ECONOMIC REDEVELOPMENT PLAN

For A Better City of Hallandale Beach

August 2018

Raiders for Redevelopment

Contents

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EXECUTIVE SUMMARY

The Roger's Raiders Leadership Development Program provides an opportunity for candidates to participate in special projects, strategic learning events and informal mentoring. As a part of the Roger's Raiders program, our group was tasked with composition of an Economic Development Strategic Plan (EDSP) for the City. This EDSP would provide strategies and guidelines for economic development related activities and quality of life enhancements within the City.

Since approximately 2007, the City of Hallandale Beach has been working to improve implementation of economic development related activities throughout the city. The need for a comprehensive economic plan is crucial moving forward, as development in the City continues to increase. Therefore, an assessment of the previous 2011 Economic Development Plan as well as modifications to the economic goals needs to be completed based on the growth and development within the area. This will be done to ensure that growth, expansion and redevelopment will occur in the best conceivable manner.

This report contains information regarding the City of Hallandale Beach's community profile, Industry trends, vision for the City's economic plan, case study of the Fashion and Arts District as well as a proposed Citywide Economic Development implementation plan.

The following are key findings from this report:

- Improve record keeping/ Data gathering of City's economic profile
- Implementation of resolutions to alleviate for barriers that contribute to lack of economic development- increase connectivity of residents and develop a "hub" focal point for the City.
- Appeal to a younger demographic- the City is becoming younger.
- Fashion and Arts District case study- A Catalyst for Economic Development
- Assess and Implement ESDP – comprehensive economic framework.

This plan will demonstrate the desired outlook for the City and specify changes to the framework required for the effective implementation of this EDSP. Finally, the main goal for the City is to become a multi-use, pedestrian-friendly and sustainable community. Thus, this report will provide the strategies required to inspire, increase, and maintain economic growth.

WHO WE ARE
AS A CITY

CITY PROFILE

Demographic Trends in the City of Hallandale Beach

There is a proposed economic development strategy that will be discussed. However, prior to this strategy being revealed an extensive overview of the demographics and the current economic profile for the City of Hallandale Beach will be provided. The two variables mentioned above form the framework for the bases of the economic development within the City. Economic Development is directly driven by the surrounding population. It is essential to review the composition of the Hallandale Beach area prior to creating an economic development strategy. Therefore, a current assessment of the City's demographic trends will be provided to identify changes in the dynamics of the City.

The City of Hallandale Beach's current estimated population for 2017 based on data acquired from the Greater Fort Lauderdale Alliance is 39,886. The City's population is steadily increasing with projected population of approximately 43,637 by the year 2022. Please refer to the chart below.

The City is constantly changing over time. The growth that the City experienced is the result of growth that is occurring throughout the entire state of Florida. This growth in the state of Florida and more importantly the City of Hallandale Beach is accounted for by immigration from Northern US states as well as other countries. Subsequently, this net migration resulted in approximately two thirds of the residents in the state of Florida being born in another state or are foreign born from another country. *(US Census 2016 ACS 5-Year Survey).*

FIGURE 1- POPULATION ESTIMATES FOR CITY OF HALLANDALE BEACH, FL (SOURCE: GREATER FORT LAUDERDALE ALLIANCE)

Race and Ethnicity

The racial composition of Hallandale Beach has become significantly more diverse within the last 10 years. There has been a significant increase in the Hispanic/Latino population. Growth of varied races and ethnicity creates an environment that supports different amenities and diversity in the interests of the community. It is also important to note that Florida has one of the highest populations of Hispanic residents in the United States. Florida is one of eight states that has a Hispanic population of more than exceeds one million. The population of non-Hispanic blacks has also increased in recent years, primarily because of Caribbean immigration and reverse migration from the North. *(US Census 2016 ACS 5-Year Survey)*

FIGURE 2- RACIAL DISTRIBUTION IN HALLANDALE BEACH, FL. (SOURCE: GREATER FORT LAUDERDALE ALLIANCE)

The ethnic configuration of the population of Hallandale Beach, FL is composed of 17,360 White residents (44.6%), 13,648 Hispanic residents (35%), 6,675 Black residents (17.1%), 601 Asian residents (1.54%), and 428 residents that are two or more races (1.1%). The most common foreign languages spoken in Hallandale Beach, FL are Spanish (11,961 speakers), Russian (1,941 speakers), and French Creole (1,626 speakers), but compared to other places in South Florida, Hallandale Beach, FL has a relative high number of Other Indo-European (1,139 speakers), Hungarian (188 speakers), and Russian (1,941 speakers). *(2012-2016 American Community Survey 5-Year Estimates).* Commonly, the existence and growth of diverse ethnic backgrounds offers an atmosphere which increases investment, support and services varied interests.

Distribution of Age and Gender

According to the US Census 2012-2016 ACS 5-year estimates the estimated median age in the City of Hallandale Beach is 46.2 years old. The median age within Hallandale Beach is higher than that of Broward County which is 40 years old and is significantly larger than US median age of 37.7 years old. (2012-2016 American Community Survey 5-Year Estimates). This distribution of age is of notable important because the city of Hallandale Beach has a large 65+ population in comparison to other cities.

Since 1990 until this present day, the median age of the population in Hallandale Beach has steadily declined from 64.1 (1990 US Census) to 46.2 years of age. (2012-2016 American Community Survey 5-Year Estimates). The median age of the population in Hallandale Beach is getting younger. Native-born citizens had a median age of 38.6. Native-born citizens were

generally younger than foreign-born citizens. Foreign-born citizens had a median age of 50.1. People in Hallandale Beach are getting younger. (Dataset: ACS 5-year Estimate Source: Census Bureau)
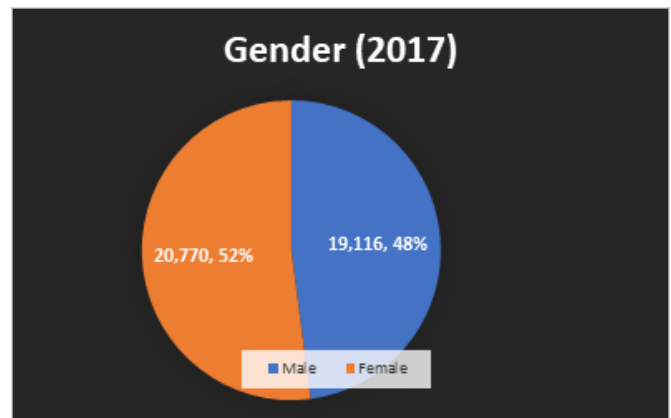
FIGURE 3- GENDER COMPOSITION IN HALLANDALE BEACH, FL (SOURCE: GREATER FORT LAUDERDALE ALLIANCE)

Please refer to the chart below to review the current age distribution in the city of Hallandale Beach.
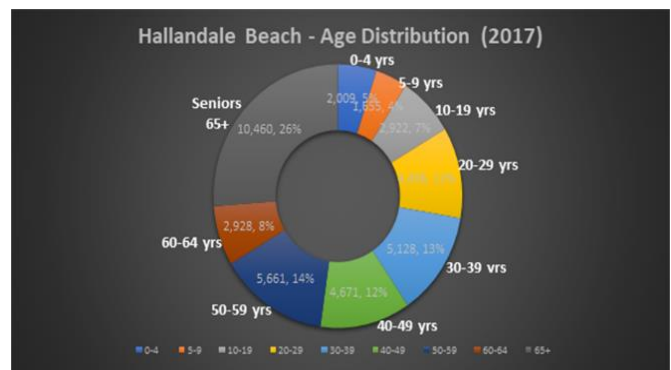
FIGURE 4- NOTE: AS NOTED IN THE VISUAL ABOVE THE 65+ POPULATION COMPRISES 26% OF THE TOTAL POPULATION IN HALLANDALE BEACH, FL. (SOURCE: GREATER FORT LAUDERDALE ALLIANCE)

The demographic data provided above describes Hallandale Beach's overall composition with regards to the current population.

Comparative Demographics:

Broward

Broward County is the 2nd most populous county in the state of Florida. Broward County's population makes up approximately 9.1% of Florida's overall population. Based on the US census data, Broward County's population had a percentage change increase of 10.7 % from April 1, 2010 to July 1, 2017. Hallandale Beach's population had a percentage change increase of 7.3 % from April 1, 2010 to July 1, 2017. *(2012-2016 American Community Survey 5-Year Estimates)*. During the time frame noted the City of Hallandale Beach had a smaller percentage change increase in population than compared to Broward County.
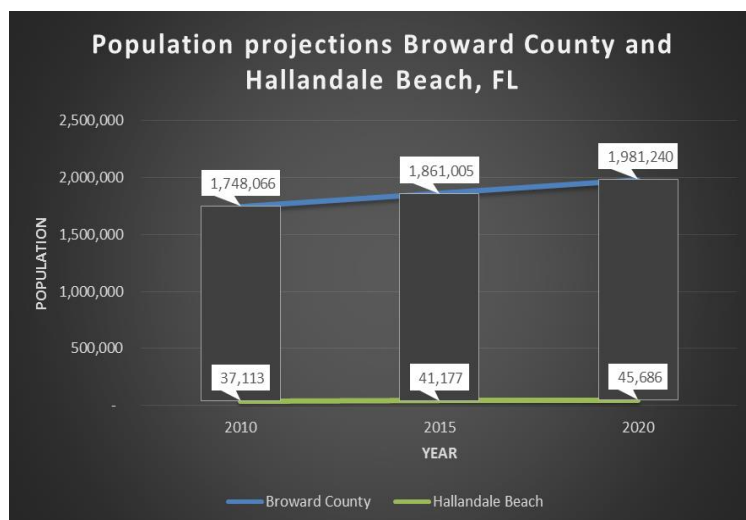
FIGURE 5- POPULATION PROJECTIONS BROWARD COUNTY AND HALLANDALE BEACH, FL (SOURCE: US CENSUS, ACS 5-YEAR SURVEY)

Hollywood and Aventura

Population density is an important determining factor for business and marketing planning. Hallandale Beach's population density is 9451.10 people/mi², Aventura's population density is 14415.27 people/mi², and Hollywood's population density is 5640.01 people/mi². In comparison to the adjacent City of Aventura located in Miami-Dade County and City of Hollywood, Hallandale Beach has large population density. This is important to note, because the City of Hallandale Beach is located between these two cities and has the potential to tap into the economic growth that is being experienced by these two cities.
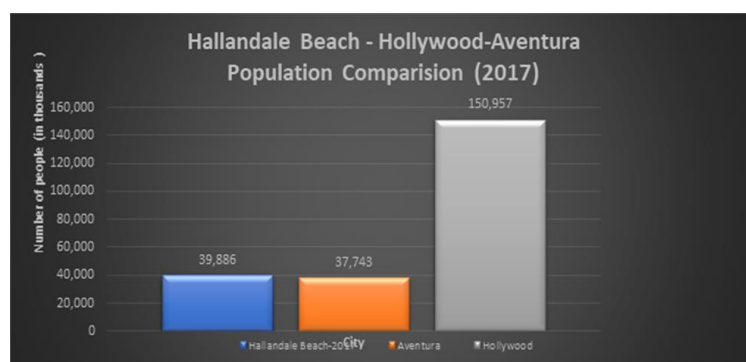
FIGURE 6- POPULATION COMPARISONS BETWEEN HALLANDALE BEACH, HOLLYWOOD AND AVENTURA (SOURCE: GREATER FORT LAUDERDALE ALLIANCE)

Industry Trends:

Due to these population changes described in the previous section, industry trends have transformed. Further analysis of the demographic and economic profile of the City will produce information on factors that will directly impact the potential growth of specific industries and the City's economy. One possible aspect that may be taken into consideration is spending pattern of consumers. The chart below reflects the industry trends and projections for Broward County from 2010-2030.

