

STRATEGIC PLAN

2011→2016→2025/2027



Hollywood, Florida
October 2011

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STRATEGIC PLANNING FOR THE HOLLYWOOD COMMUNITY REDEVELOPMENT AGENCY

Strategic Planning Model for the Hollywood Community Redevelopment Agency

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for CRA Board, management for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of CRA government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

DOWNTOWN HOLLYWOOD VISION 2025

Downtown Hollywood Vision 2025

IT'S OUR

Authentic Florida Village: Character and Feeling ^(A)

Vibrant Arts District: World and Regional Destination ^(B)

Eclectic Retail: Neighborhood Retail to Unique Small Shops ^(C)

Choice of Restaurants: Eating from Around the World ^(D)

Great Places to Live and Stay ^(E)

Venues with Live Music ^(F)

Wellness and Medical Services for Residents and Guests ^(G)

Easy Access and Walkable Infrastructure ^(H)

THAT CREATE THE HOLLYWOOD SCENE

Downtown Hollywood Vision 2025

PRINCIPLE A

AUTHENTIC FLORIDA VILLAGE: CHARACTER AND FEELING

► Means

1. Downtown linked to surrounding neighborhoods
2. Attractive and visually appealing to residents, guests and workers
3. People feeling safe and secure any location in Downtown at all hours
4. Federal Highway with mixed use development incorporating residential, commercial, offices
5. Young Circle as a community focal point
6. Beautiful gateways and streetscapes with well-maintained buildings and homes
7. Clean and well maintained landscape and buildings

PRINCIPLE B

VIBRANT ARTS DISTRICT

► Means

1. Arts Park as a focal point and regional destination for concerts and performances and used by artists
2. Live music with national recognized performers and emerging new talent to write and perform music
3. Openings showcasing local artists attracting guests
4. Top quality arts shows, including arts festivals, attracting others
5. Performing arts venue(s) for plays, recitals and performances with flexible, multiple uses
6. Artists coming to Hollywood to display their talents or – having unique living options – to live

PRINCIPLE C

ECLECTIC RETAIL: NEIGHBORHOOD RETAIL TO UNIQUE SMALL SHOPS

► Means

1. New Publix serving residents in the area
2. Availability of the necessities for daily living: drug store, laundry/ cleaners, hair salon/barber shop, etc.
3. Flowers/gourmet healthy foods, food sale and foods made on site
4. Bookstore – new and old with cafe
5. Co-ops and consignment shops
6. Small boutiques with unique products and displays
7. Craft shops carrying national, regional and local products
8. Retail stores open hours for residents and guests

PRINCIPLE D

CHOICE OF RESTAURANTS

► Means

1. Residents and guests returning for another dining experience and customer service
2. Wide range of restaurant types and prices
3. Attractive and inviting restaurant fronts and ambience
4. Some restaurants with variety of live entertainment: music, comedy, culture
5. Opportunities to experience food and music from all around the world
6. Restaurants with cooking schools

PRINCIPLE E

GREAT PLACE TO LIVE AND STAY

► Means

1. Opportunities for residents to walk for retail, entertainment and enjoyment
2. Unique and desirable bed and breakfasts and boutique hotels
3. Preservation and upgraded historic homes
4. Attractive mixed-use developments that blend with the historic elements
5. More individuals living, working and enjoying the Downtown, including live/work opportunities
6. Middle and upper income rental opportunities integrated into mixed- use developments, including 3 bedrooms
7. Inclusive community welcoming a diverse population
8. Historic homes and professional offices with appropriate reuse

PRINCIPLE F

VENUES FOR LIVE MUSIC

► Means

1. Musicians coming to Hollywood to showcase their talents and music
2. National reputation as a great place to play or experience quality live music
3. Small intimate clubs
4. Indoor and outdoor venues for playing or listening to music
5. Clubs for dancing or enjoying music
6. Wide variety of types of music: jazz, ethnic, country, rock
7. Music education – schools and classes

