



Miami-Dade County Board of County Commissioners

Office of the Commission Auditor

Supplemental Legislative Analysis

Board of County Commissioners

April 4, 2011

9:30 A.M.

Commission Chamber

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Miami, Florida 33128
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**Miami-Dade County Board of County Commissioners
Office of the Commission Auditor**

**Miami-Dade County Board of County Commissioners
Meeting Agenda**

**Supplemental
Legislative Analysis**

April 4, 2011

Written analyses and notes for the below listed items are attached for your consideration (these analyses are in addition to those which are included in the official agenda kit):

Item Number(s)

5(D)
8(J)1(B)
8(K)1(A)
8(O)1(A)
8(R)1(A)
9(A)2

For additional information, this Supplemental Package also contains a report regarding Community Redevelopment Agencies in Florida. The report was written by the Office of the Commission Auditor's Legislative Division.

Acknowledgements:

Bia Marsellos, Legislative Supervisor
Michael Amador-Gil, Senior Legislative Analyst
Jason T. Smith, Senior Legislative Analyst
Mia Marin, Legislative Analyst
Elizabeth Owens, Legislative Analyst

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**



Legislative Notes

Agenda Item: 5(D)
File Number: 102740
Committee(s) of Reference: Board of County Commissioners
Date of Analysis: March 23, 2011
Type of Item: Resolution
Commission Districts: 1 and 2

Summary

This resolution accepts the Finding of Necessity (FON) study to declare a geographical area within Miami-Dade County, to be a slum or a blighted area.

Approval of this resolution does not automatically include the expansion area, identified in the FON, to the boundaries of the N.W. 7th Avenue Corridor Redevelopment Area. The Board must approve an amendment to the Community Redevelopment Plan (CRP) that includes the new expansion area along with the new redevelopment strategies for the existing and new areas.

Background and Relevant Information

On June 22, 2004, through Resolution R-774-04, the BCC approved the establishment of the N.W. 7th Avenue Corridor Community Redevelopment Area when it appointed itself as the Community Redevelopment Agency (CRA) for the redevelopment area. Additionally, the BCC approved the CRP through Resolution R-780-04 on June 22, 2004. Furthermore, on February 7, 2006, the Board adopted Ordinance 06-18, delegating the powers of the CRA to a separate Board of Commissioners. According to the County Attorney's Office, Ordinance 06-18, transferred the Community Redevelopment Agency powers from the BCC to a Citizens Board. An Interlocal Agreement between Miami-Dade County and the N.W. 7th Avenue CRA was also approved by the Board on December 1, 2009 through Resolution R-1360-09.

In 2004, The CRA CRP's principle focus of the redevelopment strategy was the creation of an "Auto Mall". According to the CRA Annual Report for FY2009, the CRA during FY2005-2006, negotiated a development agreement that would implement the primary redevelopment project, identified in the plan as being a new car automotive retail marketing, sales and distribution center, commonly referred to as the "Auto Mall". However, the FY2009 Annual Report also details that on December 7, 2005, the Developer, Potamkin Development I-95 LLC, decided to discontinue negotiations and no new Redevelopment Plan has been adopted since that date.

- ***If no new Redevelopment Plan has been adopted since the Auto Mall fell through in 2005, what actions has the CRA taken to initiate a new plan?***

At the March 15, 2011 BCC meeting, two directives were issued to administration regarding the N.W. 7th Avenue CRA Board to include the following:

- For the County Clerk to issue a written notice to two (2) N.W. 7th Avenue CRA members and to inform them of the Board's intent of removing them from the CRA Board citing inefficiency and neglect of duty for failure to attend a sufficient number of CRA Board meetings; and
- For the Clerk of the Board to issue a hearing date for the replacement of those two (2) CRA Board members.

Legislative item no. 110695, scheduled for the April 4, 2011 BCC Agenda, is a discussion item relating to the removal of N.W. 7th Avenue Corridor Community Redevelopment Agency Commissioners.

- According to the N.W. 7th Avenue Corridor Attendance Roster for calendar year 2010,¹ the CRA had twelve (12) scheduled meetings, only nine (9) meetings were held and three (3) were cancelled for lack of quorum.

N.W. 7th Avenue Corridor CRA

The total amount of TIF revenues the N.W. 7th Avenue Corridor CRA has received since its creation is \$2.4 million.² The proposed expansion area would generate approximately \$4.9 million in County tax increment revenue (\$3.4 countywide and \$1.5 UMSA) through FY2033.

The N.W. 7th Avenue CRA FY2009-10 Budget (Resolution R-492-10), includes the following information:

- revenues and expenditures in the amount of \$2,152,036;
- operating and administrative expenditures in the amount of \$400,175; and
- reserves totaling \$1,609,213.

As of March 2011, the following information is reflected in the Miami-Dade County Online FAMIS System Balance Inquiry, for the N.W. 7th Avenue Corridor Community Development Trust Fund:

- Trust Fund balance is \$2,426,498;
- total expenses balance is \$119,975; and
- primary expense activities include direct County support, County administrative charges, advertising /notices and audits/studies).

Recent CRA Legislation

On February 1, 2011, the BCC approved Resolution R-101-11, a resolution urging the Florida Legislature to pass legislation providing local governments with greater oversight and control over CRAs, including, the authority to approve CRA budgets, retain surplus TIF funds at the end of each CRA's fiscal year and terminate CRAs.

Additionally, on February 1, 2011, the Board of Commissioners for the West Perrine CRA approved the FY2010-11 Budget for the West Perrine CRA (CRA-1-11). The FY2010-11 Budget for the West Perrine CRA is scheduled for approval by the BCC on the April 4, 2011.

Additionally, legislative item no. 110638, scheduled for the April 4, 2011 BCC Agenda, is a resolution urging the Florida Legislature to amend the Community Redevelopment Act to modify criteria for the creation of a Community Redevelopment Agency to include land previously used as a military facility. On December 16, 2008, a similar urging was adopted by the BCC, Resolution R-1435-08, Urging the Florida Legislature, during its 2008 regular session, to support SB2728, HB 1183 or similar legislation that would amend the Community Redevelopment Act to modify criteria for the creation of a Community Redevelopment Agency to include land previously used as a military facility. However, on May 2, 2008, during the 2008 Florida Legislative Session, SB2728 and HB 1183 died in committee.

On February 22, 2011, a CRA Workshop occurred to discuss the twelve (12) CRAs activities and to listen to presentations.

¹ N.W. 7th Avenue Corridor Roster for calendar year 2010 provided by CRMSD, March 2011.

² Community Redevelopment and Municipal Services Division (CRMSD) of the Office of Strategic Business Management, March 2011.

On March 1, 2011, the BCC approved the following FY2010-11 CRA budgets:

- Naranja Lakes CRA (R-145-11); and
- South Miami CRA (R-146-11).

However, on March 1, 2011, the Board did not take any action for the proposed FY2010-11 budgets for the following CRAs:

- North Miami CRA
- North Miami Beach CRA
- ***What is the impact of the Board's decision in not taking any action on the proposed budgets for the following CRAs?***

According to the County Attorney's Office (CAO), under the terms of the Interlocal Agreement between the CRA and the County, if the Board does not approve the CRA's budget then the CRA may not expend any funds, except for payment on debt service. Additionally, the City must begin to fund the CRA. Furthermore, it is in the Board's discretion to approve or disapprove of the CRA's budget based on a factual basis for their action.

On March 8, 2011, at the Internal Management and Fiscal Responsibility Committee meeting, the FY2010-11 Budget for the Homestead CRA, legislative item no. 110185, was deferred to no date certain.

Legislative item no. 110685 is a resolution authorizing the sale of a vacant land located in Florida City to the Florida City CRA for the commercial development of the property at the appraised price of \$45,000. The Florida City CRA applied to the County for the conveyance of the property in order to develop a daycare on the property. To date, Legislative item no. 110685 has not been assigned a committee.

Additional Information

Currently, there are twelve (12) approved CRA's in Miami-Dade County: 7th Avenue Corridor, Homestead, City Center, Southeast Overtown/Park West, Omni, Midtown Miami, North Miami, North Miami Beach, South Miami, Florida City, Naranja Lakes, and West Perrine.

Additionally, there are two (2) proposed CRA's pending approval: 79th Street Corridor and Goulds/Cutler Ridge.

The CRA approval process includes the following steps:

- Adopting the Finding of Necessity (FON);
- Establish CRA Board;
- CRA Board develops a Community Redevelopment Plan (CRP);
- CRA along with the local planning advisory boards approve CRP;
- Public Hearing;
- County approval; and
- Creation of Redevelopment Trust Fund (CRATF) to facilitate the increase in real property tax revenues into the targeted area.

Prepared By: Mia B. Marin

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**



Legislative Notes

Agenda Item: 8(J)1(B)
File Number: 110272
**Committee(s)
of Reference:** Board of County Commissioners
Date of Analysis: March 29, 2011
Type of Item: Authorizing Execution of a Joint Participation Agreement (JPA)

Summary

This resolution would authorize a Joint Participation Agreement (JPA) with the Florida Department of Transportation (FDOT). The JPA would allow the County to receive \$107,919 from FDOT for the operation and realignment of Miami-Dade Transit (MDT) bus route 133.

This realignment is necessary due to the construction of the Miami Intermodal Center (MIC), which will temporarily relocate the south terminal of the Tri-Rail. Tri-Rail is a regional rail-based transit system that operates in Palm Beach County , Broward County and Miami-Dade County. The South Florida Regional Transit Authority (SFRTA) is the governing body for Tri-Rail. The temporary southern Tri-Rail terminal will be located at the Hialeah Market Place Tri-Rail Station.