TABLE 1- BROWARD COUNTY EMPLOYMENT TRENDS & PROJECTIONS 2010-2030. SOURCE: WOODS & POOLE; ECONOMICS RESEARCH ASSOCIATES, OCTOBER 2007

	2010	2015	2020	2025	2030
Mining	545	556	566	577	587
Construction	61,890	67,412	72,926	78,432	83,932
Manufacturing	38,457	39,673	40,896	42,130	43,377
Transport, Comm. & Public Util.	46,267	50,159	54,047	57,934	61,820
Wholesale Trade	65,791	74,306	82,822	91,342	99,865
Retail Trade	180,500	190,006	199,492	208,971	218,454
Finance, Ins. & Real Estate	116,107	122,632	129,159	135,689	142,220
Services	391,371	428,107	464,894	501,721	538,578
Government	113,644	124,097	134,529	144,945	155,352
Total Employment	**1,025,060**	**1,108,162**	**1,191,276**	**1,274,419**	**1,357,599**

Information about the type of industries in the area is vital for the current assessment of economic development and attracting new or thriving industries to the City. Investment into industries that are the most valuable to the City is essential to encourage economic growth. The most common industries in Hallandale Beach, FL by number of employees are Retail trade; Accommodation & Food Service; and Healthcare & Social Assistance. Development of these types industries will determine the people that are attracted to the City and form the vision for the City moving forward.
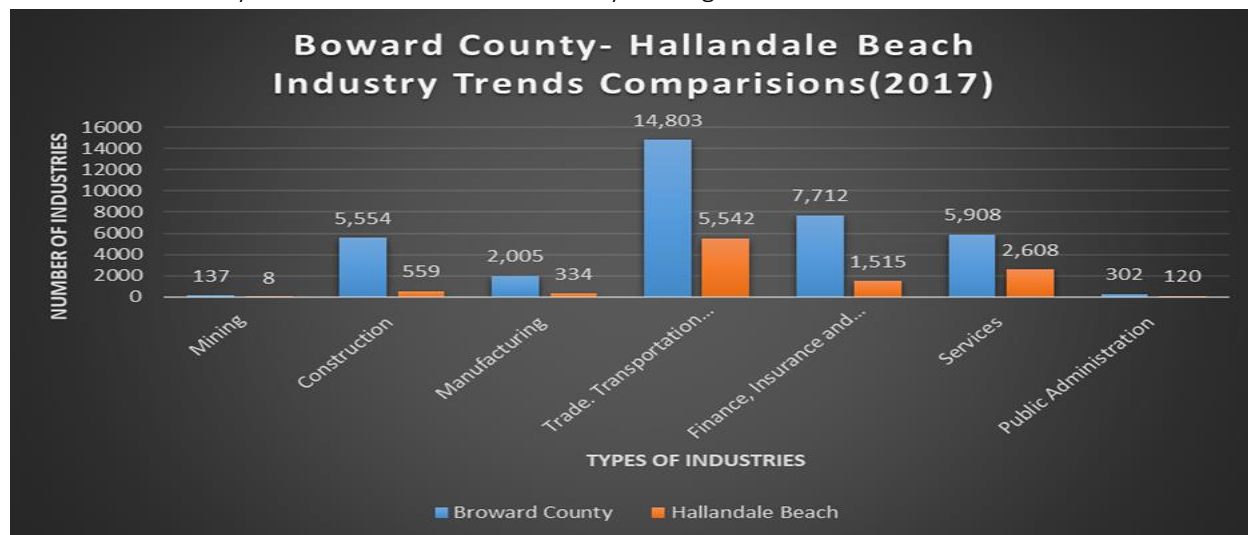
FIGURE 8- COMPARISON OF INDUSTRY TRENDS BROWARD COUNTY AND HALLANDALE BEACH (SOURCE: GREATER FORT LAUDERDALE ALLIANCE)

Most retail within the City of Hallandale Beach is represented by small convenience plazas and neighborhood shopping centers that are operated by local tenants. Per the data provided by the Greater Fort Lauderdale Alliance, in 2017, the leading industries in Hallandale Beach were Retail, Accommodation and Food Services, Arts, Sports, Entertainment, and Recreation, and Health Care and Social Services. Underutilized locations within these areas provide opportunities for mixed-used redevelopment. Some businesses that are beneficial in attracting to the City are more trendy restaurants, single or shared used office spaces and other entertainment or service uses.
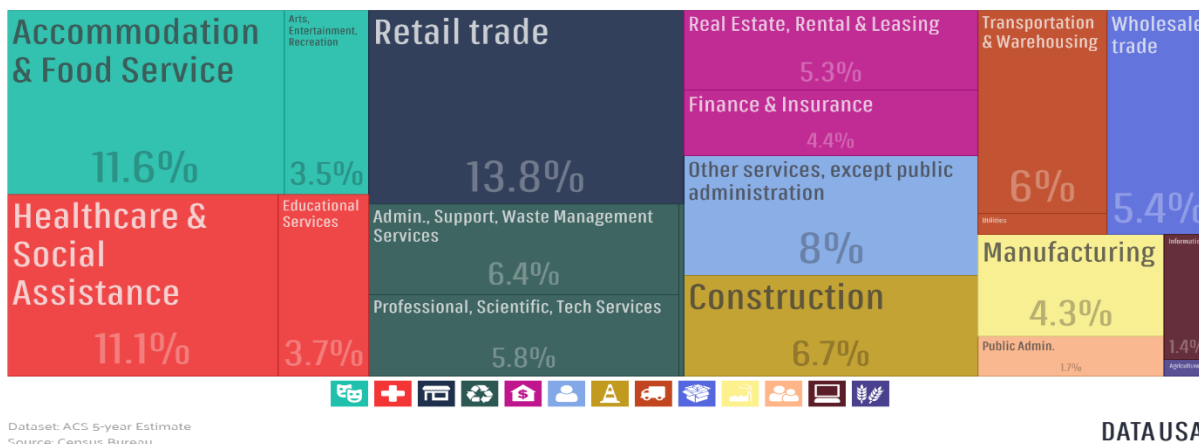
FIGURE 9- TYPES OF INDUSTRIES IN HALLANDALE BEACH, FL. REPRESENTED BY PERCENTAGE. (US CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES)

Findings/ Weaknesses

The City will use redevelopment to enable new economic growth. For the most part, the City is basically built out. It is essential to evaluate current weaknesses and challenges that may impact growth from an economic perspective. Based on the existing conditions in the City, the following economic challenges were identified.

- Lack of accurate information about the City's economic profile.
- Lack of a single center of activity "focal point" and neighborhood centers
- No strong connections between adjacent areas
- Lack of Mixed-Use or Multipurpose Centers
- Need for neighborhood enhancements (i.e. Street signs, sidewalks, lighting and street paving)
- Poor pedestrian infrastructure
- Limitations with transportation -accessibility in specific areas
- Limitations with parking
- Lack of alternative transportation routes (Increased traffic)
- Disinvestment
- Dense residential areas
- Unable to support tourism (lack of adequate hotel accommodations)
- Lack of green space
- Poor signage

Alleviating all the current challenges of economic growth will attract redevelopment and help to achieve true environmental and economic sustainability. Once these areas of concern are addressed, the future economic goals of the City can be developed and effectively implemented.

Conclusions

The City has been working to improve implementation of economic development. The City's overall primary goal is to become a multi-use, pedestrian-friendly and sustainable community. From an economic development perspective, there were several key points that will be influential in shaping the future of the City. The points below show significant changes in the composition of the City and factors that will significantly influence upcoming growth and development.

- The City of Hallandale Beach's population is anticipated to increase to approximately 43,637 persons by the year 2022. The increase, which is primarily due to migration, creates a more diverse population, which leads to greater opportunities for growth and development.
- The City's median age has decreased significantly over the past three decades. The current median age in the City is 46.2. Previously, the median age was 46.7 (2010), a median age of 52.7 in 2000 and median age of 64.1 in 1990. (US Census). The City is becoming younger and need to provide activities for younger audience. **(Decreased by 28 percent in the past 28 years).**
- The vision is to have activities for all age ranges. "Bridging the gap".

The City needs to develop an updated economic development plan that encourages desired growth and shapes the development of a vibrant and appealing area. Additionally, the focus of this economic plan should be to address the challenges listed above. The existing economic challenges are likely to take some time to be resolved. Therefore, it is imperative that the City take suitable actions to improve the quality of life of current residents and place the City in a position to benefit from continued economic growth in the future.

A LOOK

FORWARD

Significant salient points and conclusions that can be determined based on the demographic information and economic profile for the City of Hallandale Beach. In order to cater to the future occupants of the City it is vital to create a framework for an overall citywide vision that is based on demographic information, industry profiles and current city culture. Raiders 4 Development proposes the following vison:

VISION

To become a forward-thinking City, constantly improving the quality of life for and engendering a sense of pride amongst residents, provide comfortable and exciting pedestrian environment, inviting open spaces, hosting events for families and children, initiating a mix of cultural and entertainment facilities, and offering a refined urban living experience in a charming setting.

Steps taken to implement this vision must be aligned our strategic objectives as a city. The Hallandale Beach Strategic Priorities for FY 17 – 19 targets:

- Safety: Relates to living and working in a safe Environment
- Quality: The service we provide and the experience our customers and residents have when they interact with us
- Vibrant Appeal: The physical environment where we live and work

Operating within the guidelines will enable the city to be efficient in creating projects and executing operations necessary for success. Additionally, the City must account for any changes that would affect how effort is invested in satisfying strategic objectives. A notable change is that of the projected lower median age of the City's residents.

Statistics show that Broward and in similar manner, Hallandale Beach is being overtaken by a much younger population and this isn't necessarily a bad thing. Given that this course is inevitable, it would be strategic for the City to capitalize on the benefits of this shift by putting the necessary infrastructure in place, such as the implementation of a plan to make the City more attractive to 'Millennials' as visitors, and as residents.