PRINCIPLE G

WELLNESS AND MEDICAL SERVICES

► Means

1. Attracting young medical professionals to Downtown to start their practice and bring their families to live
2. Places to exercise and purchase healthy foods in Downtown
3. Diagnostic and outpatient services available
4. Medical and healthcare education and training opportunities
5. Businesses promoting and supporting personal health and wellness
6. Availability of top quality doctors in the Downtown for residents and guests

PRINCIPLE H

EASY ACCESS AND WALKABLE INFRASTRUCTURE

► Means

1. Convenient and affordable parking in garages and on the street
2. Well lighted downtown area
3. Residents to walk in Downtown
4. Clean, well maintained alleys with appropriate uses
5. Bicycle-friendly with racks at convenient locations
6. Wide sidewalks that accommodate outside cafes and pedestrians
7. Public transportation/trolley link to the Hollywood Beach and neighborhoods
8. Public spaces with benches

HOLLYWOOD BEACH VISION 2027

Hollywood Beach Vision 2027

IT'S OUR

Beautiful Beach with Broadwalk ^(A)

Hollywood Resort and Ramp System ^(B)

Choice of Great Guest Lodging ^(C)

Many Ways to Enjoy the Beach ^(D)

Preservation of Our Funky Beach Character ^(E)

Marine Research/Educational Center and Ecotourism Opportunities ^(F)

Easy Movement to and Within the Beach Area ^(G)

MAKE OUR BEACH WORLD CLASS.

Hollywood Beach Vision 2027

PRINCIPLE A

BEAUTIFUL BEACH WITH BROADWALK

► Means

1. Wide beach with ongoing beach re-nourishment or other solutions to protect erosion
2. Broadwalk well-maintained and beautiful
3. Variety of small shops carrying a variety of products, including a drug store and food
4. Safe and personally inviting area
5. Clean and attractive beach
6. People enjoying the beach during the day

PRINCIPLE B

HOLLYWOOD RESORT AND RAMP SYSTEM

► Means

1. Redesigned ramp system and street system that makes a grand entrance to the beach
2. Four-Five Star resort with a variety of restaurants and amenities
3. Hollywood Resort restored to its prominence or replaced as an architectural icon and symbol of Hollywood
4. Guests coming from all over the world to visit the resort
5. Easy access to the beach via the bridge and ramp
6. Variety of beachside activities including Farmers Market
7. Beautiful, clean and safe

PRINCIPLE C

CHOICES OF GREAT GUEST LODGING

► Means

1. Quality hotels
2. Small boutique motels/inns and charming places to stay
3. Attractive and well maintained buildings and landscaping
4. Upgrading blighted motels
5. Strategic partnerships with businesses and cultural entertainment entities in the CRA districts to create added value for patrons in the CRA districts
6. Superior small lodging
7. Variety of rental units for living at the beach
8. Guests returning to Hollywood Beach because of their experiences

PRINCIPLE D

MANY WAYS TO ENJOY THE BEACH

► Means

1. A variety of quality restaurants and eating establishments
2. Successful Margaritaville and band shell for residents and guests
3. Variety of activities and healthy ways to enjoy the beach and water
4. Mix of retail shops providing items necessary to enjoy the beach
5. Clean, beautiful ocean
6. Safe environment with wayfinding signs
7. Family-oriented activities for all generations
8. Walking on the Broadwalk

PRINCIPLE E

PRESERVATION OF OUR FUNKY BEACH CHARACTER

► Means

1. Well-designed and well-maintained public buildings and facilities, infrastructure and open spaces
2. Buildings that are well-maintained
3. A mix of top quality architecture
4. Quality events with unique feeling
5. Property owners taking responsibility for their buildings and landscaping with pride of ownership
6. Recognition of historical buildings and homes
7. Creative, distinctive signage and awnings for businesses

PRINCIPLE F
MARINE RESEARCH/EDUCATIONAL
CENTER AND ECOTOURISM
OPPORTUNITIES

► **Means**

1. Preservation of the beach and dunes
2. Preservation of the natural areas west: intracoastal, West Lake Park, mangroves
3. Worldwide reputation as a destination for ecotourism, including kayaking, canoeing, etc.
4. Preservation of the natural habitat for wildlife: ocean, Intracoastal, estuaries, wetlands, creeks, sea turtles, birds, manatees, fish
5. NOVA Southeastern University educational center and National Coral Reef Institute
6. Educational opportunities for residents and guests of all ages
7. Diving opportunities off the coastline-short distance