Route 133 travels primarily through County Commission District 6.

Background and Relevant Legislation

In 2004, the County entered into an informal interlocal agreement with SFRTA in which the Authority would pay the County yearly for the provision of Bus Feeder Services from the Tri-Rail stations in Miami-Dade County. According to R-975-10, the funding amount to the County from SFRTA was \$666,666 per year. This agreement effectively allows SFRTA riders to transfer on to County buses for free. (Agenda Item 8J1A on the April 4, 2011, County Commission agenda relates to the establishment of transfer fees for Tri-Rail passengers entering on to the MDT system.)

Route 133 currently travels from the Tri-Rail Airport Station to the Airport Terminal. Average weekday ridership: 633 passengers.

The yearly cost to operate Route 133 is \$185,000, according the County Manager's staff.

Florida Statute Section 343.54 (3)(g), 2003, grants the SFRTA the authority to develop and provide feeder bus service within and across counties to SFRTA passengers. Only two feeder routes in Miami-Dade County have been created to service SFRTA who transfer between Tri-Rail and MDT's system: Routes 132, and 133.

Budgetary Impact

The County will receive \$107,919 under the proposed JPA, which is expected to sustain the operation of this realigned route until the end of the current fiscal year. FDOT has programmed funding for Route through 2013, when it is expected that the MIC project will no longer interfere with Tri-Rail operations in the Miami-Dade County,

Comments

The following questions were posed by Commission Auditor staff to MDT (MDT's responses are highlighted in bold):

The current Route 133 alignment averages about 633 weekday-boardings. Is the ridership expected to remain the same after the realignment? **MDT Answer: Ridership should remain the same or experience a slight decrease due to the longer ride to the airport.**

Have we started to operate this new alignment already? Has SFRTA changed its southern terminal to the Hialeah Market Place Station yet? The Manager's memo states that the date of this change was to occur in March 2011, but this item will be heard by the Board in April. **MDT Answer: No, MDT has not started operating the realigned Route 133 as of yet. The SFRTA has indicated that it will be ready to move to the southern Tri-Rail terminal to the Hialeah Marketplace Tri-Rail Station in May 2011.**

Prepared by: Jason T. Smith

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**



Legislative Notes

Agenda Item: 8(K)1(A)

File Number: 101639

**Committee(s)
of Reference:** Board of County Commissioners

Date of Analysis: March 7, 2011

Type of Item: Resolution Reprogramming FY2005 Disaster Recovery Initiative (DRI) Round 1 Funds

Summary

This resolution authorizes the Mayor or Mayor's designee to recapture and reallocate \$375,793 in unexpended funds from the Florida Department of Community Affairs (DCA), 2005 DRI Small Cities Community Development Block Grant (CDBG) Program, Disaster Recovery Initiative (DRI) Round 1 Funds.

The \$375,793 in recaptured funds comes from the following:

- City of Hialeah's Single-family Unit Rehabilitation Project (\$83,423); and
- Miami-Dade County Department of Housing and Community Development (DHCD) Assets Management Project (\$292,370).

The recaptured funds are being recommended for reallocation to the following:

- Habitat for Humanity (\$125,265);
- City of Miami Gardens (\$125,264); and
- City of North Miami (\$125,264).

DRI Round 1

U.S. HUD, through the Florida DCA, allocated \$16.1 million in 2005 Disaster Recovery CDBG funds for the Miami-Dade County area (DRI Round 1). The Board of County Commissioners (Board), through resolution R-1292-06, authorized Miami-Dade County to apply and receive DRI Round 1 funds.

The local municipalities that received DRI Round 1 funds include the following:

- City of Florida City
- City of Miami
- City of Homestead
- City of North Miami
- Housing Authority of the City of Miami Beach
- City of Miami Gardens
- City of Hialeah

DRI Round 1 was amended to recapture and reallocate funds to ensure utilization of funding in a timely manner. The Board authorized DRI Round 1 amendments through resolutions R-645-08, R-1195-09 and R-184-10.

Background and Relevant Legislation

According to the U.S. Department of Housing and Urban Development (U.S.HUD) website, the U.S. HUD Disaster Recovery Assistance Program provides supplemental CDBG funds appropriated by Congress to assist communities in the recovery of major disasters declared by the United States President.

CDBG Disaster Recovery Appropriations

Recent CDBG appropriations of CDBG Disaster Recovery funds by Congress include the following:

- FY2008 \$6.1 billion to assist recovery from all 2008 disasters, including Hurricanes Ike, Gustav and Dolly
- FY2008 \$300 million to assist recovery from the Midwest floods
- FY2007 \$3.0 million to supplement the Louisiana homeowner assistance program
- FY2006 \$16.5 billion to assist the victims of Hurricanes Katrina, Rita, and Wilma
- FY2005 \$150 million to assist recovery from multiple disasters

Florida Department of Community Affairs (DCA)

The DCA is the state's land planning and community development agency and its role is to assist Florida's communities to meet the needs of Florida's expanding population. Furthermore, the DCA ensures that new growth complies with the state's growth management laws, while also helping established communities revitalize their older or traditional neighborhoods.

The Florida DCA, through the CDBG Program administers the Disaster Recovery Initiative (DRI) through allocations provided by U.S. HUD. According to the Florida DCA website, the DRI has allocated more than \$290 million dollars to communities across the State of Florida.

Miami-Dade County DRI Allocations

In addition to DRI Round 1, Miami-Dade County has received several disaster recovery appropriations from the Disaster Recovery Initiative to include DRI Round 2, DRI Round 3 and CDBG 2008 Supplemental Appropriation DRI.

DRI Round 2

U.S. HUD, through the Florida DCA, allocated \$22 million in 2005 Disaster Recovery CDBG funds for the Miami-Dade County area (DRI Round 2). The Board, through resolution R-1260-07, authorized Miami-Dade County to apply and receive DRI Round 2 funds. The DRI Round 2 funds were allocated to Miami-Dade County and six local municipalities.

The local municipalities that received DRI Round 2 funds include the following:

- City of Florida City
- City of Miami
- City of Homestead
- City of Miami Beach

- City of Miami Gardens
- City of North Miami

DRI Round 2 was amended to recapture and reallocate funds to be utilized by June 30, 2010 and to authorize the Miami-Dade Public Housing Agency MDPHA to use funds for public housing sites to be rehabilitated, hardened and storm ready. The Board authorized DRI Round 2 amendments through resolutions R-1196-09 and R-981-10.

DRI Round 3

U.S. HUD, through the Florida DCA, allocated \$2.95 million in 2005 Disaster Recovery CDBG funds for the Miami-Dade County area (DRI Round 3). The Board, through resolution R-747-08, authorized Miami-Dade County to apply and receive DRI Round 3 funds. The DRI Round 3 funds were allocated to Miami-Dade County, City of Miami Beach and the Housing Authority of the City of Miami Beach.

DRI Round 3 was amended to recapture, reallocate and receive additional funds to allow MDPHA to use funds for public housing sites to be rehabilitated, hardened and storm ready. The Board authorized a DRI Round 3 amendment through resolution R-981-10.

CDBG 2008 Supplemental Appropriation DRI

U.S. HUD, through the Florida DCA, allocated \$504,969 in 2008 Supplemental CDBG DRI funds to Miami-Dade County and the City of Florida City. The Board, through resolution R-381-10, authorized Miami-Dade County to apply and receive the 2008 Supplemental CDBG DRI funds. The funds will primarily be used for a public infrastructure project located in the City of Florida City that involves the installation of French drains in the Friedland Manor neighborhood that would directly benefit 117 homes and 350 beneficiaries. The estimated cost for this public infrastructure project is \$492,344. Approximately, \$12,625 will be retained by the County for administrative expenses in managing the grant.

Questions

The following questions were posed to Administration followed by their responses:

- Does the County anticipate the need for additional amendments (recapture and reallocation) to any of the current DRI grants for the remainder of this year? ***Staff is constantly monitoring the different projects and we may be bringing forward a recommendation to recapture and reallocate funds under DRI Round 2 and 3. With respect to DRI Round 1, we will work with DCA on getting another extension.***
- How much time in advance would the County need to know if an amendment is needed for any of the current DRI grants? ***We will bring any necessary amendments to the Board and will be asking DCA to consider extensions to ensure projects can be completed on time.***
- Does the County anticipate any new DRI funds in the near future? ***County staff is not aware of any additional DRI funds becoming available – those were tied to the Hurricanes we had a few years back. We have not had any major hurricanes since Wilma in 2005.***

Prepared by: Mia B. Marin

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**



Legislative Notes

Agenda Item: 8(O)(1)(A)
File Number: 110598
Committee(s) of Reference: Board of County Commissioners
Date of Analysis: March 31, 2011
Type of Item: Option-to-Renew Period for Non-Competitive Contracts

Summary

This procurement package includes a total of two (2) non-competitively bid contracts containing options-to-renew (OTR) clauses which, if exercised, would bring the cumulative value of each contract in excess of \$100,000.

The Department of Procurement Management (DPM) has already extended Item No. 1 for two (2) additional months, from April 1, 2011 to May 31, 2011.

According to the County Manager's memo, the initial contract for Item No. 2 has an expiration date of 5/31/11. However, the Bid Tracking System's expiration date is 4/30/11 and does not list any internal extensions to the initial term.

- ***Why is there a discrepancy with the expiration date for Item No. 2?***

Background and Relevant Legislation

Pursuant to Section 2-8.1 of the Code and Master Procurement Administrative Order AO 3-38, the Board of County Commissioners' (Board) authorization is required to direct the County Mayor or his designee to award contracts and to exercise OTR clauses bringing the cumulative value of the contract in excess of \$100,000.