Millennials are on the cusp of surpassing Baby Boomers as the nation's largest living adult generation, according to population projections from the U.S. Census Bureau. As of July 1, 2016 (the latest date for which population estimates are available), Millennials, who are defined as ages 20 to 35 in 2016, numbered 71 million, and Boomers (ages 52 to 70) numbered 74 million. Millennials are expected to overtake Boomers in population in 2019 as their numbers swell to 73 million and Boomers decline to 72 million. Generation X (ages 36 to 51 in 2016) is projected to pass the Boomers in population by 2028 *(see figure 12a).*

Four-in-ten Millennial workers ages 25 to 29 had at least a bachelor's degree in 2016, according to a Pew Research Center analysis of Current Population Survey data. That compares with 32% of Generation X workers and smaller shares of the Baby Boom and Silent generations when they were in the same age range *(see figure 12a).*

More than one-in-three American labor force participants (35%) are Millennials, making them the largest generation in the U.S. labor force, according to a Pew Research Center analysis of U.S. Census Bureau data *(see figure 12b).*

Projected population by generation

In millions
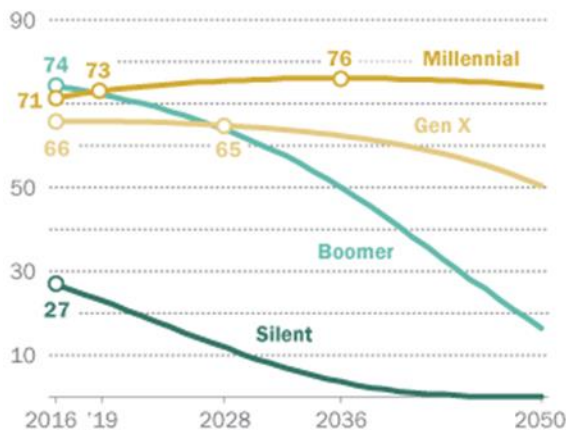
Note: Millennials refer to the population ages 20 to 35 as of 2016.
Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2016 population estimates.

PEW RESEARCH CENTER

Young workers in U.S. more likely than ever to be college graduates

% of employed 25- to 29-year-olds with a bachelor's degree or more
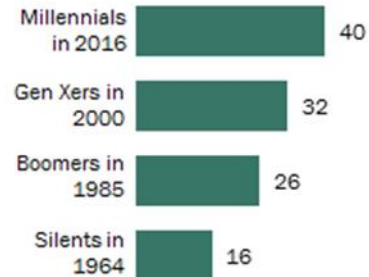
Note: "Employed" refers to those who were at work in the week prior to survey or who were temporarily absent from their jobs.
Source: Pew Research Center analysis of 1964, 1985, 2000 and 2016 Current Population Survey Annual Social and Economic Supplements (IPUMS).

PEW RESEARCH CENTER

FIGURE 10- LEFT: PROJECTED POPULATION BY GENERATION; RIGHT: % OF EMPLOYED 25 − 29-YEAR-OLDS WITH A BACHELOR'S DEGREE OR MORE

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions
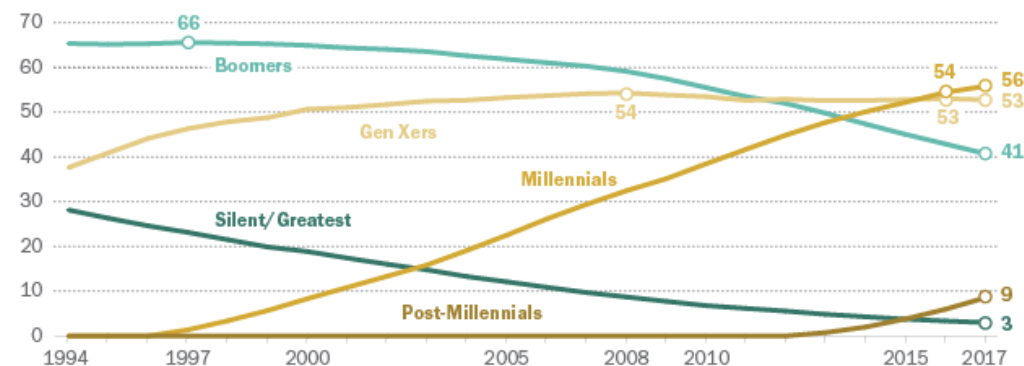
Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.
Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

PEW RESEARCH CENTER

FIGURE 11- PROJECTED POPULATION BY GENERATION

Notable benefits of hosting this demography are:

- This target group is savvy with Social Media and will effectively market COHB's appeal if provided elements (e.g. Food, art, work) to do so.
- They are pioneers for future industries. Heavily subscribed to technology and low on retail, Millennials are sculpting the survival of businesses and influence which grows as opposed to those who will wither away.
- Hold more qualifications as opposed to boomers during the same phase of their life.
- High spending power, estimated to be $3.39 trillion by 2019 (Oracle)

Top Growing Industries for Millennial Job Switchers (last 12 months)

Industry	%
Technology - Software	9%
Healthcare & Pharmaceutical	7%
Financial Services & Insurance	7%
Aero/Auto/Transport	5%
Architecture & Engineering	5%

FIGURE 12- TOP GROWING INDUSTRIES FOR MILLENNIAL JOB SWITCHERS (SOURCE: HTTPS://BUSINESS.LINKEDIN.COM/TALENT-SOLUTIONS/BLOG/TRENDS-AND-RESEARCH/2017/TOP-INDUSTRIES-GAINING-AND-LOSING-MILLENNIALS)

Industries that cater to Millennials

Investment here will determine the residents and visitors we attract to the city, ultimately shaping our image for decades to come.

We are witnessing an overall shift to more innovative fields that support a more technologically inclined population. Additionally, support industries such as: arts and entertainment, culinary, environmental and housing will be affected. If we seek to attract more millennial job-seekers, then the City will have to place emphasis on favorable industries to invest *(see figure 13)*.

Food

The food industry is responding to major shifts in the way young people eat. Business Insider's Akin Oyedele reported that millennials spent the least amount of time on meal preparation compared with older generations. Instead, they're more likely to eat at restaurants, pick up prepared meals, or order delivery.

A good practice would be to encourage eateries that provide one or all of the following; unique experience, exciting flavor, social setting and aesthetic appeal.

USA SALES GROWTH & TOTAL VALUE

ONLINE 2016 $376B +12.2%
OFFLINE 2016 $3B +3.3%
ONLINE 2017 $415B +10.3%
OFFLINE 2017 $3.1B +3.3%

51% of all Americans, 67% of USA millennials and 56% of USA Gen Xers prefer shopping online rather than in-store.

64% of the Americans' shopping budget is spent in-store, and 36% online.

FIGURE 13- ONLINE VS OFFLINE SHOPPING BETWEEN 2016- 2017 (SOURCE: HTTPS://LOVE.SHOPPING.FM/ONLINE-VS-OFFLINE/)

Top Declining Industries for Millennial Job Switchers (last 12 months)

Industry	%
Retail & Consumer Products	-11%
Government/Education/Non-profit	-8%
Media & Entertainment	-6%
Oil & Energy	-4%
Telecommunications	-3%
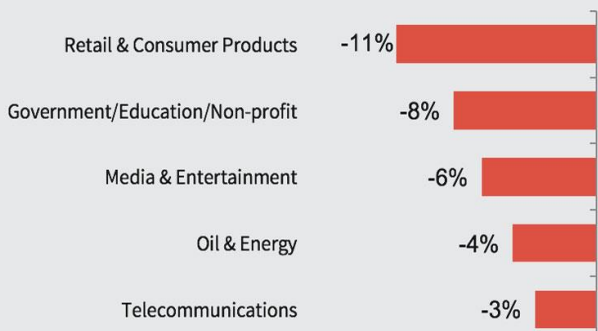
FIGURE 14- TOP DECLINING INDUSTRIES FOR MILLENNIAL JOB

Retail

Sayonara, Sears— plus Kmart and Macy's. All three chains are closing stores; Business Insider's Hayley Peterson has reported. Business Insider's Kate Taylor reported that the closures are partly due to millennials not buying from aspirational, designer brands but from private-label lines and fast-fashion brands like H&M and Zara.

While there is strong presence for retail in general and in Hallandale Beach, statistics show a strong increase in online shopping worldwide *(see figure 14)*. Companies that utilize technology are strong assets that have the potential to be strong earners and stay relevant in the future of e-commerce. It should also be noted that jobs in retail are not favorable amongst millennial job holders.

Housing

Millennials are renting longer, waiting it out until they can afford the real deal. As evidence that millennials are reluctant to take on a house payment, Mortgage Professional America reports that homeownership among those 35 and younger has fallen from 43.6% to 35.9% in the last 10 years. But, despite having a different perspective on buying property than their parents, millennials still are showing a desire to return to single family home living.

According to Gallup, "Millennials are clearly delaying marriage longer than any generation before them." Yet, as they reach their 30s and begin to marry and have kids, they are now looking for housing situations that offer lifestyle benefits such as more living space, a yard, good schools and a more family friendly neighborhood environment. However, their discomfort with the commitment of a mortgage remains.

Looking to have their slice of the "American dream" while maintaining their freedom and flexibility, millennials are finding the best of both worlds in single-family rentals. Gone are the days when the two options were to live in an apartment or buy a house. By renting a single-family home, millennials get tree-lined streets, a yard and a two-stall garage, but can pack up and move fairly quickly if needed.

In summary, small-unit rental is a strong contender in attracting millennials by providing accommodation for a potential workforce. Single-family homes for rent also provide a transition for millennials into long-term residency.

Environment

Being environmentally conscious is no longer the exclusive territory of the folks your parents likely refer to as "tree-hugging hippies." Millennials are, in fact pushing large corporations to become environmentally conscious in much the same way as they are pushing them to become more charitable.

New industries, or new adaptions of old industries, are cropping up with the express purpose of protecting the environment. The solar industry is growing, as is the electric vehicle industry. All things told, millennials with the goal of working to improve the environment should find no shortage of employment opportunities over the next several years.

In the end, millennials will be called upon to take charge of the workforce in the same way that baby boomers and others have done. What we're seeing now is the birth of a new approach to business, centered on flexibility, freedom and awareness of the earth and its inhabitants.

Art

A hot-topic over centuries and further propelled by Social Media. The success of Wynwood has become widespread partly due to the content but also the fact that it encourages social media buzz. Currently if we observe hashtags on Instagram (a social media platform dominated by millennials) we notice the stats below:

- #wynwood   – 2,315,152
- #hallandale   – 150,000
- #hallandalebeach   – 107,508

Comparatively speaking Hallandale Beach falls in the shadows of online popularity, and a strong reason for that is our lack of "Public Art"

Generally speaking, #art and not just public art falls in the twenties as a popular hashtag while #beach (one of the City's primary features fall in the top 40), again, our use of hashtag relates to the demographic group targeted.

Why Public Art?