PRINCIPLE G
EASY MOVEMENT TO/WITHIN THE
BEACH AREA

► **Means**

1. Convenient parking in garages and on the street in a walkable distance
2. Alternative transportation modes after you have arrived at the beach: shuttle, bicycles, scooters, golf carts
3. Pedestrian friendly beach area and street systems
4. Ability to ride a bicycle safely along the Broadwalk and A1A
5. Convenient and usable public transportation linking Downtown Hollywood and Hollywood Beach, neighborhoods; and Port Everglades/Airport
6. Shuttle among hotels and garages
7. Easy access to beach through the marina and intracoastal docks
8. Automobile circulation A1A North/Surf South

HOLLYWOOD CRA: OUR MISSION

Hollywood CRA: Our Mission

THE MISSION OF THE HOLLYWOOD CRA IS TO
ELIMINATE SLUMS AND BLIGHT BY:

- 1) Stimulating private investment and economic growth
- 2) Upgrading the public infrastructure and public spaces
- 3) Mobilizing community stakeholders
- 4) Partnering with the City of Hollywood and Other
Government Agencies
- 5) Providing leadership for the CRA Districts

Hollywood CRA: Our Mission

PRINCIPLE 1 STIMULATING PRIVATE INVESTMENT AND ECONOMIC GROWTH

► Means

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

PRINCIPLE 2 UPGRADING THE PUBLIC INFRASTRUCTURE AND PUBLIC SPACES

► Means

1. Work with the City to design public infrastructure projects
2. Provide funds for infrastructure design and construction
3. Provide funds for the maintenance of the public infrastructure
4. Work with the City to anticipate future infrastructure needs and projects
5. Develop long-term capital projects with funding mechanisms for construction and ongoing maintenance

PRINCIPLE 3 MOBILIZING COMMUNITY STAKEHOLDERS

► Means

1. Develop and maintain effective working relations and community presence with residents, community organization and businesses
2. Support community events and festivals
3. Develop effective mechanisms for communicating with the diverse residents, community organizations and businesses
4. Engage the community in CRA projects
5. Identify and develop potential community partners who will contribute to a better Hollywood community
6. Develop public understanding of the value and education of the CRA

**PRINCIPLE 4
PARTNERING WITH THE CITY OF
HOLLYWOOD AND OTHER
GOVERNMENT AGENCIES**

► **Means**

1. Identify target areas and work with city to resolve issues in a timely manner
2. Develop and maintain effective working relationship with city staff
3. Collaborate on joint City-CRA projects
4. Participate on city projects that affect the CRA area and share expertise to enhance the Hollywood community
5. Develop vision, goals and annual work program with city input and participation
6. Maintain open, two-way communications between the CRA and the City
7. Fund city positions to address conditions of slums and blight

**PRINCIPLE 5
PROVIDING LEADERSHIP FOR THE
CRA DISTRICTS**

► **Means**

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

HOLLYWOOD CRA: PLAN 2011 – 2016

Hollywood CRA Goals 2016

Financially Sound and Effective CRA Organization



Revitalize CRA Neighborhoods



Create the Downtown Hollywood Scene



Make Hollywood Beach World Class

Goal 1

Financially Sound and Effective CRA Organization

OBJECTIVES

1. Maintain and manage financial resources consistent with the CRA policies and national standards
2. Grow the tax base in the CRA Districts
3. Increase private sector investments in the CRA Districts
4. Develop and maintain an effective partnership and working relationship with the City of Hollywood
5. Maintain a top quality CRA workforce
6. Appropriately engage the community in the CRA processes and projects
7. Maximize the use of the CRA's resources during its life cycle

MEANS TO RESIDENTS

1. Value for their financial contributions
2. Effective stewardship for the public resources with an eye on 2027/2027
3. Calculated risk taking for a positive return on the investment in the future
4. Dedicated CRA staff, city management and employees committed to serving the community
5. Collaboration with the City of Hollywood and community organizations for the benefit of the Hollywood community

