualitative data was collected and used to determine existing conditions and potential needs.
- Geographic Analysis: Use of geographical analysis of over twenty variables, and visualization of assets, population of interest, and community conditions within each of the nine (9) US Census Tracts that make up the City of Hallandale Beach;



- Resident Engagement: Prioritization of needs by residents through surveys, focus groups and listening sessions, aimed with determining possible ways to address identified needs through a Community Benefit Program for the City of Hallandale Beach; and,
- Community Benefit Strategy Synthesis: An analysis of CBP strategies that could be used to address the identified and prioritized needs.

The activities included in this approach provide a comprehensive assessment to assist the City in the design and implementation of the transition to a new CBP.

On December 7, 2017, three bilingual (English and Spanish) "Listening Sessions" were held in the Northwest, Southwest and Central areas of Hallandale Beach in the morning, afternoon, and evening. There was a total of 51 participants who joined the "What's Most Important to You?" conversation. During these sessions five (5) of the following focus areas were selected for discussion:

1. Attractive and Safe Neighborhoods (includes outdoor spaces, buildings and housing).
2. Education, Job Creation and Economic Development (includes civic participation and employment).
3. Health and Well-being (includes community and health services).
4. Social Services (includes respect and social inclusion, social participation and communications and information).
5. Transportation, Mobility and Accessibility.

These listening sessions demonstrated three priorities for which residents believed investments in the community should be made in the following areas:

1. Affordable housing
2. Transportation, specifically to increase the frequency and availability of the Hallandale Beach Community Mini Bus; and,
3. Jobs Careers & Opportunities, Senior Services, Physical Activity and Exercise Program.

This CBP needs assessment provides information to further inform the existing conditions and needs which may be addressed by evolving and reforming the current CBP. BRHPC provided recommendations that the City of Hallandale Beach could implement to ensure the success of an improved CBP. These recommendations include possible uses for community benefits beyond the past focus on local workforce and local vendors. In fact, the use of this approach would be eliminated since the quantity of vendors and unemployed workers is not able to keep up with the growth of the City's capital program. The recommendations are as follows:





## **Education, Job Creation & Economic Development**

- Require a living wage for employees working directly on the project as well as of subcontractors and future tenants. The cost of this would be analyzed before staff makes a final recommendation.
- Assess the employment opportunities and needed jobs in the City
- Identify emerging jobs related to the aging population
- Partner with Broward County Schools and Broward College to provide job readiness classes including GED, trade, certificate and technical job training
- Partner with financial institutions to provide financial literacy programs
- Identify programs and create opportunities for learning English for non-native English-speaking populations living in Hallandale Beach
- Provide funding for leadership/advocacy training for community stakeholders to build the capacity of residents in advocating for neighborhood improvements
- Support a community needs assessment/health impact assessment that enhances the City's ability to address community needs and concerns
- Provide scholarships for residents to complete GED or adult learning courses
- Expand free internet access and necessary computer hardware for low-income residents; Ensure that no one is kept from participating in City programs due to solely lack of funding.

## **Transportation Mobility & Accessibility**

- Fund new and expanded Hallandale Beach Community Mini Bus routes and frequency
- Fund new or enhanced bus stop shelters
- Provide streetscape improvements such as increasing the number of trees, public benches, trash cans, and newly paved roads
- Support enhancements that lead to pedestrian-friendly zones or traffic calming measures
- Add bike lanes

## **Attractive and Safe Neighborhoods**

- Require a minimum percentage (typically 10-15%) of units be set aside for affordable workforce housing in the planned residential development
- Provide funding to support preservation of affordable workforce housing
  - City could establish a local affordable workforce housing trust fund (e.g. Miami Dade County Affordable Housing Trust Fund; Broward County Commission recently approved a resolution that would



place on the ballot in a Nov. 2018 special election the establishment of a Broward County Affordable Housing Trust Fund)

- Provide funding to the South Florida Community Land Trust and earmark those funds for purchase of vacant land, pre-development and construction of affordable housing in the COHB)
- Partner with Habitat for Humanity on City-owned infill lots
- Contribute to non-profit housing developers
- Fund new parks and recreational facilities
- Fund enhancements or rehabilitation of existing parks and recreational facilities

Fund crime prevention strategies including changes to the built environment (e.g. Crime Prevention through Environmental Design, community policing, lighting)

### **Social Services**

- Fund the Austin Hepburn Center
- Fund new or existing programs to support seniors, youth, single mothers, veterans and the homeless
- Provide programs for those of differing abilities
- Fund programs deemed essential to the community from other sources of funding such as a revised CBP program.
- Provide funding for no-interest loans available to nonprofits that provide critical services to the community
- Support legal aid for low-income residents

### **Health and Well-being**

- Support non-profits, including local health clinics, to expand their outreach, community educational events, disease management programs, and other services
- Fund new parks and recreational facilities
- Fund enhancements or rehabilitation of existing parks and recreational facilities
- Fund Fitness Zones at parks which allow residents to integrate a fitness regimen into their life
- Free or reduced fees for residents to access community facilities for a specified number of years
- Support non-profits, including local health clinics, to expand their outreach, community educational events, disease management programs, and other services





- Provide funding to local, non-profit hospitals for support of their community benefit programs and activities that could be implemented in COHB
- Support ongoing community needs assessments and health impact assessments that enhance the City's ability to address community needs and concerns
- Require inclusion of a grocery store to a mixed-development project
- Fund other "access to healthy food" strategies such as farmer's markets, market gardens, or corner stores
- Create a fund at the City where CBP payments by the developers and the City capital program would be kept and used only for the purposes intended. The purpose of the fund would be on support efforts that ensure a thriving and healthy Hallandale Beach

An effective Community Benefit Program should be most powerful tool that the City of Hallandale Beach will use to ensure that public and private sector investment in urban development projects bring measurable, permanent improvements to the lives of citizens. The BRHPC team will make a presentation to further describe the findings of the needs assessment.

#### **Proposed Action:**

Staff recommends authorizing the Executive Director and staff to create a revamped CBP based on the Community Needs Assessment process and provide detailed recommendations in the FY17/19 Proposed Budget. Clearly the broad range of possibilities summarized in this report and the related cost are beyond the means of City and the HBCRA at this time. It will be the challenge of this budget dependent program to match non-ad valorem (property tax) revenues with the highest priority needs so that the HBCRA Board and the City Commission can make informed decisions.

#### **Attachment(s):**

Exhibit 1 – Memorandum 6/25/17-Community Benefit Program & HOP  
Exhibit 2- CBP Evaluation and Recommendations  
Exhibit 3- CBP Needs Assessment by BRHPC February, 2018.



A handwritten signature in blue ink, appearing to read "Faith", written over a horizontal line.

Prepared by: Faith Phinn, Financial Management Analyst

A handwritten signature in black ink, appearing to read "Jeremy", written over a horizontal line.

Reviewed by: Jeremy Earle, Ph.D., AICP, Assistant City Manager