The Administration states the following: (1) prior to this request to exercise the options period, market research was conducted to ensure that pricing and quality are competitive; and (2) the allocation represents the maximum spending authority based on past usage.

Contract Information

Item No.	Contract No. and Title	Initial Contract Term and Amount	Request to Exercise	Amount of OTRs	Vendor(s) / Performance Record
1	SS9240-3/15 Tour Andover HVAC Maintenance Services	4/1/10 to 3/31/11 <i>DPM extended contract for 2 additional months until May 31, 2011.</i> \$100,000 ¹	3 remaining OTRs. Each for one-year terms.	1 st - \$145,000 2 nd - \$145,000 3 rd - \$145,000 Cumulative Value of Contract with OTRs = \$535,000	There are no performance or compliance issues with Advanced Control Corporation, Inc.
2	BW9275-4/14 Photo ID & Security System Maintenance	5/1/10 to 4/30/11 <i>According to the County Manager's memo, the initial contract has an expiration date of 5/31/11. However, the Bid Tracking System's expiration date is 4/30/11 and does not list any internal extensions to the initial term.</i> \$77,000	4 remaining OTRs. Each with a one-year term.	1 st - \$77,000 2 nd - \$77,000 3 rd - \$77,000 4 th - \$77,000 Cumulative Value of Contract with OTRs = \$385,000.	There are no performance or compliance issues with A&R Fixit, Inc.

Question

Both items are requesting to exercise all of the remaining OTRs.

- ***Why is it necessary to authorize all of the OTRs simultaneously?***

Prepared by: Elizabeth N. Owens

¹ The initial contract had an allocation of \$55,000 to GSA and \$45,000 to Corrections. This item increases the allocation to GSA by an additional \$45,000 for the Overtown Transit Village South, bringing GSA's total allocation to \$100,000.

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**



Legislative Notes

Agenda Item: 8(R)1(A)
File Number: 110628
**Committee(s)
of Reference:** Board of County Commissioners
Date of Analysis: March 29, 2011
District: 5
Type of Item: Contract Award Recommendation

Summary

This resolution recommends awarding Ric-Man Construction, Inc. Project No. DB10-WASD-01 ESP in the amount of \$56,690,421.21 to replace an existing 20-inch water main from Port Island to Fisher Island under the Fisherman's Channel and an existing 54-inch sewer force main from Fisher Island to south of the City of Miami Beach under Government Cut Channel.

Miami-Dade Water and Sewer staff advertised the design-build project on September 3, 2010 via e-solicitation and in the Daily Business Review, Diario de Las Americas, and Haiti en Marche. A total of 176 packets were downloaded, and five proposals were received. On February 16, 2011, a bid protest was filed with the Clerk of the Board by Lanzo Construction (Lanzo). On March 15, 2011, the assigned hearing examiner recommended that the bid protest filed by Lanzo be denied.

According to the County Manager's memo, this project is a critical component of a time sensitive project (dredging project) to improve the Port of Miami's (POM) competitiveness. The POM will implement a dredging project along Government Cut Channel to deepen and widen the channel to accommodate larger vessels. However, before the dredging project begins at the POM, the County must replace and deepen the existing 54-inch force main and the 20-inch. Unless both pipelines are moved by the end of summer of 2012, they will prevent the dredging project from moving forward.

- **Questions:** Why wasn't this project presented to the Board of County Commissioners earlier?
What are the potential impacts, if any, to the flow of traffic on the MacArthur Causeway?
Has the City of Miami Beach been notified that the project is set to commence in 2012?

Background and Relevant Legislation

On December 2, 2008, through R-1349-08, the Board of County Commissioners (BCC) awarded Contract No. E07-WASD-09 to AECOM Technical Services, Inc. (AECOM) to provide design criteria services for the replacement of a 20-inch water main from Port Island to Fisher Island and a 54-inch sewer force main from Miami Beach to the County's Central District Wastewater Treatment Plant. The term of this contract was for six years and totaled \$4,000,000.

On May 4, 2010, through R- 511-10, the BCC, approved Amendment Number One with AECOM which increased the maximum compensation from \$4,000,000 to \$6,500,000, and extended the contract term from six years to ten years to provide additional engineering services for the design criteria.

Pursuant to R-511-10, during 2009, AECOM completed most of the design services to relocate both pipelines by *constructing an underground utility tunnel*, in which the new cross-bay lines would be routed, to replace the existing 54-inch sewer force main. However, potential permitting delays and the time needed to construct the utility tunnel would not allow the new pipeline to be completed prior to the August 2014 dredging deadline.

- Miami-Dade Water and Sewer (MDWASD) staff decided to relocate the portion of the 54-inch sewer force main from Miami Beach to Fisher Island as an immediate *alternative* to the construction of the utility tunnel.
- The *alternative* accommodates the schedule of the dredging project and ensures a portion of the 54-inch force main will be relocated prior to the start of the dredging project.
- The construction of the *utility tunnel* will be pursued after the dredging project is completed in 2014 and will take approximately four years to complete.

Questions and Comments

In response to questions from the Office of the Commission Auditor pertaining to the recommended award contract to Ric-Man, staff from the Office of Strategic Business Management (OSBM) and MDWASD provided the information below:

- What is the current status with AECOM's performance? Since their approval in 2008, and extension in 2010, how much has AECOM accomplished? *AECOM's performance is satisfactory. Since 2008, including the agreement extension in 2010, AECOM has completed both the design criteria package for the Utility Tunnel and the design criteria package for the Micro Tunnel version. This includes permit submittal and easements acquisition.*
- What is the difference between the proposed contract and AECOM's services? *AECOM's current contract is known as a Design Criteria Professional, which is to provide engineering services to establish a design/build criteria. The proposed contract is a Design/Build comprised of a team of Professionals (construction contractor, subs and engineers) with the purpose of completing the engineering design up-to 100% plans and constructing the project.*
- What is the lifespan of the current infrastructure in this area? *The life cycles are as follows: 20-inch (50 years), 54-inch (50 years); the existing 20-inch water main was completed in 1988 (23 years) and the existing 54-inch force main was completed in 1976 (35 years). Irrespective of these life cycles and/or when these pipes were installed, the purpose of removing them is to complete the dredging for Seaport project (649730-DREDGE III).*
- Is the County able to finance this project without adjusting water rates? *Because of the priority of this project to the County, the MDWASD will reallocate currently available capital funding from other project to fund this project without the need to adjust rates.*

According to OSBM staff, the contract between Miami-Dade and Ric-Man does not include incentives for Ric-Man to finish the project before the dredging begins.

Additional Information

On March 3, 2009, the BCC, through R-203-09, authorized a Design Agreement between the County and the Department of the Army. The project to deepen the Port of Miami harbor to minus 50 feet was

approved by the United States Congress as part of the Water Resource Development Act of 2007; however, Congress did not set aside the funding to fully complete the project at that time.

On March 4, 2011, Governor Rick Scott directed the Florida Department of Transportation to amend their work plan to include \$77 million for the dredging project.

In response to questions from the Office of the Commission Auditor pertaining to the pipeline project and potential impact to the surrounding marine environment; anticipated commencement date of the dredge project; and maritime impact, staff from the Port of Miami provided the information below:

- The Deep Dredge is a 2.5 mile long project that goes from the outer entrance to the port (seabuooy) to the Lummus Turning Basin. In the course of preparing a Federal Environmental Impact Statement (EIS) the following 2 potential environmental impacts have been identified with the removal of sand/limestone (dredge materials):

IMPACTS

- Seagrass: 7.9 acres (0.2 direct impact/7.7 secondary impact)
- Coral relief (hardbottom): 4.5 acres

MITIGATION

- Seagrass: 24+ acres (3:1 mitigation ratio)
 - Coral relief (hardbottom): 8.02 acres
- With a dredge project, typically the US Army Corps of Engineers (USACE) will not issue a Notice to Proceed (NTP) until all utility relocations are completed; substantial completion, however, will suffice.
 - Based on progress made by the MDWASD contractor when the NTP for the Deep Dredge is ready to be issued, the USACE will evaluate WASD's progress, and if progress is deemed substantial, USACE will allow construction for the Deep Dredge to commence prior to substantial completion of the WASD relocation project.
 - If substantial progress is not made on the utility relocation, the USACE will not issue the NTP on this project in May/June 2012, and delay the completion date of the Deep Dredge.
 - Keeping the utility relocation on schedule is directly linked to keeping the Deep Dredge on schedule. Major global shipping lines are investing in new Post-Panamax mega ships and the State of Florida has invested \$112.5 million in the deep dredge, agreeing to advance the \$75 million federal share for this project.
 - (Dredge Project Timeline) The RFQ is anticipated to be advertised in January 2012, and the contract to be awarded in May 2012; Notice to Proceed May/June 2012; and construction (dredge in the water) to begin in Summer 2012,
 - (Maritime Impact) The dredge contractor will be required to work around traffic at the Port of Miami and shall not interfere with maritime traffic. This is a standard requirement of the USACE. The US Coast Guard and USACE will monitor daily and enforce.

**MIAMI-DADE COUNTY
BOARD OF COUNTY COMMISSIONERS
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Legislative Notes

Agenda Item: 9(A)2
File Number: 110489
Committee(s) of Reference: Board of County Commissioners
Date of Analysis: March 22, 2011
Type of Item: Resolution Approving Targeted Jobs Incentive Fund Tax Refund

Summary

This resolution seeks approval from the Board of County Commissioners (Board) for the following:

- Authorizing Confidential Project Vital to receive economic incentives from the Targeted Jobs Incentive Fund (TJIF) in an amount not to exceed \$52,869; and
- Authorizing a waiver of Section 2-1254 of the TJIF Ordinance, since the company does not qualify as a target industry business under the list of eligible industries set forth in the said section.