- *It enriches our physical environments, bringing streetscapes to LIFE*
- *It's a great tool for civic engagement*
- *It provides professional opportunities for artists and cultivates CREATIVITY*
- *It boosts local economies. Businesses supply materials and labor; restaurants, hotels and transportation companies benefit from a site that attracts visitors*
- *Engenders community pride - enlivens places where people work, which can improve employee morale, productivity and respect.*
- *It creates supportive learning environments. It opens eyes—and minds! It attracts students to environments conducive to both learning and fun.*
- *It raises public awareness about important community issues, the environment and respect for diversity.*

Social Media

Many social media savvy millennials have found that the best way for them to make a living is by taking selfies or scouring the internet for the hottest memes. While older generations may scoff at the notion of a "social media celebrity," the fact is that it's now a viable career path for quite a few millennials; for instance – Social Media Marketing *(see figure 16).*

Not only an industry worth cultivating, it also provides a channel to interact with residents and visitors more. Communicating via this platform increases greatly with the number of persons that are able to utilize the technology.

Top Skills Over-Indexed by Millennials

% Difference vs. Non-Millennials

Skill	%
Social Media Marketing	349%
Economics	192%
C/C++	121%
Statistical Analysis and Data Mining	117%
Software Applications	111%
Graphics Computer Design	95%
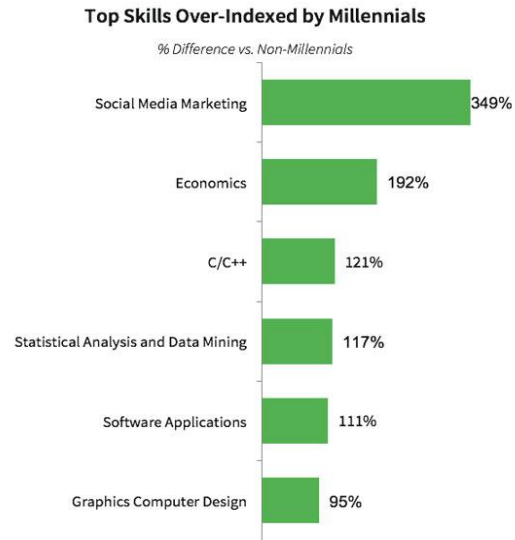
FIGURE 15- SKILLS POSSESSED BY MILLENNIALS VS BOOMERS

Conclusion

If not already current, it is only a matter of time before millennials become the primary generation and the age group that shapes the future. An understanding of this demography will help the City to better organize infrastructure to grow within their needs. Additionally, the City will be better able to satisfy its strategic objectives to provide; safety, quality and vibrant appeal.

Economic redevelopment plays a critical role in this steering process. It can't be overnight and the City will have to establish diverse and on gong projects that fulfills these objectives. A great starting point would be that of a Regional Activity Center (RAC). One that encourages development that supports mixed living, working, shopping, education and recreational activities. *(Combined COHB Master Plan-adopted 2009)*

Public Art
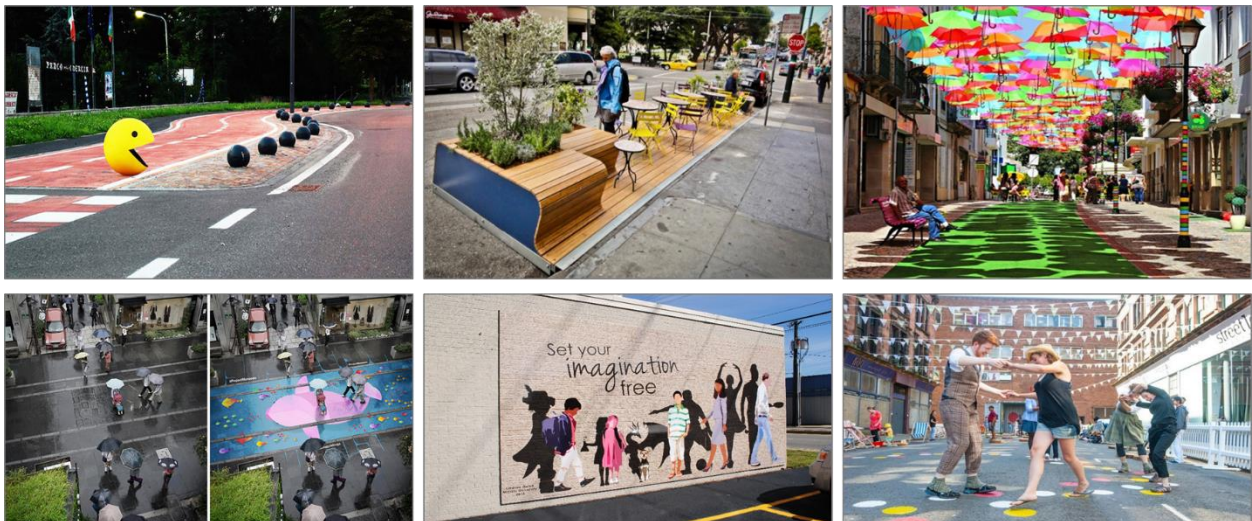
Redevelopment

Activities

Creative Designs

HOW DO WE GET THERE?

ECONOMIC DEVELOPMENT FRAMEWORK

In the previous sections, we've identified the City's strengths and weaknesses, current existing industries, likely future stakeholders, and desirable and compatible industries. It's been determined that while close to a third of Hallandale Beach residents is of retiring age, the general population is getting younger. Economic Development efforts must cater to the interests and needs of both younger and more seasoned population. Keeping with the "live, work and play" philosophy, this report seeks to address the City's shortcomings by building on its existing strengths. Successful Economic Development of the City of Hallandale Beach will depend on the prospect of:

1. Business Variety, Attraction and Retention
2. Ease of Process and Program Availability
3. Storefronts, Sidewalks and Accessibility
4. Vibrant Corridors
5. Marketing

Pilot Study

The following section will convey a pilot study by applying an economic development framework on a smaller portion of the City that faces all or most of the citywide challenges. The general intent of this effort is to create a strategic implementation plan with which any given area within the city can successfully achieve the economic development related goals of business attraction, retention and expansion. Through the Pilot Study, a study area will be selected and assessed based on its existing conditions and potential, and a strategic implementation plan proper to the study area will be developed based on the above-mentioned five pillars of successful economic development. Ultimately, the implementation plan should become the template which can be used as a tool to revitalize other challenged areas citywide as well.

Study Area Selection: Fashion Art and Design District (FADD)

The pilot study will target a struggling area, consisting of small businesses and low and medium-density residential uses, which have the potential of becoming the vibrant, cultural and artistic spine of the City. To benefit from the City's Community Redevelopment Agency (CRA)'s Implementation Plan funding opportunities, the study area must be located within the CRA. The Hallandale Beach CRA is located between Pembroke Road on the north, SW 11th Street (County Line) on the South, Interstate 95 on the West, and NE 14th Avenue on the east (generally depicted on the map below). The study area would also benefit from being located within the Regional Activity Center land use category (RAC), which is a land use that encourages mixed use living and recreational activities. Lastly, development activities and incoming projects in the City show great promise in residential development growth and future opportunities for affordable housing; therefore, to avoid overburdening the scope of the pilot, the study area should benefit from being at close proximity to development or redevelopment activity nodes that provide residential dwellings.
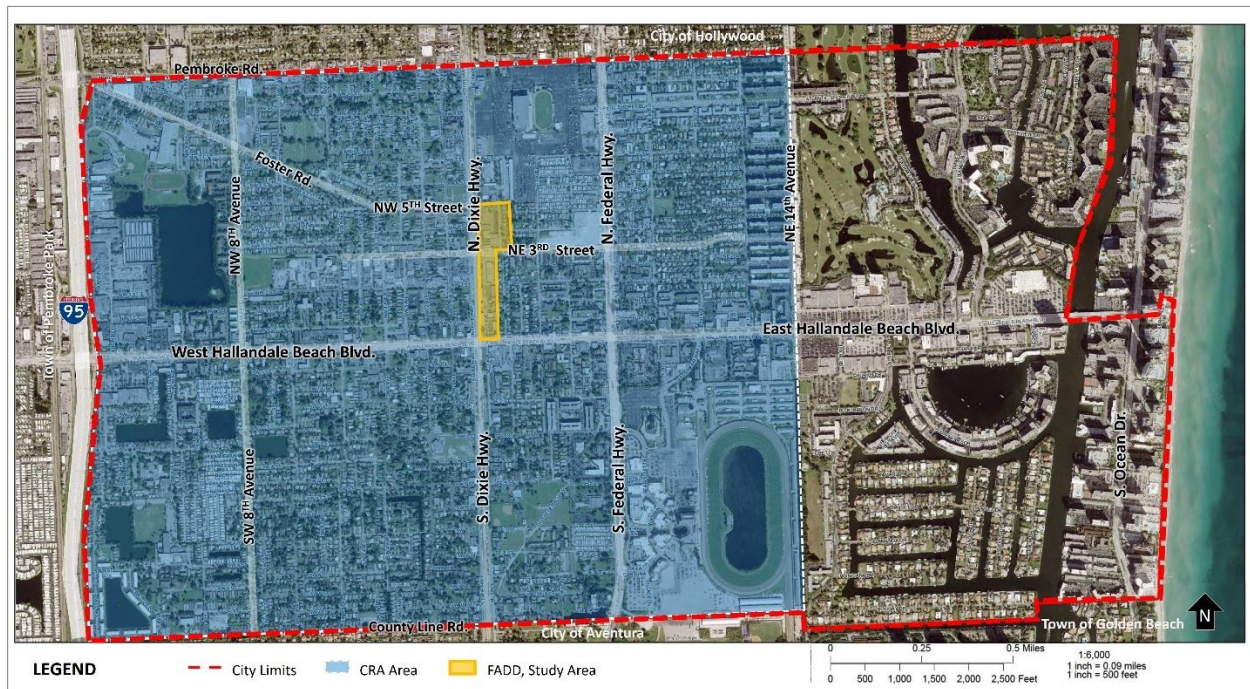
FIGURE 16- CITYWIDE LOCATION MAP

The Fashion Art and Design District (FADD) was selected for the pilot study. It is comprised of the lands generally located east of the Florida East Coast (FEC) railroad, north of East Hallandale Beach Boulevard, west of NE 2nd Ave, between Hallandale Beach Boulevard and NE 5th Street, and the properties fronting NE 2nd Ave to the east between NE 3rd Street and 5th Street *(*Figure 17- STUDY AREA (FADD) LOCATION MAP*)*. FADD is centrally located, as it is positioned in the heart of the City. It is also located within the RAC and within CRA boundaries, and at close proximity to major development activities. Furthermore, properties located along the Hallandale Beach Boulevard corridor are generally considered premier locations which provide tremendous opportunities for mixed-use redevelopment. However, this notion has not proven true for FADD properties. Though the FADD area begins on Hallandale Beach Blvd, its underutilization is noticeable by the lack of pedestrian activity, empty parking spaces, storefront vacancies, poor visual appeal, and lack of identity. Accordingly, FADD is deemed appropriate to follow the economic development framework and is selected as the study area for this pilot study.