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. International and national recession and the impacts on property values and private investment
2. Developing a realistic strategic plan with outcome based measures and institutionalized processes
3. Private sector access to the capital markets
4. Financial condition of the City of Hollywood and its impact on base line service levels
5. Lack of understanding of the CRA mission, operations, finances and relationship to City government (community and City staff)

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Competition from other communities for businesses and tourists
2. Unrealistic expectations for the CRA
3. State of Florida and their decisions and actions that may impact the CRA
4. Uncertain federal funding for beach renourishment, CDBG programs, transportation projects, etc.
5. More complex development agreements with higher expectations from the City and the CRA
6. CRA life: deadline for Downtown 2025 and Beach 2027
7. Working relationship between CRA and City

POLICY ACTIONS 2011 – 2012

- | | PRIORITY |
|---|-----------------|
| 1. Redevelopment Plan: Revision | Top Priority |
| 2. CRA Boundary Adjustments | High Priority |
| 3. CRA Debt Reduction Strategy | High Priority |
| 4. Comprehensive Motel/Hotel Inventory and Assessment | |
| 5. Five Year CRA Capital Plan: Update | |

MANAGEMENT ACTIONS 2011 – 2012

- | | PRIORITY |
|--|-----------------|
| 1. Promotion of CRA Revitalization Programs: Actions | Top Priority |
| 2. Public Information and Media Relations Strategy and Actions | High Priority |
| 3. Workshops for Small Businesses | High Priority |

MANAGEMENT IN PROGRESS 2011 - 2012

1. Quarterly Financial Reports: Refinement
2. Independent Annual Audit CRA
3. Annual Five Year Financial Projections and Plan

ON THE HORIZON 2012 – 2016

1. Office Space/Presence at the Beach
2. Film Industry Strategy
3. Public Art Policy and Guidelines (Downtown and Beach)
4. Vendor/Busker Policy and Regulations

Goal 2

Revitalize CRA Neighborhoods

OBJECTIVES

1. Increase property values
2. Upgrade the maintenance and visual appearance of the homes and buildings meeting city codes
3. Improve the neighborhoods reputation as a safe and clean, and great place to live
4. More mixed use developments on major corridors: residences and neighborhood commercial
5. Upgrade the neighborhood infrastructure and public spaces
6. Increase quality housing opportunities in the neighborhood including mixed use developments in character of the neighborhood
7. Increase economic opportunities in the neighborhoods

MEANS TO RESIDENTS

1. Opportunities to become involved in shaping the future of the neighborhoods
2. Protection of the historic character of the neighborhoods
3. Enhanced property values for home owners
4. More attractive neighborhoods and housing choices
5. Walkable link to Downtown Hollywood
6. Jobs in the neighborhood and economic condition of residents

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Irresponsible property owners not investing in their homes, buildings and properties
2. Funding for neighborhood infrastructure upgrades
3. Building codes, code enforcement and improved compliance
4. Defining the City's role and the CRA' s role
5. Overcoming the unattractiveness and non-pedestrian friendly corridors
6. Aging, historic, neglected and small square footage housing stock in different maintenance conditions

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Attracting property buyers and encouraging pride of ownership to have them invest in property
2. Funding for property improvements and upgrades
3. Connecting the neighborhoods to Downtown
4. Differing perspectives and values regarding historic neighborhoods
5. Changing perceptions of the neighborhoods and the surrounding areas
6. Effective involvement of property owners and tenants through HOA and other groups

POLICY ACTIONS 2011 – 2012

- | | PRIORITY | |
|--|---|---------------|
| 1. Social Service Agencies: Direction, Actions | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Neighborhood Lighting Improvements: Direction, Funding | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Major Rezoning (Neighborhoods and Corridors): Direction, Review | | |
| 4. New Business Assistance for Major Corridors: Direction, Funding | | |
| 5. Adams Street Development Site: Agreement | | |