Background and Relevant Legislation

The TJIF program was initially created on June 25, 2000, through Ordinance 00-98. Since its creation, the TJIF program has been amended three (3) times to include the following;

TJIF Ordinance Amendment	Date Approved
02-251	12/3/2002
05-91	5/3/2005
11-08	2/1/2011

The last amendment to the TJIF Program, Ordinance 11-08, provided for changes to the program relating to the following:

- The definitions of the program,
- Updating eligible industries for the TJIF program,
- Application and approval process,
- Ensuring that the TJIF companies pay all of their employees no less than the Living Wage Rate,
- Adjusts the way incentives are calculated, and
- Expands the TJIF program until Sept. 30, 2020.

Current Business Incentive Programs Provided by the County and State:

According to the Office of Economic Development and International Trade (OEDIT), companies interested in relocating or expanding in Miami-Dade County have attractive tax incentive programs available to them

through Miami-Dade County and the State of Florida to include: Targeted Jobs Incentives Fund (TJIF), and The Qualified Targeted Industry (QTI).

Miami-Dade County Targeted Jobs Incentive Fund (TJIF)

The TJIF is designed to attract new-to-market businesses and support local business expansions. The TJIF Program works by providing cash incentives to qualifying companies in selected industries that create new above-average paying jobs and make a capital investment of at least \$3 million.

State of Florida Qualified Target Industry (QTI) Tax Refund

This incentive is available for companies that create high wage jobs in targeted high value-added industries and may provide the company with a tax refund of up to \$3,000 per new job created. This program is funded by the State of Florida (80%) and Miami-Dade County (20%).

The QTI program requires the creation of at least 10 new fulltime jobs at salary levels equal to or exceeding 115% of the State annual average wage, or \$41,516. For businesses paying 150% of the State average annual wage, add \$1,000 per job; for 200% of the State average annual wage, add \$2,000 per job. For companies that locate or expand within any of Miami-Dade County's Enterprise Zones, this incentive is increased up to \$6,000 per new job created, and the minimum salary requirement may be waived.

Project Vital

Through this TJIF Refund application, Project Vital is seeking to expand its food service warehouse/distribution operations, which is currently located in the North Enterprise Zone located in District 2. Additionally, the Company currently employs 127 workers at its Miami-Dade facility and is committing to creating an additional 60 jobs over a three-year period. Furthermore, the company agrees that the 60 new workers hired will have an average annual salary of \$50,500 (excluding benefits).

Questions

The following questions were posed to OEDIT :

While Ordinance 11-08 was being drafted and approved, Project Vital was issued two preserving inducement letters; the company subsequently submitted an amended application under the revised TJIF ordinance.

- Why did the company submit an amended application?
- Were the preserving inducement letters not valid after the Board approved the Amended TJIF Ordinance?
- Or is the Company seeking better terms under the new Ordinance?
- What are inducement letters and how do they work?

The following response was received from OEDIT regarding the above questions:

The two inducement letters which the County Manager had written to Project Vital were to preserve inducement. The inducements were necessary because the application for a TJIF for this company came in just about the time that the TJIF ordinance was about to expire (Sept. 30, 2010). The administration

worked with the Beacon Council to develop an amended ordinance that was finally adopted by the Board of County Commissioners and became effective on February 17, 2011. The proposed award reflects the changes that the Board made to the TJIF, and it also reflects a revised application submission by Project Vital. In fact because of the changes in the ordinance Project Vital is likely to receive a lower incentive than it would have received under the expired ordinance.

Additional Information

Below is a TJIF Incentive Project Summary for years 2002 through 2010 provided by OEDIT.

Company	Year Approved	Amount Disbursed	Total New Jobs Projected	Number New Confirmed Jobs	Status
1. Alienware Corp – R-1480-02	2002	\$29,350	155 in 3 yrs	155	Expired
2. Ryder Systems, Inc. – R-1481-02	2002	0	10 in 3 yrs	0	Expired
3. Badia Spices, Inc. – R-466-03	2003	0	20 in 3 yrs	0	Expired
4. Colonial Press Intl. – R-468-03	2003	0	13 in 3 yrs	0	Expired
5. Fiberforce Communications - R-936-03	2003	0	100 in 3yrs	0	Expired
6. Confidential Project -- R-470-03	2003	0	24 in 2 yrs	0	Expired
7. Dosal Tobacco Corp – R-467-03	2003	0	16 in 5 yrs	0	Expired
8. Great Florida Bank – R-1315-03	2003	\$75,000	75 in 3 yrs	75	Active
9. PAL Laboratories, Inc. – R-761-03	2003	0	25 in 3 yrs	0	Expired
10. Sherjan Broadcasting – R-1239-03	2003	\$109,692	50 in 3 yrs	50	Active
11. U.S. Cold Storage – R-760-03	2003	\$104,000	20 in 3 yrs	34	Expired
12. 50 State Security – R-581-04	2004	0	250 in 3 yrs	0	Expired
13. Boston Scientific – R- 585-04	2004	0	120 in 3 yrs	0	Expired
14. Dedicated Transportation R- 1247-04	2004	0	50 in 3yrs	0	Expired
15. Square One Amoring – R-426-04	2004	0	55 in 3yrs	0	Expired
16. Burger King – R-199-05	2005	0	60 in 3 yrs	0	Ineligible
17. Colonial Press Intl – R-1135-05	2005	0	50 on 3yrs	0	Expired
18. Confidential Project – 05-00095 – R-492-05	2005	0	290 in 3 yrs	0	Ineligible
19. Confidential Project – 05-00289 – R- 854-05	2005	0	50 in 3 yrs	0	Pending
20. Confidential Project – R-1011-05	2005	0	50 in 3 yrs	0	Withdrawn
21. Confidential Project – R- 06-0076	2005	0	32 in 1 yr	0	Cancelled
22. DBK Concepts – R-1134-05	2005	0	130 in 3 yrs	0	Cancelled
23. Miami Tech Line – R-376-05	2005	0	200 in 3yrs	0	Cancelled
24. UBS – R-806-07	2007	0	205 in 8 yrs	0	Pending
25. BD Biosciences – R-560-07	2007	0	75 in 8 yrs	0	Pending
26. Bertram Yacht – R-1026-07	2007	0	150 in 6 yrs	0	Pending
27. Goya – R-1087-07	2007	0	30 in 3 yrs	0	Pending
28. Mobis Parts America – R-106-08	2008	0	12 in 6 yrs	0	Pending
29. Centurion Cargo – R-105-08	2008	0	200 in 3 yrs	0	Pending
30. Visa - R-1198-09	2009	0	366 in 5 yrs	0	Pending
31. Star Computer Group – R-1021-09	2009	0	25 in 3 yrs	0	Pending
32. Confidential Project 10-00065 – R-351-10	2010	0	150 in 6 yrs	0	Withdrawn
33. Discovery Latin America – R- 491-10	2010	0	35 in 6 yrs	0	Withdrawn

Source: OEDIT, March 22, 2011

**Multi-year General Fund disbursement contingent on documenting creation of new jobs and increased County-wide General Fund of actual disbursement.*

Prepared by: Mia B. Marin

Community Redevelopment Agencies in Florida

Prepared by the Office of the Commission Auditor

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March 30, 2011

Executive Summary

The Office of the Commission Auditor surveyed four of the most populous counties in Florida regarding the establishment of Community Redevelopment Agencies (CRAs). The survey included Broward County; Duval County (which is incorporated as the City of Jacksonville); Hillsborough County; and Palm Beach County. Each county has a varying number of CRAs which were either established by municipality or by the county government per state statutes. This survey is not exhaustive, and some CRAs may be excluded from this report if information could not be obtained. This survey is meant to provide additional information to the Miami-Dade Board of County Commissioners regarding CRAs around the state. This report will highlight best practices and trends found amongst the surveyed CRAs.

Background

In 1969, the Florida Legislature authorized the creation of Community Redevelopment Agencies through the adoption of the Community Redevelopment Act of 1969.¹ The Act set forth the guidelines for local municipalities to establish agencies that would spearhead efforts to eliminate slum and blight within defined boundaries in local jurisdictions.

The legislature found that such slum and blighted areas pose a “serious and growing menace, injurious to the public health, safety, morals, and welfare of residents of the state.”² Such blighted areas were found to increase the spread of disease and crime and further eroded the quality of life of residents. Therefore, these areas needed immediate attention by local authorities. The legislature also found that using tax revenue generated in these blighted neighborhoods would be essential to the rehabilitation of these areas.

Creating a CRA

According the Act of 1969, to create a CRA municipalities and counties would first have to adopt a Finding of Necessity study, which would identify the boundaries of the affected area, and document the problems within the area which suggest the existence of slum and blight.

The county or municipality must then make a finding of slum or blight. This is done through the adoption of a resolution which states the findings of slum or blight. A redevelopment plan is then adopted by the county or municipality for the subject CRA area.