FIGURE 17- STUDY AREA (FADD) LOCATION MAP

FADD was originally a warehousing district before it evolved into light industrial and commercial retail industry. Originally referred to as Schmatta Row, after a Yiddish term for low rags, FADD was designated an overlay district known as Fashion ROW before its rezoning to Fashion Art and design district. Over the years, FADD underwent several boundary changes.

FADD Current Conditions

Currently FADD is a commercial corridor with approx. 60 businesses. A breakdown of the uses within shows a predominance of service uses, which include repair shops, printing services. The next largest uses are vacant (and probably abandoned) properties, where there is no exterior signage and the windows are boarded up or covered with shutters.
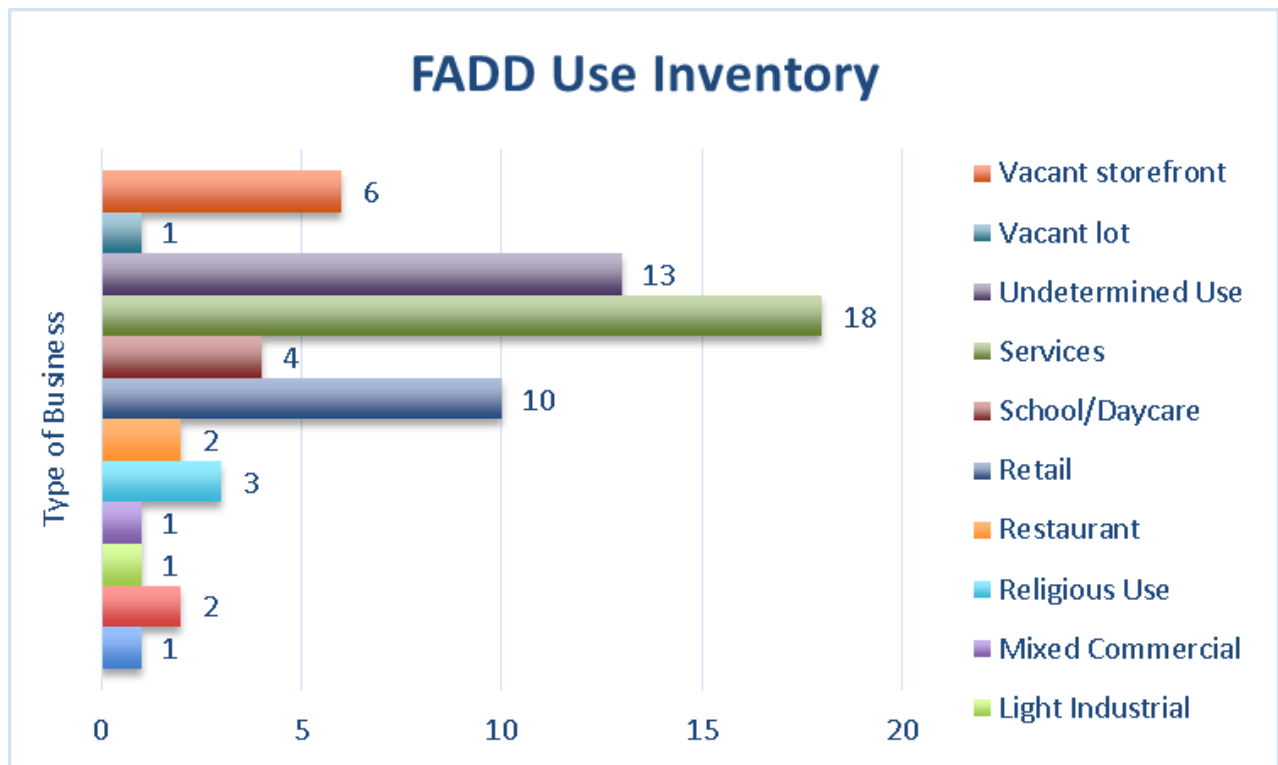
FIGURE 18- FADD USE INVENTORY CHART

Appearance

Wayfinding and Identity

FADD currently blends in with its surrounding area. There are no visible territorial boundaries that allows the public to know when they are entering or leaving the district. Although, recent street sign "Fashion Art and Design District" are posted, they are small, uninviting, and often missed; wasting vital "free" marketing opportunity from daily commuters. There is no cohesive flow that gives FADD a proper defined "identity". For example, presently there are daycares, restaurants, a shoe repair shop, mattress store, and a pet supplies store all which are scattered throughout the area.

Parking and Traffic

The "one way" vehicular access sets the tone for a pedestrian friendly safe space. Once inside FADD, sidewalks on the west side of the NE 1st Ave corridor from Hallandale Beach Blvd to NE 5th Street are almost nonexistent while on the east side are not consistent. Even though most of the accessible areas are located on the east side of the avenue, all the street lighting is located on the west side of the street. The lack of pedestrian accessibility and visual appeal throughout the District is hindering its prosperity. A well-lit uninterrupted pedestrian accessibility throughout will entice pedestrians to explore the district and everything it has to offer.

On NE 1st Ave. between Hallandale Beach Blvd and NE 3rd Street there are 26 on street parking spaces, two (2) of which are designated Americans with Disabilities Act (ADA) accessible and approximately 106 available business parking spaces, which nine (9) are ADA accessible. There are two large parking lots on the west side of the 300 block of NE 1st Ave. These parking lots hold 130 parking spaces, two (2) which are ADA designated.

"Shuttered" Storefronts – *Over 15 storefronts/businesses are currently shuttered between the 100-300 block of NE 1st Avenue.*

Lack of Identity- *There is no visible consistency with the current businesses, architecture or even landscape that gives FADD an "identity".*

Not Pedestrian Friendly- *Most of the west side of NE 1st Avenue does not have a sidewalk while the sidewalk on the east side of the avenue is not continuous.*

Little to no pedestrian/visitor activity

This picture was taken on Saturday, February 25th 2018 at approximately 4 pm. This shopping plaza (383-417 NE 2nd Avenue) had all the stores closed or vacant.

This picture was taken on Friday, May 4th 2018 at approximately 7 pm. No pedestrian activity and minimal vehicular traffic.

Parking possibilities and proximity

Large open parking space availabel on the west side of the 300 block of NE 1st Avenue. This picture shows the proximity between FADD, the newly built Hallandale Fire station No7, and the location for the proposed City Center.

Large Wall Spaces- Wall Art
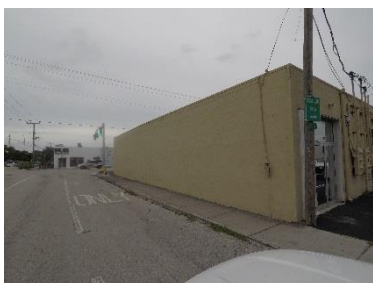
Walkability

According to WalkScore.com, the City of Hallandale Beach is considered a somewhat walkable City, whereas its walk score is 60, transit score is 37 and bike score is 61 on a scale from zero to 100. Walk Score measures the walkability of any address based on the distance to nearby places and pedestrian friendliness. Transit Score measures how well a location is served by public transit based on the distance and type of nearby transit lines. Bike Score measures whether an area is good for biking based on bike lanes and trails, hills, road connectivity, and destinations.

FADD is considered very walkable (84) and bikeable (80) and somewhat transit oriented (46). However, based on the physical characteristics previously described, the area is in need of great improvement for multi-modal connectivity.

Real Estate

Analysis of the property values showed that there has been an overall increase in both the average and total property value within the district. In the last two years, average property values in FADD increased by 18.4% and total property values increased by 20.5% according to the Broward County Property Appraiser. This could be credited in part to upcoming developments in the City. The Sun Sentinel reports "Eight cities had $100 million or more in new development: Miramar, Davie, Fort Lauderdale, **Hallandale Beach**, Hollywood, Parkland, Pembroke Pines, and Pompano Beach".

This speaks positively for Hallandale Beach in totality and will encourage investment.
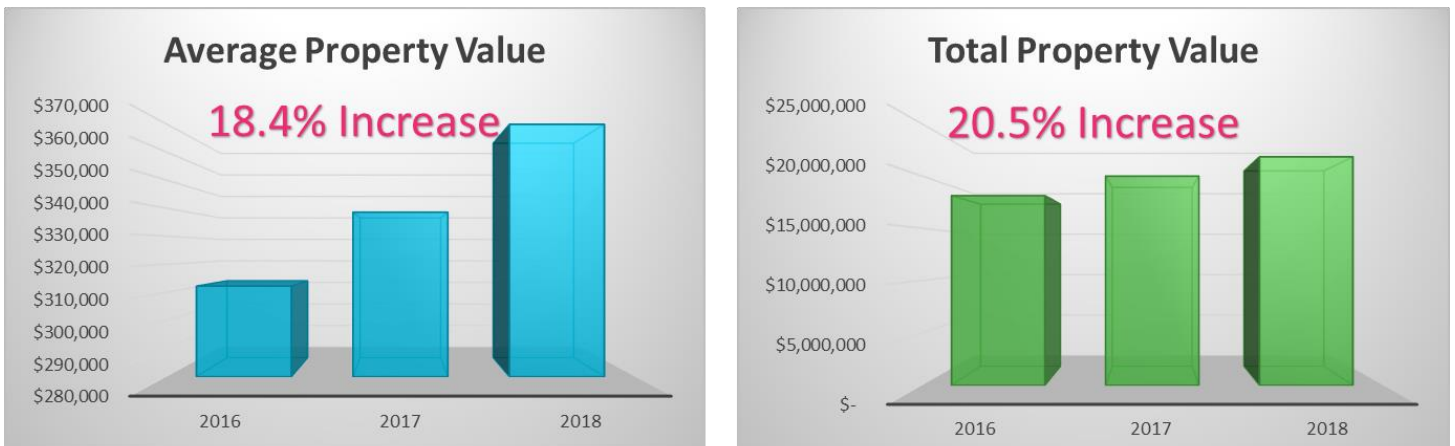
FIGURE 19- REAL ESTATE VALUES

Comprehensive Plan and Zoning Code Assessment

The City of Hallandale Beach Comprehensive Plan Future Land Use Element (FLUE) includes goals and objectives to provide coordinated and compatible mix of land uses which encourages a high quality of life meeting the social, economic and physical needs of the present and future population of the City.

Land Uses

The entire FADD area is currently designated the Regional Activity Center (RAC) land use category from the Comprehensive Plan Future Land Use Map. The main objective of the RAC land use category is to encourage attractive and functional mixed living, working, shopping, educational and recreational activities. Policies further articulated in the plan encourage:

FIGURE 20- FUTURE LAND USE MAP

- o Non-motorized transportation as well as mass transit and reduce reliance upon automobile travel,
- o Enhanced pedestrian movement and safety,
- o Redevelopment activities, and
- o Substantial housing opportunities to allow people to both live and work within the Regional Activity Center.