MANAGEMENT ACTIONS 2011 – 2012

- | | PRIORITY | |
|---|---|---------------|
| 1. City Property Standards Code: Update | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Paint Only Program: Expansion | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

ON THE HORIZON 2012 – 2016

1. Neighborhood Sidewalks and Streetscapes: Direction, Funding
2. Historic Designation: Direction on Approach/Methodology
3. Short Term Rental Regulations (Bed and Breakfast) Code: Revision
4. Alley Policy and Actions: Direction
5. "NSP" Type Program for Neighborhood Improvements: Direction, Funding
6. CPTED: Direction
7. Officer Next Door Program: Direction, Funding
8. Sign Code: Direction, Update

Goal 3

Create the Downtown Hollywood Scene

OBJECTIVES

1. Increase the number of successful quality businesses
2. Enhance the appearance, cleanliness and safety in the Downtown
3. More quality residential housing units in Downtown and mixed use developments
4. Attract a major quality grocery store as an anchor to Downtown that excites residents and workers
5. Attract professional office uses including medical and wellness, entertainment and creative class related businesses, including expanded use of 2nd and 3rd floor opportunities
6. Increase the variety of attractions/entertainment venues and unique retail shops
7. Expand arts and cultural opportunities
8. Become a destination for Live Music

MEANS TO RESIDENTS

1. Protection and enhancement of property values
2. Opportunities to live in “cool” area that is walkable
3. More reasons to come to Downtown and things to do after you arrive
4. Beautiful and authentic Downtown to enjoy, have fun and be proud
5. Opportunities to start and to grow a business
6. Convenient and compelling for residents

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Cumbersome parking process
2. Zoning (too restrictive, too loose) that is more realistic and flexible
3. Social service agencies and their clients hanging out in Downtown area
4. Lack of reasons to go Downtown
5. Lack of critical retail mass in Downtown

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Lack of an identifiable brand or reputation
2. Linking Downtown to the Beach
3. Expanding quality and diversity of educational opportunities
4. Demographics not attractive to traditional retail (low income)
5. Working with indifferent businesses and property owners
6. Coordination with Parks, Recruitment and Cultural Arts to tap the full potential of the Art park and its relationship to Downtown
7. Existing code conflicts to desired businesses
8. Mixed visual appearance of Downtown- nice to blighted
9. Upgrading the grocery store to a larger more convenient facility

POLICY ACTIONS 2011 – 2012

- | | PRIORITY |
|---|-----------------|
| 1. Parking Process: Revision | Top Priority |
| 2. Zoning Code: Revision (including Ancillary Uses) | Top Priority |
| 3. Live Music Initiative: Identity, Environment | Top Priority |
| 4. Property and Landscape Standards Code for Downtown: Revision | High Priority |
| 5. CRA Support for Events: Direction, Funding | High Priority |
| a. Downtown | |
| b. ArtsPark Events and Programs | |
| 6. Paint Grant Program: Modification, Funding Level | Important |
| 7. Arts House Cinema: Lease | Important |
| 8. Paint Pallet/Approved Colors for Downtown: Direction | |
| 9. Live/Work Opportunities for Creative Class: Direction, Actions | |

MANAGEMENT ACTIONS 2011 – 2012

- | | PRIORITY |
|--|-----------------|
| 1. Downtown Business/Retail Recruitment Strategy: Actions | Top Priority |
| 2. Downtown Branding and Image Strategy for the District: Direction, Actions | Top Priority |
| 3. Barry University Health Sciences Building and Students: Actions | High Priority |

MANAGEMENT IN PROGRESS 2011 – 2012

1. Clean and Safe Program: Performance Monitoring, Block by Block Program
2. City Development Review Process and Approval for Renovations and Aesthetics
3. Development Agreements: Termination for Non Performance
4. Holiday Lighting: Implementation
5. Downtown Pedi Cabs: Issue R.L.I. (City of Hollywood)
6. Window Display Demonstration

MAJOR PROJECTS 2011 – 2012

1. Hollywood Boulevard Beautification Project (2100 Block)
2. Downtown Police Emergency Phones Installation
3. Barry University Building Renovation
4. Adams Street Gas Station Demolition