The jurisdiction must then establish a trust fund for the CRA. Funds allocated to and deposited into this fund must be used by the agency to finance or refinance any community redevelopment it undertakes pursuant to the approved community redevelopment plan.³

Finally, the county or city must determine who will govern the CRA. There are two primary governing structures allowable under the Act: the county commission, or city commission can serve as the board of the CRA; or the local governing body could select a separate board to serve as the governing body of the CRA. While these two governing models achieve the same

¹ §163.330 – 163.463 Fla. Stat. (2008)

² §163.335 Fla. Stat. (2008)

³ §163.387 Fla. Stat. (2008)

goal, they allow the city or county different levels of control over the CRA. If the city or county commission appoints itself to serve as the board of the CRA, the city or county commission will have direct control over the CRA budget, as well as the implementation of the CRA redevelopment plan. On the other hand, the city or county government may seek to encourage more citizen participation in the CRA. A separate CRA board comprised of citizens, business officials, community planners, or local activists would fulfill that goal. Citizen participation could also be accomplished through the creation of a citizens' advisory panel created by the county or city commission which serves in a purely advisory capacity for the CRA board.

Private Enterprise and the CRA

The Community Redevelopment Act of 1969 strongly encourages that counties and municipalities which have created a CRA also “afford maximum opportunity” to private businesses in the rehabilitation and redevelopment within the CRA’s boundaries.⁴ The Act suggests that counties and municipalities consider making available the incentives provided through Florida Enterprise Zone Act. The Act also suggests that local jurisdictions work with private businesses during the creation of the redevelopment plan.

Allowable Uses of CRA Funds

According to state statutes,⁵ a CRA board can use CRA funds to support a “workable program” which would:

- Eliminate and prevent the development or spread of slum and blight. Clear and redevelop such areas.
- Encourage community rehabilitation.
- Provide affordable housing within CRA boundaries for area residents including elderly, and low or moderate income residents.
- Prevent the spread of slum or blight through the diligent enforcement of housing, zoning, and occupancy controls and standards.
- Rehabilitate or conserve portions of the CRA area by re-planning, removing congestion, providing parks, playgrounds and other public improvements.
- Encourage voluntary rehabilitation.
- Compel the repair and rehabilitation of deteriorated/deteriorating structures.
- Implement community policing innovations.

CRA Funding Streams

A CRA could be funded by:

- Direct financial support from the county or municipality which created the CRA.
- The issuance of bonds (including but not limited to revenue bonds, refunding bonds, notes, interim certificates, or other obligations).
- Tax Increment Financing (TIF). This option requires the establishment of a base tax

⁴ §163.345 Fla. Stat. (2008)

⁵ §163.350 Fla. Stat. (2008)

year. Each following year, the difference between the base year and the current years' tax assessment will determine the increment growth in the CRA area. The millage rates for the county and city are then applied to the increment amount to determine the Tax Increment Financing Revenue to be deposited in the CRA trust fund.

- Grants.
- Public-Private partnerships.

Findings

Broward County, Florida

The Broward County Board of County Commissioners (Broward BCC) has steadily reined in the powers of independent CRA boards, while also taking on more authority over CRAs. The Broward BCC has retained the authority to review and approve changes to geographic boundaries, land use plans, and extension of contract terms, for any CRA established since 2001.

The Broward BCC has also curtailed the powers of CRAs through the passage of resolutions restricting CRAs from using TIF funds, while encouraging the use of Redevelopment Capital Program (RCP) funding. The Broward BCC created the RCP. RCP makes available two specific funding sources for municipalities and CRAs in the county: grants that may be used for various redevelopment activities and loans for land acquisitions.

To apply for RCP funding, a CRA or municipality must show that its project or plan will:

- Provide a net increase to the tax base.
- Further one or more Broward County challenge goals established by the Broward BCC.
- Use the funds on a project that is financially feasible according to a market study.
- Include a financial contribution from non-county sources.
- Remove slum and blight conditions.

The Broward BCC efforts led to the ground breaking or completion of large scale commercial developments, public improvements, and new housing projects.

Duval County, Florida

The Jacksonville Beach Community Redevelopment Agency (CRA) was established in 1979. This CRA is governed by the Jacksonville Beach Community Redevelopment Agency Board whose members are appointed by the city council. The CRA is in charge of two redevelopment areas: the Downtown Development District, and the South Beach Redevelopment Area.

The numerous successes of this CRA include the redevelopment of 12-acres of city-owned land in downtown Jacksonville. The completed project features: a new city hall, a new plaza (Lantham Plaza), Seawalk Pavilion, a 200-car parking facility, two restaurants, a drugstore and a 72-suite hotel.

The CRA has also completed six public-private redevelopment projects, including two South Beach shopping centers each with 300,000 square feet.

Hillsborough County, Florida

Hillsborough County includes two major cities which have established CRAs: The City of Tampa and the City of Temple Terrace.

In Tampa, the city council declared itself the Tampa Community Redevelopment Agency, which has oversight of seven community redevelopment areas within the city. The city council is thereby able to guide the redevelopment of the city. With the guidance of the city council, the CRA has incorporated redevelopment plans in each redevelopment area which comports with the redevelopment goals of the city. The result has been the implementation of a seamless, integrated public works plan, and redevelopment plan for the entire city.

- The city also hired the non-profit Social Compact, Inc., to create a Tampa Neighborhood Market Drilldown report. The report addresses key barriers to private investment in and around inner-city neighborhoods in Tampa. The report was used to formulate targeted redevelopment plans for the CRA.

The CRA has provided various incentives to landowners to preserve historic buildings in the redevelopment areas, and also offers incentives to developers. The city boasts of many completed projects which were funded through the CRA:

- The Glazer Children's Museum opened in 2010 next to the new Tampa Museum of Art in Curtis Hixon Waterfront Park.
- New residential buildings in the downtown core.
- Enhanced transit service to popular tourist destinations: The Tampa-Ybor Historic Streetcar line has been extended along N. Franklin Street to Whiting Street.
- Launched a proactive Ybor City Business Assistance Program in partnership with Hillsborough County Small Business Information Center to provide business counseling, assistance and retail incubator plan.
- An international wholesale foods company broke ground in August 2010, to develop a 7,000 square foot facility to house a 200 seat authentic Chinese eatery and a 50 seat diner at 2620 E. Hillsborough Avenue. The project is ongoing.
- The CRA also provides façade improvement grants to businesses located in all the redevelopment areas.

In the City of Temple Terrace the CRA has broken ground on a large public-private project which will redevelop more than 30 acres of downtown land for a planned community which will include housing, shops, and open public green-space. The project, called Downtown Temple Terrace, broke ground in 2010 and is ongoing.

Palm Beach County, Florida

Palm Beach County has 11 community redevelopment agencies within its boundaries. Each CRA in Palm Beach County is funded through TIF. Funds have been used to begin construction on a Youth Empowerment Center in the City of Belle Glade; the redevelopment of a 26-acre corridor in Boynton Beach; and an affordable housing project, The Preserve, in Boynton Beach. The Preserve was recognized by the Florida League of Cities affiliate, the Florida Redevelopment Association, as one of the Redevelopment Best Practices in Florida.

Other notable CRA initiatives in Palm Beach County include the Mizner Park project. The Boca Raton CRA sought and received the approval of a Downtown Development of Regional Impact (DDRI) for the entire redevelopment area, which includes Mizner Park. The redevelopment plan focuses on the construction of 5 million sq. ft. of additional office space in the Downtown area. Since approval of the DDRI and a subsequent Development Order granted to the CRA, more than 3.3 million sq. ft. of office development has been approved, and 2.4 million sq. ft. of development has been completed.

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***Survey of Florida's Most Populous Counties
Regarding Community Redevelopment Agencies***
Office of the Commission Auditor
Legislative Division
March 2011

A review of Broward County found that Community Redevelopment Agencies (CRAs) vary in projects and project scope; the county provides limited authority to recently created CRAs; and funding methods vary from agency to agency: TIF; Redevelopment Capital Program (RCP) funds; Grants; and General Obligation Bonds.

Broward County has 31 municipalities, and nine commission districts. Of the 31 municipalities, 14 have CRAs.

On February 2004, the Broward BCC created the RCP. RCP makes available two specific funding sources for municipalities within Broward County: grants that may be used for various redevelopment activities and loans for land acquisitions. To apply for RCP funding, a municipality must address the following:

- Provide a net increase to the tax base.
- Further one or more Broward County challenge goals established by the Board of County Commissioners.
- Use the funds on a project that is financially feasible according to a market study.
- Include a financial contribution from non-county sources.
- Remove slum and blight conditions.⁶

A cursory review of the Broward BCC Ordinances and Resolutions shows that the commission retained certain powers under Chapter 163 Florida Statutes, for all CRAs created since 1989. For CRAs created in 2001 or beyond, the Broward BCC retained the authority to review and approve changes to the CRA's geographical boundary, its land use plan, and extension of terms, and to restrict the use of TIF funding. They are: Lauderhill-State Road 7 Corridor; Lauderhill-Central; Oakland Park; Dania Beach; Pompano Beach-East District; and Coral Springs.⁷

A History of CRA Authority in Broward County		
Level of Authority Granted to CRAs	Timeframe	Year CRA was created
Full Authority	1979-1989	Fort Lauderdale-Central Area; Pompano Beach; Davie; Broward County Central Area; and Hollywood
Most Authority	1995-1996	Margate; Hallandale Beach; and Fort Lauderdale-Northwest Progresso Flagler Height Area
Partial Authority	1999-2000	Lauderdale Lakes; Plantation; and Deerfield Beach
Limited Authority	2001-2004	Lauderhill-State Road 7 Corridor; Lauderhill-Central; Oakland Park; Dania Beach; Pompano Beach-East Area; and Coral Springs

Source: Office of the Broward County Auditor

⁶ Performance Review by the Office of the Broward County Auditor, *Status of Implementation of Community Redevelopment Activities in Broward County*, March 21, 2006.