Zoning Regulations

Comprehensive Plan policies are implemented through the City's Code of Ordinances. The FADD area is zoned Regional Activity Center (RAC) zoning district and is located within the Fashion/Art/Design subdistrict. This subdistrict is intended to be a unique, lively arts and commerce area accommodating a wide range of uses including residential, retail, art, culture, design, and some light industrial uses. Table 2 lists the uses permitted within the Fashion/Art/Design subdistrict.
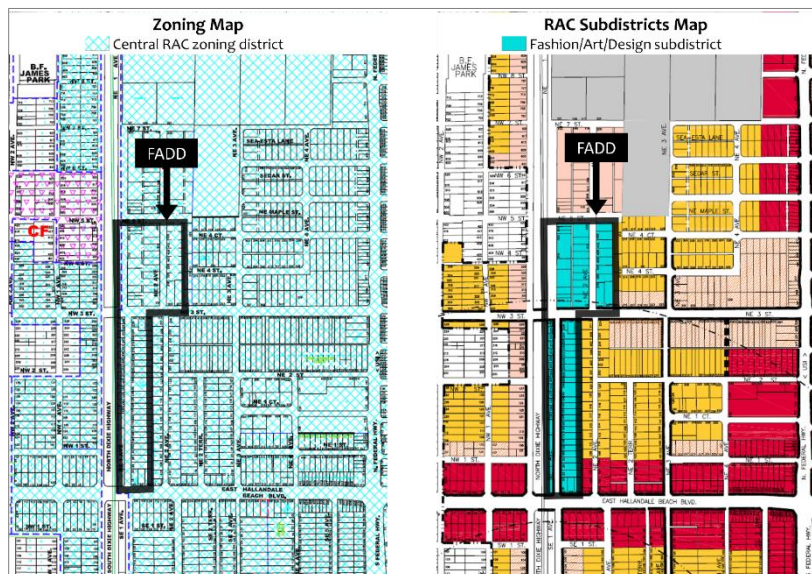
FIGURE 21- ZONING MAP AND CENTRAL RAC SUBDISTRICTS MAP

TABLE 2- FASHION/ART/DESIGN SUBDISTRICT PERMITTED USE TABLE

Permitted	Permitted Conditionally[1]	Not Permitted
✓ Single-family dwellings ✓ Two-family dwellings ✓ Townhouse dwellings ✓ Multi-family dwellings ✓ Live/work units ✓ Work/live units ✓ Bed-and-breakfast inns ✓ Offices ✓ Stores and services ✓ Contractor and trade operations ✓ Alcoholic beverage establishments ✓ Restaurants ✓ Studio or workshop ✓ Day care centers ✓ Civic open spaces ✓ Schools, public and private	○ Drive-through facilities ○ Parking lots ○ Temporary parking lots	× Assisted living facilities × Nursing homes × Hotels and motels × Big box stores × Gas/Service station × Convenience stores × Family entertainment center × Garage, public parking × Racing and casino complexes × Vehicle sales, repair, or services × Warehouse/self-storage facility × Government uses × Places of worship

1. Permitted conditionally means additional application and review are required and application for conditional use must be presented to and approved by the City Commission.

Most of the existing uses within FADD comply with current Code, with the exceptions of one auto repair shop located at the southwest corner of NE 3rd Street and NE 1st Avenue, and some light industrial uses located throughout (Figure 22- FADD Property Use Diagram).
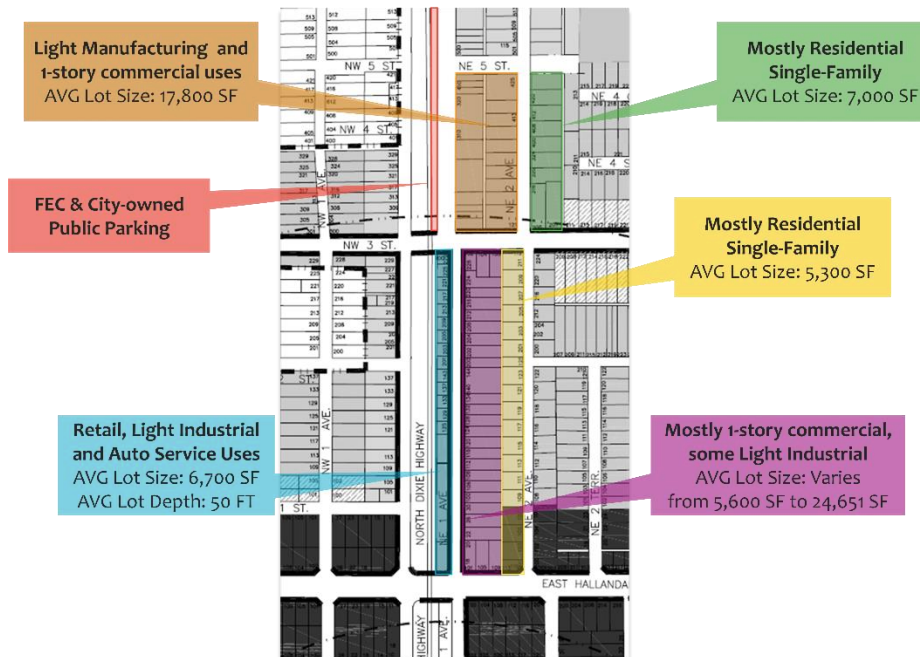
FIGURE 22- FADD PROPERTY USE DIAGRAM

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[1] Permitted conditionally means additional application and review are required and application for conditional use must be presented to and approved by the City Commission.

Fashion/Art/Design zoning subdistrict allows properties to be developed or redeveloped according to the following development standards:

TABLE 3- FADD DEVELOPMENT STANDARDS

Fashion/Art/Design Subdistrict Dimensional Requirements		
Lot Size		
Lot Width		50 ft. min.
Lot Area		5000 sf. min./ 100,000 max.
Lot Coverage		90% max.
Minimum Landscape Area		10%
Building Placement		
A	Primary Street Setback [2]	10 ft. min./ 15 ft. max.
	Secondary Street Setback	10 ft. min.
B	Interior Side Setback [2]	0 ft. min. [2]
C	Rear Setback	10 ft. min.
D	Building Frontage on Primary Streets	50% min.
Building Size & Height		
Min. Height Primary Streets		1 Stories
Max. Building Height		4 Stories
Density		
Base Density		18 du/ac
Max. Density		18 du/ac
Civic Open Space Requirement		
Sites Greater than 40,000 sq. ft.		5%

[1] Side lot lines facing streets are regulated by front setback requirements.
[2] All light and air shafts shall be provided within the lot See section
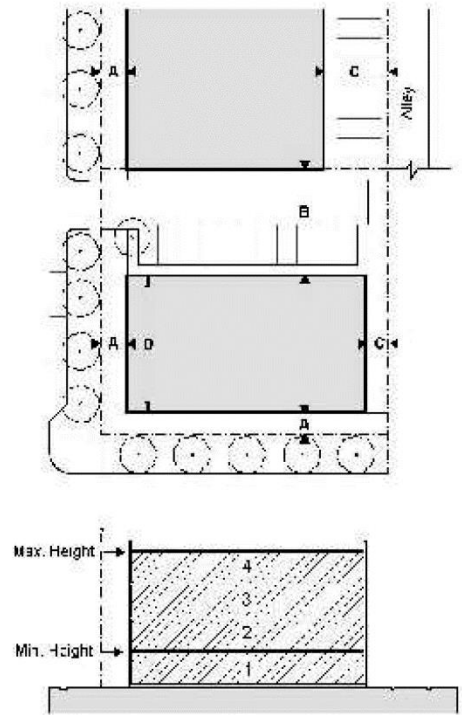
FIGURE 23- FADD BUILDING PLACEMENT

The minimum lot size required in FADD is 5,000 square feet. It also allows a maximum density of 18 residential units per acre. Accordingly, the average lot in FADD could contain at least 2 residential units. The zoning limits the permitted height to a maximum of 4 stories. The building placement requirements encourage the building to frame the street with a maximum front yard setback of 15 feet. Design guidelines in the Code also dictate building frontage types, such as stoops, storefront, bracketed balcony, forecourt and arcades/colonnades, which create civic and open spaces in front of the building.
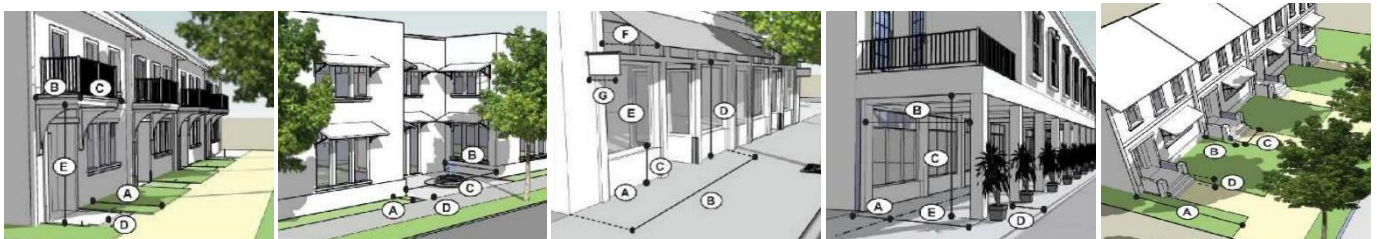
FIGURE 24- FADD FRONTAGE TYPES

Surrounding Major Development Activities

The City of Hallandale Beach currently has several major development projects throughout the city at different stages in their process. The following are some of the current projects that are setting the tone for a vibrant Hallandale Beach, thus, paving the way for the welcomed transformation of the Fashion Art and Design District.

1. Hallandale Art Square

301-409 N. Federal Highway

Hallandale Art Square is within the perimeter of FADD and once completed it will have 268 multifamily units, a three story- 90 apartment building, commercial space, and a two-level parking garage. This project is located and easily accessible through NE 3rd Street which connects the west and east side of the Florida East Coast Railroad (FEC) along Dixie Highway and through North Federal Highway in which commuters use daily as a throughway.

2. City Center

505 NW 2 Avenue/501 NW 1st Avenue/110 Foster Road; 501 North Dixie Hwy; 605 North Dixie Hwy and 608 NW 1st Avenue

Project consists of approximately 8,000 feet of commercial/retail space, which will be utilized by a small neighborhood "Green Grocery" store. The project will also have 89 residential units. 270 parking spaces will be provided, which will serve both the residential and commercial components. The plan also includes a pedestrian bridge over the FEC railway.

3. Hallandale Fire Station No 7

111 Foster Road

Hallandale Fire Station No 7- Emergency Operation Center (EOC) and Administration Offices is also located within the perimeter of FADD and can be seen from the open parking space of the 300 block of NE 1st Avenue. This beautiful vibrant building is not only the new house for the main fire station for the City but also the Emergency Operation Center. With the office space available, the City of Hallandale Beach can sponsor the latest trainings and welcome professionals from across the Tri-County area.

FIGURE 25- DEVELOPMENT ACTIVITIES SURROUNDING FADD

4. Icebox Culinary Center: 219 NE 3rd St
Culinary Center, consist of 9,300 square feet commercial kitchen/commissary, a green house, and a café dining area. This venue, or one as unique as this, will provide residents and visitors of Hallandale Beach a dining experience and entice visitors from nearby cities.