ON THE HORIZON 2012 – 2016

1. Street Lighting Program and Maintenance: Direction, Funding
2. Sign Code for Downtown: Revision
3. IKON Building Development Agreement: Development
4. Extended Hours Licenses (administrated by CRA): Direction
5. Building Height Regulations: Direction
6. City Maintenance of Public Areas in Downtown: Direction, Funding
7. Holocaust Museum: Agreement
8. Swoop Transport: Permits
9. Street Closure and Traffic Flow: Direction
10. Publix Store Replacement/Relocation
11. Recycling Opportunities for Businesses, Residents and Guests

Goal 4

Make Hollywood Beach World Class

OBJECTIVES

1. Preserve, upgrade and renourish the Beach
2. Improve the appearance, cleanliness and safety of the overall Beach District
3. Increase the number of tourists visiting the beach and returning
4. Upgrade/restore/replace the Hollywood Resort and other substandard properties
5. Expand the marine and ecotourism opportunities in the Beach District
6. Improve the ramp and gateway to the Beach District
7. Improve the mobility to/from and within the Beach for all modes of movement in the Beach District

MEANS TO RESIDENTS

1. Protection and enhancement of property values
2. Easier access and improved mobility in the Beach District
3. More quality lodging and retail choices
4. More reasons to go to the Beach – Activities
5. Beautiful entrance and Beach District
6. Sense of community pride

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Working with property owners and their expectations
2. Supporting a common vision for the Beach District
3. Coordination with Parks, Recruitment and Cultural Arts to encourage fun activities for the Beach District along with appropriate guidelines to ensure a quality experience
4. Making Margaritaville a reality and tapping its full potential
5. Differing property maintenance standards and values
6. Linking the Beach to Downtown
7. Hollywood Beach Resort

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Managing environmental and natural resources assets: shoreline, turtles, mangroves, reef
2. Uncertain federal funding and regulations for beach renourishment and dredging
3. Bridge and existing street patterns
4. Attracting more tourists: regional, national and international
5. Tapping the opportunities for expanding ecotourism
6. Access to the Intracoastal Waterways
7. Vulnerability to natural occurrences: rising tide, flood, storm surge

POLICY ACTIONS 2011 – 2012

- | | PRIORITY | |
|---|---|---------------|
| 1. A1A Three Laning through the Beach: Direction, Design, Funding | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Visitor Centers/Transit Hub: Direction, Location, Funding | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Property and Landscape Standards Code for the Beach: Direction, Service Level, Funding | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Hollywood Beach Resort Strategy: Direction, Actions | <table border="1"><tr><td>Important</td></tr></table> | Important |
| Important | | |
| 5. Wilshire Marina and Docking Facility: Evaluation, Direction, Actions, Funding | <table border="1"><tr><td>Important</td></tr></table> | Important |
| Important | | |
| 6. Surf Road: One Way to the South | | |
| 7. Beach Zoning Amendments: Direction | | |
| 8. Old Fire Station: Direction | | |
| 9. Paint Pallet/Approved Colors for Beach: Direction | | |
| 10. Undergrounding Utilities Phase 3: Discussion, Direction | | |

MANAGEMENT ACTIONS 2011 – 2012

- | | PRIORITY | |
|--|---|---------------|
| 1. Margaritaville Parking (temporary and permanent): Direction | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Mobi Mat Program: Expansion | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT IN PROGRESS 2011 – 2012

1. Shore Excursion Program for Cruise Lines: Expansion
2. Solar Light Pavers Installation
3. Trolley Routes: Redesign
4. Trail Designation: Direction
5. Beach Pedi Cabs: Issue R.L.I (City of Hollywood)
6. Turtle Lighting and Enforcement Actions

MAJOR PROJECTS 2011 – 2012

1. Property Improvement Projects: Billy's Stone Crab
2. New Fire Station Project: Completion
3. Beach Renourishment Project (10 year permit)
4. Undergrounding Utilities and Streetscape Project: Phase 2
5. Beach Police Emergency Phones Installation
6. Public Safety/Tourism Information Center at Charnow Park
7. Trolley Hub Relocation to A1A Visitor Center