⁷ Ibid.

Broward County's Community Redevelopment Agencies (CRA)		
Agency	Funding	Notable Projects
Broward County CRA Est. 1980	According to Broward County's Planning and Redevelopment staff, this area has not received TIF funding.	The Broward County Central Area was originally approved in 1986, and a modified plan was approved by the Broward Board of County Commissioners on August 23, 2005.
Coral Springs CRA Est. 2001	According to Coral Springs CRA staff, Coral Springs collects TIF from the City of Coral Springs, the North Broward Hospital District and Children's Services Council of Broward County.	<p>According to Coral Springs CRA staff:</p> <p>Commercial: The CRA and their master developer Amera Corporation broke ground on a \$26 million, 100,000 square foot mixed-use development known as "One Charter Place." The development includes commercial office, financial, retail and a multi-purpose parking garage with over 475 spaces. It was developed on 3.8 acres in the southeast corner of the intersection of Sample Road and University Drive. One Charter Place serves as the initial demonstration of a pedestrian-friendly, urban development planned for the remaining 136-acre Downtown area. It has attracted tenants such as State Farm, Wachovia and Merrill Lynch.</p> <p>Cultural and Arts: The CRA entered into a strategic partnership with the Coral Springs Festival of the Arts to further its goals of increased marketing and visibility. The Festival of the Arts, an annual event that raises awareness of the arts and culture in northwest Broward County, will eventually make its permanent home in the CRA's Downtown area. Currently, the Festival is held in The Walk, adjacent to Downtown and is one of the most attended events held in Coral Springs. The CRA Board of Director's holds a stakeholder seat on the Festival Board. On March 19th & 20th 2011, the CRA will begin an annual outreach program through representation at a Festival booth. This strategic partnership additionally enabled the city and CRA to apply for the National Endowment for the Arts <i>Our Town</i> grant. If awarded, the monies will be used for public outreach and the design of the Four Corners public art fountains.</p>
Dania Beach CRA Est. 2002	Dania Beach received \$6.3 million in RCP funding from Broward County. ⁸	<p>According to Dania Beach CRA staff:</p> <p>Commercial: Through an RFP process, the CRA completed a \$6 million parking garage (LEED Certified) with 440 parking spaces. Of the 440, 144 parking spaces will be designated for the construction of a 120 room InterContinental Hotel; 100 spaces will leveraged for a luxury rental units. The parking garage leveraged approximately \$140 million from private sector investments.</p> <p>A vertical mall project will commence to include restaurants, movie theaters, and bowling. The vertical mall will be located in the center of the city.</p> <p>Marine Expansion: The CRA is reviewing the Marine Industry Expansion. Plans will include the raising of two bridges (US-1 and FEC Rail); and realign the roadways to encourage more development on the waterways. By implementing the Marine Industry Expansion, CRA staff estimate that</p>

⁸ Dania Beach CRA January 2009 Report

Broward County's Community Redevelopment Agencies (CRA)		
Agency	Funding	Notable Projects
		<p>3,000 to 6,000 permanent industry jobs will be created.</p> <p>Façade Program: Lastly, the CRA Façade Grant Program is an incentive available to businesses located in the CRA for aesthetic improvements to the exterior of a commercial building and site. Painting of the building, installation of awnings, new doors/windows, landscaping, and brick pavers are typical improvements covered by the Façade Grant Program.</p>
Davie CRA Est. 1988	<p>According to Davie's CRA website, the governmental bodies which contribute TIF funding include: the Town of Davie, Broward County; Central Broward Water Control District; and North Broward Hospital District and South Broward Hospital District. The funds collected by the CRA have to be spent within the CRA district.</p>	<p>Signage Project: In February 2002, the CRA completed the way-finding signage system within the CRA area. The purpose of the system is to promote the use of public facilities, tourist oriented businesses, recreational amenities and parking in Downtown Davie. Motorists entering the CRA area will notice the way-finding signs showing them the way to key destinations, public parking areas and directional informational signs.</p> <p>Industrial: The CRA played a part in having Andrx (pharmaceutical research and manufacturer) locating their headquarters in Davie at Orange Drive and Kean Road. An incentive in the form of a property tax rebate from the State, County and municipality is received over a 7 year period. The CRA pays the local share to the State which is approximately \$15,000 to \$20,000 per year.</p>
Fort Lauderdale CRA Est. 1989	<p>Received TIF and requested RCP funding in March 2005.⁹</p> <p>According to Fort Lauderdale's CRA website, over the past 10 years, the CRA has provided and/or approved over \$8.5 million in incentives and grants to promote development within the CRA district. In return, the district has produced over \$16 million in TIF funds that the CRA will use to continue redevelopment activities.</p>	<p>Housing Project for local workers: Located just north of Downtown Fort Lauderdale, is a mixed-use neighborhood that has experienced growth in the past few years. The CRA has partnered with several private developers to ensure high-quality development and housing opportunities for local area workers. Projects include Avenue Lofts, JPI (now Solé Condos) and East Village.</p> <p>Fort Lauderdale Beach Park Wall Replacement and ADA Improvement Project: The renovation of the Fort Lauderdale Beach Park parking lot at 1100 Seabreeze Boulevard has begun. This is part of a one-year project that will include improved access, ADA enhancements, and beautification of the parking area.</p> <p>Public improvements financed by TIF revenues:</p> <ul style="list-style-type: none"> • The Las Olas Streetscape Improvements • New Basketball Goals, Landscaping, and Picnic Tables • Wave Wall Rehabilitation • Restroom Facilities <p>Major projects located less than half a mile from the Beach Area boundary include:</p> <ul style="list-style-type: none"> • The Sheraton Yankee Trader - renovation in progress; hotel will be re-flagged as The Westin Fort Lauderdale Beach Resort • The Hilton Fort Lauderdale Beach Resort - recently opened • The W Fort Lauderdale - under construction • The Trump International Hotel & Tower - under construction

⁹ Performance Review by the Office of the Broward County Auditor, *Status of Implementation of Community Redevelopment Activities in Broward County*, March 21, 2006.

Broward County's Community Redevelopment Agencies (CRA)		
Agency	Funding	Notable Projects
Hallandale Beach CRA Est. 1996	TIF	<p>Storm Shutter Assistance Program: The City of Hallandale Beach and the Hallandale Beach Community Redevelopment Agency (CRA) offer a Storm Shutter Assistance Program to residential property owners in the CRA area to help protect the contents of homes and reduce losses.</p> <p>Eligible Properties Owner occupied residential properties within the CRA area (West of NE 14 Avenue to I-95) including condominiums, and co-ops, are eligible for participation in this program. Trailer parks are not eligible.</p> <p>Financial Assistance/Incentives A total of \$5,000 is available per owner occupied home, condominium or co-op within the CRA redevelopment area to assist with the cost of obtaining storm shutters. The first \$1,500 of the assistance is in the form of a grant and the remaining \$3,500 is a low-interest loan</p>
Hollywood CRA Est. 1979	TIF	<p>The <i>Hollywood Beach Boardwalk</i> underwent a \$14,000,000 renovation, completed in 2007.</p> <p>The complete <i>renovation of Charnow Park</i> was completed in June 2008, providing many new amenities. This urban pocket park along the beach now provides the backdrop for an extensive array of activities and has revitalized the neighborhood.</p> <p>The <i>Hollywood Boulevard Bridge Rehabilitation Project</i>, a joint effort between the City of Hollywood, Beach Area, and the Florida Department of Transportation, was completed in 2008.</p> <p>The Hollywood Beach Area and the City of Hollywood have provided funds for Broward County's 2005-2006 <i>Beach Renourishment Project</i> to restore eroded beaches in Hollywood,</p>
Lauderhill CRA Est. 2005	According to Broward Planning and Redevelopment staff, Lauderhill does not receive TIF funding. According to a report dated May 2, 2006, for the Central Lauderhill CRA, the city passed a \$35 million general obligation bond (the Great Neighborhoods Bond) on November 2, 2004, that provides funding for projects in the Central Lauderhill CRA.	The new Central Broward Regional Park at the corner of State Road 7 and Sunrise Boulevard is home to the first multi-purpose stadium in North America and is capable of hosting international Cricket, as well as festivals, sports and entertainment events. It has 5,000 permanent seats and 15,000 field seats.