5. Hallandale Commons: 301-323 Foster Road
Once completed, will consist of three buildings with a total of 10 townhouse units in a residential area with a total of 15,994 square feet of living space.

6. Accesso Building: 100 N Federal Hwy
Project consists of a five-story 27,744 square feet office building.

7. Village at Atlantic Shores: 801 N Federal Hwy
Project consist of a two- story commercial center with retail and office space.

8. Village at Atlantic Shores Phase II: 701 N Federal Hwy
The project consists of a two story building along, a six story building, and one story building, with a total of 37,684 square foot commercial center for small retail businesses, restaurants and office.

9. Chateau Square: 600 E Hallandale Beach Blvd
This Project is currently proposed as a mixed-use development consisting of two 40- story high-rise buildings with a total of 726 residential units, including a request for assignment of RAC (Regional Activity Center)

units. The Project also includes two hotel buildings with a total of 280 rooms and space available for ballrooms and meeting rooms.

10. Peninsula 124: 124 S Federal Hwy
A fifteen-story premium office building consisting of 144,414 square feet of office and retail space.

11. Eight Avenue Commons: 200 NW 8th Avenue
Adjacent to the City's Public Works compound, this is multi-family residential development consists of 200 workforce housing units. Expansion of NW 3rd Street onto NW 8th Ave is anticipated concurrent with this project.

12. Bluesten Park: 501 SE 1st Avenue
Redevelopment and expansion of Bluesten and future home of the YCMA.

Framework Implementation on FADD

Performance Measures

1. Events. FADD to host an Arts Festival by end of 2019. Yearly.
2. Low storefront turnover measured yearly by comparing the status of the current year's businesses to the previous. Success will also be determined by the percentage of CRA grants in FADD applied for and completed, and the percentage of those TLS and TRS applicants that uphold their agreements every 3 years.
3. Visual transformation and sense of place.
4. Walkability score and safety.
5. Property values.
6. Surrounding area property investments and developments.
7. Eligibility for APA Great Places in America: Streets
8. Eligibility for APA Great Places in America: Neighborhood
9. Eligibility for APA Great Places in America: Public Spaces
10. Applicability of proposed plan to other City of Hallandale Beach neighborhoods.

1. Business Variety, Attraction and Retention

Objectives: Recruit strong anchor businesses; attract businesses that serve daily needs of residents; increase variety to promote local shopping and enjoyment of our neighborhood.

Key Strategies

✓ *Identify key nodes along commercial corridors for focused business attraction.*

✓ *Recruit anchor businesses to support and attract other neighborhood-serving businesses.*

✓ *Create inventory of existing businesses and develop plan to attract wider variety of businesses currently not available to the community.*

✓ *Develop balance of day and night time businesses and activities to keep neighborhood vibrant.*

✓ ***Create incentive programs, such as a small business development program, to attract small businesses to vacant storefronts.***

CRA Incentives

Fashion Art and Design District has historically been identified by the City and the City's Community Redevelopment Agency (CRA) as a key area upon which redevelopment strategies must be applied. In fact, when FADD was known as Fashion Row Overlay District, FLUE policies included provisions to fund improvements to the district. Such financial assistance comes from the City's CRA through its implementation plan and requires the business and property owners' participation, in efforts and investments, to justify City expenditures.

Recently, the CRA adopted a series of investment incentive programs specifically targeting the properties within FADD as a priority area for the purposes of promoting the renovation of building facades, and encouraging the development of such uses including but not limited to:

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

Commercial Façade Improvement Grant (CFIG)

Goals/Objectives: Eliminate functional obsolescence, remove deterioration, and update the exteriors of existing buildings, with an emphasis on improving the viability of healthy retail uses and generally increasing the "curb appeal" of the business corridors in the CRA.

Commercial Interior Renovation Grant (CIRG)

Goals/Objectives: Eliminate functional obsolescence, remove deterioration, and improve the "energy efficiency" of existing buildings in the CRA, with an emphasis on bringing these buildings up to current building codes and making them more viable for occupancy.

FASHION, ART, & DESIGN DISTRICT COMMERCIAL INVESTMENT PROGRAM

The Hallandale Beach Community Redevelopment Agency is providing financial assistance to eligible property owners and businesses within the Fashion, Art, and Design District (FADD), located on North East 1st Avenue from Hallandale Beach Blvd to North East 5th Street.

WHO IS ELIGIBLE FOR PROGRAM FUNDING?

Program funding is available to property owners or tenants in the Fashion, Art, and Design District that demonstrate a desire to promote the renovation of building facades including but not limited to:

- Family oriented restaurants
- Music Venues
- Art Galleries
- Microbreweries/Wine Bars
- Specialty Coffee Shops
- Trendy urban restaurants
- Specialty Donut Shops

In order to receive CRA funding, property owners, at their own expense, must agree to incorporate mural art that is mutually agreed upon between the CRA and property owner/tenant.

GRANTS AVAILABLE

Commercial Façade Improvement Grants (CFIG)
The Commercial Improvement Grant provides eligible applicants with a matching grant (90/10) for improvements up to a maximum award of $100,000. Under the CFIG, the HBCRA awards eligible applicants up to 90% of the eligible project costs.

Commercial Interior Renovation Grant (CIRG)
The Commercial Interior Renovation Grant provides eligible applicants with a matching grant (90/10) for interior improvements up to a maximum award of $90,000. Under the CIRG, the HBCRA awards eligible applicants up to 90% of the eligible project costs.

Commercial Kitchen Grant (CKG)
The Commercial Kitchen Grant awards eligible applicants with a matching grant (90/10) for commercial kitchen design and improvements up to a maximum amount of $300,000. Under the CKG, the HBCRA awards eligible applicants up to 90% of the eligible project costs.

FUNDING SPECIFICS
Learn more about these grants by visiting cohb.org/FADD

WANT TO LEARN MORE? Please contact office at: (954) 457-2228 or learn more by visiting: www.cohbcra.org

Commercial Kitchen Grant (CKG)

Goals/Objectives: The goal of the CKG is to encourage restaurant development within the Fashion, Art and Design District (FADD). The HBCRA desires to improve the operating efficiency of existing restaurants in the CRA and attract new restaurants to the CRA, with an emphasis on creating a dining destination within the City.

Tenant Lease Surety / Tenant Rent Subsidy

Goals/Objectives: Accelerate the attraction of new start-up businesses and reduce the vacancy of commercial space in the CRA, with an emphasis on energizing ground-floor space and creating job opportunities in the CRA. An additional objective is to reduce the risk of developing/constructing speculative commercial space in the CRA

2. Ease of Process and Program Availability

Objectives: Simplify and streamline process of starting a new business; provide educational and financial opportunities to small business owners; support existing, successful programs.

> **Key Strategies**
>
> ✓ *Support development of small business web portal to streamline the City's permitting and licensing processes.*
>
> ✓ *Promote green building practices to help merchants save on energy and business costs.*
>
> ✓ ***Support existing merchants with customer attraction, business promotion, façade improvements, and business improvements and investments.***
>
> ✓ *Provide resources and information material to educate property and business owners, and potential stakeholders*

Performance Measures 1, 2, 3, 10.

Provide Information Materials

	Activity	Timeline
1	Information sessions on best business practices made available for new and startup businesses.	0-1 year
2	Concierge service for FADD grant participants, property and business owners or materials for FADD-specific explaining City process from CRA to Development Services (permit completion).	0-1 year

Facilitate FADD Vendor List.

	Activity	Timeline
1	At the stakeholders' workshop, attendees expressed that they cannot find "good" artists and architects who can come up with creative designs for improvement projects to their liking, especially exterior remodeling. The City may compile a list of architects and or artists through the assistance of the Procurement Department, for the grant applicants' reference. After the architects, artists and/or contractors register as vendors with the City, they will meet with a series of City departments to learn the permitting process and zoning requirements for the area to better serve the applicants.	0-1 year

3. Storefronts, Sidewalks and Access

Objective: Work with Capital Improvement and other City Departments and existing programs to improve commercial corridor experience for patrons.

> *Key Strategies*
>
> ✓ *Collaborate with Department of Public Works on options for better pedestrian circulation and safety along street.*
> ✓ *Assess and improve Parking conditions.*
> ✓ *Assess, Create and Improve Connectivity and Safety.*
> ✓ *Work with community members to participate in efforts to promote shared and individual responsibility over street appearance.*
> ✓ *Create program for community volunteers to assist with façade improvements.*

Improve Parking Conditions

Performance Measures   4, 7, 8, 9, 10.

Activity	Timeline
1 Obtain parking needs assessment for FADD and surrounding area.	0-1 year
2 Negotiate a shared parking agreement between FADD property owners.	0-1 year
3 Soften parking code regulations for properties within FADD.	0-1 year
4 Plan for parking facilities to accommodate current parking needs.	1-2 years
5 Plan for parking facilities to accommodate future parking needs in a 5-year Capital Improvement Plan (CIP). Public parking facilities could be funded using parking in-lieu fees, a study which will be presented to the City Commission by August 2018.	1-2 years

Create and Improve Connectivity and Safety

Performance Measures   1, 4, 6, 7, 8, 9, 10.

Activity	Timeline
1 Increase pedestrian walkability and cyclist circulation by improving sidewalk conditions. (5-year CIP)	1-5 years
2 Providing public transit before there is the demand to support it. (Mobility Plan)	1-2 years
3 Creating pedestrian linkages lined with interesting and enticing activities and developments, such as Art Square and Hallandale City Center. Hallandale City Center along North Dixie Highway and NW 5th Street, proposed a pedestrian bridge connection across FEC.	0-2 years
4 Stimulating interest and community life through activity along the street.	0-1 year
5 Expand focus area to create connectivity beyond FADD.	
6 Consider assessing the Light Industrial zoning area west of FEC tracks.	

CONNECTIVITY
Vehicular, Bicycle and Pedestrian Access

FIGURE 26- CONNECTIVITY

4. Vibrant Corridors

Objectives: Identify key nodes to serve as district-wide models; attract visitors and customers to our neighborhood businesses; make infrastructure enhancements in community to serve all small businesses.

Key Strategies

- ✓ *Support community-building events that involve local businesses and encourage business participation in neighborhood events and public meetings.*
- ✓ *Increase Community Presence.*
- ✓ *Collaborate with Chamber of Commerce, Parks Department and major event organizers to promote District as temporary special events location.*
- ✓ *Create policy to discourage property owners from leaving commercial spaces vacant for prolonged periods.*
- ✓ *Assess uses and future development opportunities.*

Community Outreach: Stakeholders Workshop

The Roger's Raiders and CRA staff put together a stakeholder's workshop at the Wasser furniture showroom on May 24, 2018. The CRA staff detailed the recently adopted incentives tailored for FADD properties and business, and discussed the vison for a revitalized FADD. Approximately 12 properties were represented at the meeting. City Commissioners Butler and Dally were also in attendance and expressed their support for progress in the area.