ON THE HORIZON 2012 – 2016

1. New Garage on North Beach: Direction, Location, Funding
2. Undergrounding Utilities on A1A (Phase 6): Direction, Funding
3. Josh's Organic Garden: Retention
4. Superior Small Lodging (SSL): Expansion
5. Sea Wall Upgrade/Repair: Direction, Funding
6. Pier: Evaluation, Direction
7. Private Improvement (north side of Johnson Street): Funding
8. Water Taxi Expansion: Direction
9. Undergrounding Utilities Phases 4-5: Direction, Funding
10. Ramps Redesign: Direction, Funding
11. Public Services Compound: Direction, Funding
12. Broadwalk Mileage Markers: Direction, Funding
13. Wayfinding Signs/Message Board Plan: Development, Direction, Funding
14. Valet Parking Program for SSL: Definition, Evaluation, Direction, Funding
15. Mirador Demolition: Agreement
16. Connectivity to Holland Park (Eco Tourism): Direction, Funding
17. Ocean Mooring: Evaluation, Direction
18. Recycling Opportunities for Businesses and Guests

HOLLYWOOD CRA ACTION AGENDA 2011 – 2012

Hollywood CRA Policy Agenda 2011 – 2012

TOP PRIORITY

Social Service Agencies: Direction, Actions

Parking Process: Revision

Redevelopment Plan: Revision

Zoning Code: Revision

Live Music Initiative: Identity and Environment

A1A Three Laning through the Beach: Direction, Design, Funding

HIGH PRIORITY

CRA Boundary Adjustments

CRA Debt Reduction Strategy

Neighborhood Lighting Improvements: Direction, Funding

Property and Landscape Standards Code for Downtown/Beach: Revision

CRA Support for Events: Direction, Funding

A) Downtown. B) ArtsPark Events and Programs

Visitor Centers/Transit Hub: Direction, Location, Funding

IMPORTANT

Arts House Cinema: Lease

Paint Grant Program: Modification, Funding Level

Hollywood Beach Resort Strategy: Direction, Actions

Wilshire Marina and Docking Facility: Evaluation, Direction, Actions, Funding

Hollywood CRA Management Agenda 2011 – 2012

TOP PRIORITY

- Margaritaville Parking (temporary and permanent): Direction**
- Downtown Branding and Image Strategy for the District: Directions, Actions**
- Downtown Business/Retail Recruitment Strategy: Actions**
- City Property Standards Code: Update**
- Promotion of CRA Revitalization Programs: Actions**

HIGH PRIORITY

- Barry University Health Sciences Building and Students: Actions**
- Public Information and Media Relations Strategy and Actions**
- Paint Only Program: Expansion**
- Mobi Mat Program: Expansion**
- Workshops for Small Businesses**

Hollywood CRA Management in Progress 2011 – 2012

Quarterly Financial Reports: Refinement

Independent Annual Audit CRA

Annual Five Year Financial Projections and Plan

**Clean and Safe Program: Performance Monitoring,
Block by Block Program**

**City Development Review Process and Approval for Renovations
and Aesthetics**

Development Agreements: Termination for Non Performance

Holiday Lighting: Implementation

Downtown/Beach Pedi Cabs: Issue R.L.I. (City of Hollywood)

Window Display Demonstration

Shore Excursion Program for Cruise Lines: Expansion

Solar Light Pavers Installation

Trolley Routes: Redesign

Trail Designation: Direction

Turtle Lighting and Enforcement Actions

Hollywood CRA

Major Projects 2011 – 2012

Hollywood Boulevard Beautification Project (2100 Block)

Police Emergency Phones Installation (Downtown/Beach)

Barry University Building Renovation

Adams Street Gas Station Demolition

Property Improvement Projects: Billy's Stone Crab

New Fire Station Project: Completion

Beach Renourishment Project (10 year permit)

Undergrounding Utilities and Streetscape Project: Phase 2

Public Safety/Tourism Information Center at Charnow Park

Trolley Hub Relocation to A1A Visitor Center