Broward County's Community Redevelopment Agencies (CRA)		
Agency	Funding	Notable Projects
<p>City of Plantation CRA</p> <p>Est. 1999</p>	<p>Received TIF and requested RCP funding in February 2005.¹⁰</p>	<p>The Plantation Gateway, a Safe Neighborhood District and Community Redevelopment Area, is located along the eastern border of the City of Plantation, midway between downtown Fort Lauderdale and central Plantation. The area is generally defined as all properties fronting State Road 7 from Sunrise Boulevard to Davie Boulevard.</p> <p>Plantation Gateway is home to over 400 businesses such as retailers, professional and medical offices, national auto dealerships, service oriented business, and Plantation General Hospital. In the last five years, the area has quickly become an economically vibrant district.</p> <p>Mission: Plantation Gateway's mission is to revitalize State Road 7, within the City of Plantation, to encourage economic growth for the businesses and improve the quality of life for its residents. The redevelopment activities are funded by Plantation Gateway's designation as both a Community Redevelopment Area and Safe Neighborhood District.</p> <p>CRA Plan: Through the CRA Plan's Implementation Schedule over \$20 million dollars will be invested in capital improvements to include: Aesthetics and mobility improvements; Land use, zoning and code enforcement; and Marketing and business assistance.</p>
<p>Pompano Beach CRA</p> <p>Est. 1980</p>	<p>TIF</p>	<p>The City of Pompano Beach (City) is in the process of developing a Community Redevelopment Plan for the East Pompano Beach Redevelopment Area. The Redevelopment Plan will address an area 158 acres in size that generally encompasses the Atlantic Boulevard commercial business corridor from 18th Avenue to the Beach. The redevelopment area also includes the beach and related parking facilities.</p> <p>The City has had a Community Redevelopment Plan for the NW area of Pompano Beach since 1988. The Redevelopment Plan addresses an area 3084 acres in size.</p> <p>Notable programs for the West and East areas include: The West Area Business Incubator Facility, located at 50 NE 1st Street in Pompano Beach, is planning a grand opening in the Spring of 2011. A Business Incubator is where small businesses operate in the same facility, sharing services and receiving business support at a reasonable cost. The Business Incubator will have 7 on-site business office spaces and 40 virtual business spaces available to Pompano Beach small or micro businesses that are incorporated.</p> <p>Façade and Business Site Improvement Program Real Estate Development Accelerator Merchant Assistance Program-Phase 1</p>
<p><i>Additionally, four of the CRAs (Deerfield Beach, Lauderdale Lakes, Margate, and Oakland Park) have accomplished beautification and streetscape improvements, which include buffer walls, median landscape enhancements, facades, and the physical appearance of primary roadways in their areas.</i></p>		

¹⁰ Ibid.

Established in 1979, the Jacksonville Beach CRA is a five (5) member board appointed by the City Council. Currently, the Jacksonville Beach CRA is in charge of the redevelopment of two (2) areas within the city – The Downtown Redevelopment District and the South Beach Redevelopment Area. As part of the implementation of the redevelopment process, the CRA is responsible for marketing the areas, identifying the developers, issuing requests for development proposals, selecting developers, providing contract negotiations, financing plans and monitoring contract implementation.¹¹

Downtown Redevelopment District

In 1996, the Jacksonville Beach CRA, in cooperation with several city departments, completed a major infrastructure improvement project that involved the upgrading and replacement of public water, sewer, storm drainage, and electrical systems, along with streetscape design and paving improvements. Key components of the conceptual plan for the Downtown Redevelopment District included a beach walk, a specialty retail village, retail rehabilitation, residential village, hotel development, office commercial core, parking and traffic circulation.¹²

Tax Increment Financing (TIF) in the amount of \$5.12 million is the only funding source dedicated to this redevelopment project. Established in 1983, the TIF funding will be at the end of the initial 30 year life cycle in January 2014. However, due to delays in the development of the Downtown Redevelopment District, the Jacksonville Beach CRA is trying to get an extension on the January 2014 date.¹³

The development of the Downtown Redevelopment District continues to be a work in progress. According to the Jacksonville Beach CRA website, the most dramatic transformation has been the redevelopment of 12-acres of city-owned land in the downtown area.¹⁴ The site now includes the following:

- A new City Hall
- Latham Plaza
- SeaWalk Pavilion
- A 200-car parking facility
- Two restaurants
- A drugstore
- A 72-suite hotel

¹¹ [Http://www.jacksonvillebeach.org/index.aspx?NID=139](http://www.jacksonvillebeach.org/index.aspx?NID=139)

¹² [Http://www.fl-jacksonvillebeach.civicplus.com/index.aspx?nid=109](http://www.fl-jacksonvillebeach.civicplus.com/index.aspx?nid=109)

¹³ Information provided on March 21, 2011, via telephone by Steve Lindorf, the Jacksonville Beach Director of Planning and Development Division.

¹⁴ Ibid.

South Beach Redevelopment Area

In August 1985, a Finding of Necessity (FON) study was presented to the Jacksonville Beach Community Redevelopment Agency (CRA) which documented the existence of blight as defined under the Community Redevelopment Act of 1983.^{15,16} This enabled the Jacksonville Beach City Council and its CRA to begin work with private development partners to improve a 350-acre area in the southern end of the city known as the South Beach Plan.

TIF in the amount of \$2.71 million is the only funding source dedicated to this redevelopment project. January 2017 will be the end of the initial 30 year life cycle of the TIF for this project.¹⁷

Approved in 1987, the redevelopment of the South Beach Redevelopment Area under this plan has completed six public-private redevelopment projects. The successful completion of the projects is attributed to the city's use of eminent domain to secure the parcels and the public-private development of the parcels.¹⁸ The completed projects include:

- Ocean Cay – a 192 lot single family residential project involved public land assembly for private development of the site.
- Paradise Key – a 62 lot single family residential project.
- Rip Tide – a 149 lot single family residential project.
- South Beach Mixed Use – a 63,000 square foot shopping center and a 244 unit residential condominium.
- South Beach Parkway Shopping Center – 300,000 square foot commercial center.
- South Beach Regional Shopping Center – another 300,000 square foot shopping center.¹⁹

Only one parcel remains undeveloped. The South Beach CRA continues to seek a developer for this parcel.²⁰ In addition, the 350-acre area is a Development of Regional Impact (DRI). The Florida Division of Community Planning (the Division) provides regional and state oversight for DRIs. The Division reviews DRIs for compliance with state law and to identify the regional and state impacts of large-scale developments. The Division makes recommendations to local governments for approving, suggesting mitigation conditions, or not approving proposed developments. Furthermore, if a developer or the Division is not in agreement with the development of the DRI, either may appeal local government decisions to the Governor and Cabinet, sitting as the Florida Land and Water Adjudicatory Commission.²¹

¹⁵ Southend Redevelopment Plan – Jacksonville Beach, November 1986.

¹⁶ §163.340 Fla. Stat. (2008)

¹⁷ Information provided on March 21, 2011, via telephone by Steve Lindorf, the Jacksonville Beach Director of Planning and Development Division.

¹⁸ In 2006, under Florida Statutes §73.014, the use of eminent domain to prevent or eliminate slums, blight, or public nuisance is no longer considered a valid public purpose (known as the Kelo decision).

¹⁹ [Http://www.fl-jacksonvillebeach.civicplus.com/index.aspx?nid=111](http://www.fl-jacksonvillebeach.civicplus.com/index.aspx?nid=111)

²⁰ Information provided on March 21, 2011, via telephone by Steve Lindorf, the Jacksonville Beach Director of Planning and Development Division.

²¹ <http://www.dca.state.fl.us/fdcp/dcp/DRIFQD/index.cfm>

Hillsborough County, Florida, has a population of 1,180,700 and has three municipalities: The City of Tampa, the City of Temple Terrace and the City of Plant City. Of these three cities only two, Tampa and Temple Terrace, have established CRAs. Hillsborough County government has not yet established a CRA in its unincorporated area.

The Office of the Commission Auditor found that the CRAs in Hillsborough County have completed numerous redevelopment projects and broke ground on other significant projects. The CRAs benefit from the leadership and vision of involved city councils. In each city, the city council has appointed itself to serve as the board of the CRA, thereby assuring that projects fit within a long-term strategic framework for the respective city. The CRAs thus become additional tools by which city leaders can form and shape the future of their municipalities. These two cities can point to positive progress as it relates to their guiding community redevelopment plans.

Tampa

In Tampa, Florida, the Tampa CRA (which is also the city council), has oversight of seven community redevelopment areas within the city. Those redevelopment areas are:

- Central Park
- Channel District
- Downtown
- Drew Park
- East Tampa
- Tampa Heights Riverfront
- Ybor

In an effort to help steer the creation of a successful redevelopment plan, the CRA commissioned a report from the national non-profit corporation, Social Compact, Inc. The goal of the group is to strengthen neighborhoods by stimulating private market investment in underserved communities.

Social Impact's report for Tampa is titled, "City of Tampa Neighborhood Market Drilldown: Catalyzing Business Investment in Inner-City Neighborhoods."²² The report combines market-analysis, population analysis, and a projection of local market needs and the viability of businesses in the area.

With the guidance of the city council, the CRA has incorporated redevelopment plans in each redevelopment area which comports with the redevelopment goals of the city. The result has been the implementation of a seamless, integrated public works plan, and redevelopment plan for the entire city.

The city promotes each community redevelopment area through advertisements abutting CRA

²² "City of Tampa Neighborhood Market Drilldown," September 2008, Social Compact, Inc.

projects, and by placing detailed yet easy-to-access information about the redevelopment area on the city website. The site also features videos produced for each redevelopment area. The video highlights current redevelopment plans, and ongoing projects which are hoped to improve the areas. The videos provide information to the public, and also target businesses and potential homebuyers to the redevelopment areas. The focus of the promotional material is the keep the public and business sectors informed and generate interest in these blighted areas.

Getting information to the community is paramount to generating public interest in the CRA and public buy-in to the various redevelopment plans, staff stated.