Property owners shared their visions, concerns and expectation for the area. Topics, such as, building permit processing speed, façade uniformity or conformity, signage, wayfinding, gateway, accessibility and connectivity, traffic, landscaping maintenance, special events, upcoming neighboring developments and parking were discussed between the community and staff. The City Manager expanded on the different methods the City is currently employing to address the concerns brought up. Stakeholders were encouraged to be creative with the façade treatment they may envision for their buildings. They were also encouraged to continue to advocate for creative design ideas, such as gateway signage and special events. The stakeholders left enthusiastic, engaged and confident in the City determination to revitalize FADD, indicating steps in the right direction.

Increase Community Presence. Involve FADD stakeholders in planning of special events.

Performance Measures   1, 2, 3, 4, 7, 8, 9, 10.

	Activity	Timeline
1	City initiated community outreach. The first step towards community involvement and creating a true sense of place was launched for this specific plan with a stakeholders' workshop on May 24, 2018. This effort should be continued as needed to exchange with the community necessary updates and tools for a successful corridor.	0-1 year
2	Encourage the formation of a FADD committee, consisting of FADD stakeholders that would be responsible for organizing FADD events and coordinating with neighboring property owners and businesses.	0-1 year
3	Recurring events, the specific nature of which is decided by committee, can be hosted at a different FADD business/location each event.	0-1 year
4	Expand the range of available activities. Stakeholders already occupying real-estate in FADD can consider expanding range of services offered within establishment with shared space concept.	0-1 year
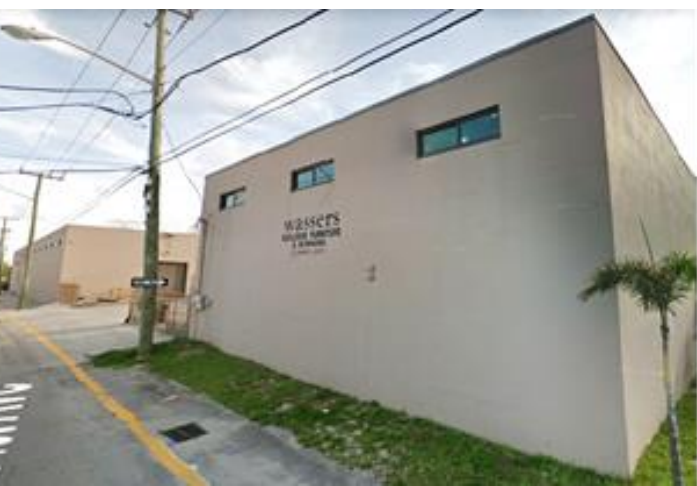
Assess uses and future development opportunities.

Land Uses: Use Mix

In completing the vision for an area, it is important to identify the desired primary and secondary land uses and ensure a healthy mix of both are permitted land uses in the Comprehensive Plan and Zoning and Land Development Code. Without this mix, the goal of achieving a vibrant, mixed-use urban environment will be compromised.

PRIMARY USES

Residential	Retail	Office	Hotel
Neighborhood services, amenities and retail	Local-based (year-round)	Municipal agencies	Convention Center
Range of housing types	Tourism	Federal/State government	Tourism
Mixed-use buildings	Destination-oriented	Private sector	Accommodations
	Grocery store or market		

The primary land uses are most significant for achieving the vision and goals for the study area and should be considered essential to development in the area. Such uses include residential, retail, office and hotel.

SECONDARY USES

Cultural/Entertainment	Civic/Government	Industrial	Open Space/Recreation
Arts and cultural venues/galleries/theaters	Municipal, state and federal facilities	Shipping and rail activity	Pedestrian/bicycle connections
Regular events/festivals	Historic landmarks and uses	Fishing	Parks
Restaurants/bars/clubs		Port services	Natural resources
Youth-oriented activities		Live/work buildings	

The secondary uses must compliment the primary uses providing the area with distinct destinations, services, activities and workplaces. Such uses include cultural & entertainment, civic & government, industrial and open space & recreation.

Appearance

Embrace Dense Uses and Mixed Uses. The City will promote characteristics of successful commercial corridors, such as, store density, store mix and parking availability. Additionally, store density, referring to the number of stores within an established proximity, makes for a more convenient shopping experience for those interested in accomplishing multiple shopping visits or making multiple purchases during one trip. FADD, having a dense characteristic, is an ideal target area. To ensure the FADD meets the needs of potential shoppers, allowing dual use of spaces will help create continuous use of space and maintain vibrant environment throughout the day and night. This is further supported with the CRA tenant rent subsidy incentive program. The success of FADD also relies on the ability to provide for substantial housing opportunities, whether with new development or redevelopment, to allow people to both live and work within the area.

Embrace Dense Uses and Mixed Uses.
Performance Measures   1, 2, 3, 4, 5, 6, 7, 8, 9, 10.

Activity	Timeline
1 Reassess the Zoning and Land Development Code (ZLDC) for FADD to encourage and allow creativity with the façade treatments and improvements.	0-1 year
2 Amend land development regulations to allow alternative and creative architectural styles and structures, such as shipping container projects are welcome.	0-1 year
3 Reassess ZLDC to allow and encourage street art.	0-1 year
4 Reassess ZLDC to allow and encourage street events, including those that would require properly timed street closures.	
5 Promote murals and gateway signage. Mural applications typically require City Commission approval; however, the process is currently shortened for FADD, where mural application only require administrative approval from the Development Services Director and the CRA Executive Director. In the spirit of self-expression and to pop-up cultural arts events to occur, a separate process for murals during arts festivals should be considered.	0-1 year
6 FADD-unique signage along the FADD street, such as light poles bearing attractive banners of arts and cultural messages and advertising should be considered. This may warrant a partnership with the Chamber of Commerce.	1-2 years
7 Create a City-approved template for special events plan and process that promote creative, orderly and temporary use of public streets, such as NE 1st Ave, to activate street and public engagement, applicable with annual special event permits. Provide appropriate notice requirement for authorities to plan accordingly.	
8 A plan for FADD street improvements should be included in a 5-year CIP plan, to integrate reconfiguration of street layout and on-street parking placements, designated sidewalk and cyclists' paths; wayfinding signage, enhanced lighting, finishes, and street furniture, including the installation of overhead string lighting for night events, and landscaping. Interconnectivity can be improved through better signage and way-finding.	3-5 years

Development Projects and Opportunities: Priority and Opportunity Sites

a. Identify Opportunity sites, either projects that are currently in the planning process, are already under construction, or have been identified to have potential for development or redevelopment.
   Those projects are identified in the previous section named Surrounding Development Activities.

b. Identify key properties and projects as catalysts for redevelopment in area. Priority Development Sites and Opportunity Sites will be developed with a mix of the primary land uses. Identify priority development site or specific sites, properties, or projects that should be prioritized for development or redevelopment due to their prime location and potential to strengthen the urban intensity within the study area.

- o The FADD area is pretty constricted in size. All properties along NE 1st Ave have high visibility and should be prioritized. However, those facing Hallandale Beach Boulevard and NE 3rd Street present a greater need and opportunity for redevelopment as they are located at important street intersection and their redevelopment presents the opportunity to memorialize FADD and must be prioritized.
- o NE 3rd Street improvement and expansion westward onto NW 8th Avenue.
- o **Study Area Future Expansion**
  While studying this area, we realized that connectivity to neighboring activity nodes are essential. Plans for Hallandale City Center, show a need to connect FADD to Foster Rd. This brings to opportunity to redevelop the Light Industrial area, west of the train tracks to further emphasize the connectivity and activity plans. Additionally, the Art Square development also presents the need to extend the redevelopment efforts to properties on the east side of FADD to connect with the project. Below is an illustration of the priority area expansion.

FUTURE EXPANSION

Based On Activity Nodes and Connectivity Needs

FIGURE 27- FUTURE STUDY EXPANSION

5. Marketing

The purpose of marketing is to attract attention and create interest. Marketing can create a brand image, change that image and get people interested in what's for sale. Marketing a product or service was once done primarily with billboards and print ads and now is often done online and via social media. The same can be applied to FADD. An effective Marketing campaign will propel the district into the potential "Hot-Spot" that it is mean to be. A high percentage of Millennials use Social Media; this is where we should focus our promotion efforts.

% of U.S. adults who use at least one social media site, by age

18-29 — 30-49 — 50-64 — 65+
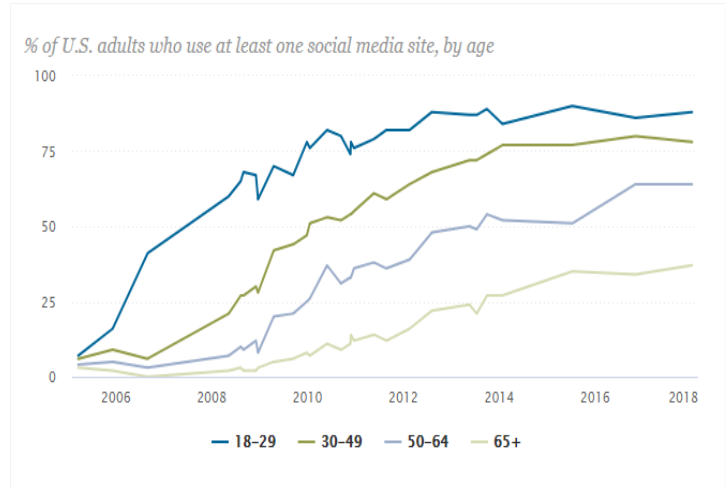
Key Strategies

✓ **Collboration:** Identify stakeholders and open up channels for communication. Document information gathered for analysis

✓ **Strategize:** At this stage we create a plan and identify different phases of the plan. These phases should be; short, medium and long term. KPI's will be given for each stage. Short term will include several campaigns that feed into our medium-term goal, in turn, fuels our long-term success.

✓ **Execute:** Initiate the first phase. The first phase is made up of several campaigns that will be evaluated upon completion to strategically guide our objectives.

✓ **Monitor and Control:** Here we measure the success of the short term campaign and adjust for additional campaigns and our medium term goals. If the results aren't favorable, we may consider starting from Step 2 or Step 1 depending on the assessment.

Community Outreach
Discussions to share our vision, gain feedback and promote a joint plan for going forward with members of FADD

Hallandale Happenings
Create a specific column of our quarterly publication to promote FADD. This section will be used to educate residents and encourage them to partake in the new buzz worthy section of town

Social Media
We will use different platforms to target various age groups. Instagram, Facebook and Twitter will be the primary options

Marketing Tools

GO Live
Using the City's page, we should designate a day every two weeks to feature a business and their craft or visitors, via video. The topic can vary but the idea is to keep generating the buzz of FADD and document it's growth.

FADD Online
A special online page will be promoted that has and in-depth focus on the district and provide information for the curious

Notify Me
Used for the older generation to keep them in the loop of what's going on via text and email