The CRA has also provided various incentives to invest in redevelopment areas including federal, state and local funding:

Tampa CRA Funding Sources		
Title of Funding Source	Source	Program Description
Brownfield Assessment Grant Program	City	This program provides funds to Phase I & Phase II environmental assessments, remediation planning, and other related services.
Business Facade Improvement Program	City	This program provides property owners with a matching grant to improve the appearance of their properties. The program is available in the Drew Park, East Tampa & Ybor City redevelopment areas.
Channel District Neighborhood Amenity Incentive Program	City	Designed to attract service providers to the Channel District, this program provides a reimbursement of up to \$10,000 for fees paid to the City of Tampa related to construction of certain qualifying amenities.
Downtown CRA Preservation Trust Fund Loan Program	City	This program provides loans to property owners for the exterior preservation of older buildings (at least 50 years old) in the Downtown redevelopment area.
Transportation Impact Fee Exemption/Reduction	City	Available in certain parts of Tampa, this program offers the ability to have transportation impact fees either reduced or waived.
<i>Note: Other incentives include the use of funds from the American Recovery and Reinvestment Act, federal funds to eradicate Brownfield areas, and the development of Community Development Districts within the CRA.</i>		

Source: <http://www.tampagov.net/>

Tampa boasts of many completed projects which were funded through the CRA, including:

- The Glazer Children’s Museum opened in 2010 next to the new Tampa Museum of Art in Curtis Hixon Waterfront Park.
- New residential buildings in the downtown core.
- Enhanced transit service to popular tourist destinations: The Tampa-Ybor Historic Streetcar line has been extended along N. Franklin Street to Whiting Street.
- Launched a proactive Ybor City Business Assistance Program in partnership with Hillsborough County Small Business Information Center to provide business counseling, assistance and retail incubator plan.
- An international wholesale foods company broke ground in August 2010, to develop a 7,000 square foot facility to house a 200 seat authentic Chinese eatery and a 50 seat diner at 2620 E. Hillsborough Avenue. The project is ongoing.
- The CRA also provides façade improvement grants to businesses located in all the redevelopment areas.

Temple Terrace

In Temple Terrace, Florida, the Temple Terrace CRA has broke ground on a large public-private project which will redevelop more than 30 acres of downtown land to create the New Downtown of Temple Terrace.

- Temple Terrace has a population of 24,000.

Called the New Downtown Temple Terrace, the project is a 500,000 sq. ft. master-planned development by the Vlass Group together with the City of Temple Terrace.

Downtown Temple Terrace, with its new tree-lined Main Street, will serve residents and visitors with a unique mixed-use and lifestyle experience that includes retail, restaurants, office, residential, and civic components. The project is hoped to become a riverfront community which will provide Temple Terrace with “live, work, and play” Downtown community. The project broke ground in 2010.

The city council has approved the use of the following funding sources for the Temple Terrace CRA and its Downtown Temple Terrace Project:

- Infrastructure Costs for the Downtown Temple Terrace Project will come from a combination of developer payments to the city, grants to the city, Federal/State appropriations to the city.
- Park and Green Space for the Downtown Temple Terrace Project will be financed by a combination of developer payments, grants to the city, and Federal/State appropriations to the city.

Palm Beach County (PB), Florida, has eleven (11) identified Community Redevelopment Agencies (CRAs) operating within its boundaries. Additionally, each CRA was reviewed to determine and identify primary development strategies, projects that the CRAs deemed ‘successful’, innovative ideas and approaches in the ongoing redevelopment projects within CRA boundaries.

The PB Economic Development Office (EDO) coordinates with different local, state and federal agencies to seek grants and tax incentives for business development or expansion. The PB EDO focuses intently on CRAs.

The CRAs within PB include:

- Belle Glade
- Boca Raton
- Boynton Beach
- Delray Beach
- Lake Park
- Lake Worth
- Town of Jupiter
- West Palm Beach- Downtown City Center
- West Palm Beach- Northwood Pleasant City
- Riviera Beach
- Westgate/Belvedere Homes

Belle Glade

The Belle Glade CRA was established on March 19, 2003. The Belle Glade City Commission serves as the Belle Glade CRA board. According to the PB EDO, the Belle Glade CRA was designated a Brownfield and PB secured a Section 108 Loan/BEDI Grant for participating business owners within a four block area for revitalization of Avenue A. The total project cost for the revitalization of Avenue A was \$8.3 million.

According to the Integrated Transportation Information System, the Belle Glade CRA is involved in the following projects: Affordable housing and revitalizing downtown Belle Glade, and construction on a Youth Empowerment Center.²³

According to the Belle Glade CRA staff, the following projects have been completed as of 2010:

- Improvements to Hands Park (installation of a split-rail fence).
- Major renovations to Airport Park (including the construction of a football field).
- Renovations to the boating, campground facilities and restrooms of Torry Island.

²³ The Southeast Florida Transportation Council. Integrated Transportation Information System (IT IS), City of Belle Glade.

- Improvements of the Belle Glade Marina (including removal of sediment from the Marina, replacing fixed piers, and constructing a fish cleaning station).

Boca Raton

The Boca Raton CRA was established on August 13, 1980. The Boca Raton City Commission serves as the Boca Raton CRA board. The Mizner Park Project is the most successful project by the Boca Raton CRA. The Mizner Park Project was accomplished through a public/private partnership including the City of Boca Raton (city), the Boca Raton CRA and a developer of mixed-use facilities (Corker and Company).

According to the Boca Raton CRA, the Mizner Park project involved the issuance of more than \$68 million in bonds which was subsequently refinanced in 1992 and 1998 to take advantage of lower interest rates.

The Mizner Park Project consisted of four phases of construction. The first phase of construction began in 1991 and the final phase four (4) ending in 1995. According to the 2009 Boca Raton CRA Annual Report, the CRA has not undertaken a project involving TIF since the Mizner Park Project. According to Boca Raton CRA staff, the CRA will be paying debt service for this project until 2018.

In August of 1986, the CRA undertook a public initiative to stimulate additional redevelopment in the downtown area by seeking approval of a Downtown Development of Regional Impact (DDRI) for the entire redevelopment area. The DDRI application was completed in January 1988 and a Development Order was approved by the city council on March 15, 1988.

The city and the Boca Raton CRA have approved the Visions 90 Capital Improvements Program, a \$45 million capital facilities plan to provide the infrastructure improvements to support the level of downtown development.

Pursuant to the Development Order, the Visions 90 Capital Improvements Program provides a comprehensive set of water, sewer, roads, and drainage and beautification improvements in the downtown area.

The Vision 90 Capital Improvements Program is being funded and built by the cooperative efforts of the Florida Department of Transportation, PB, the City of Boca Raton and City of Boca Raton Special Assessments on benefited downtown properties.

According to the Boca Raton CRA History Report (May 2006), the Boca Raton CRA has approved development applications providing over 3.3 million square feet of office equivalent development including Mizner Park. Furthermore, of the 3.3 million sq. ft. of approved development, construction of approximately 2.4 million square feet of development has been completed.

Boynton Beach

The Boynton Beach CRA was created on August 4, 1981. The Boca Raton City Commission appoints the members to the Boynton Beach CRA board. According to the Boynton Beach CRA website, through property acquisition, project funding, partnerships with developers and other redevelopment activities, the CRA works to expand homeownership opportunities, beautify the city from downtown to the suburbs, create jobs and strengthen the local economy.

The following is a list of key Boynton Beach CRA-funded projects:

- Boynton Beach Boulevard Extension and Promenade Park (project began in 2005 and was completed in 2007);
- Boynton Harbor Marina (five-phase project)
 1. Phase one began in 2007 and ended in 2010 (dredge, docks and piers)
 2. Phase two will be completed in 2011 (rebuild public gas dock)
 3. Phase 3 will be completed in 2011 (entryway feature/open space)
 4. Phase 4 & 5 final restoration completion dates not yet determined.
- Ocean Breeze project began in 2009 and will be completed in June 2011 (site development/subdivision), 21 affordable housing units to be complete in September 2013;
- The Heart of Boynton Redevelopment Initiatives (revitalization of the 26-acre corridor that encompasses part of Martin Luther King, Jr. Blvd.) started in 2004 and is ongoing;
- The Preserve (affordable housing) began in 2006 and is ongoing; and
- The Promenade (luxury high-rise condominiums) began in 2006 and is ongoing.

According to a Florida League of Cities affiliate, the Florida Redevelopment Association, the Boynton Beach CRA Preserve Project is listed as one of the Redevelopment Best Practices in Florida.²⁴

The Boynton Beach CRA teamed up with developer Cornerstone Group to include affordable housing at The Preserve, a new master-planned luxury condominium and townhome community which began construction in 2007 and was completed in 2010. Through the joint financing effort, income-eligible buyers can qualify for as much as \$160,000 in financial assistance on a condo or townhouse. With up to \$60,000 developer contributions, up to \$50,000 in funds from the State Housing Initiatives Partnership (S.H.I.P.), and another potential \$50,000 from the CRA's Homebuyer's Assistance Program, the price on a \$279,990 three-bedroom condo can be reduced to as low as \$119,990.

The Preserve is located at 1801 NE 4th Street, The Preserve will have 180 units of two and three-story townhouses and condos at market rate prices ranging from \$279,000 to \$299,000.

²⁴ FRA is a not-for-profit organization dedicated to assisting Florida professionals and volunteers in community revitalization efforts. FRA encourages adoption of legal and financial tools and programs favorable to community growth and serves as a statewide clearinghouse for redevelopment information.

There will be 50 units set aside as affordable housing for people who meet certain income guidelines. The project's amenities include a decorative entry into a gated community, clubhouse and pool, and children's tot lot.

Cornerstone Group is a Coral Gables-based developer that has built more than 16,000 apartment and condominium units throughout Florida.

Delray Beach

The Delray Beach CRA was created on June 18, 1985. The Delray Beach City Commission appoints the members to the CRA board. According to PB EDO, the Delray Beach CRA area is regarded as the most progressive in its downtown development.

The Atlantic Grove Project is a mixed-use, mixed income redevelopment project located just west of the Delray Beach Tennis Center. It represents the first major private redevelopment initiative to occur in this historically African American business district in decades. The Delray Beach CRA spent over two years and almost \$2 million assembling and preparing the 4.6 acres of land for development. According to Delray Beach CRA staff, the Atlantic Grove Project began in 2001 was completed in 2005.

Atlantic Grove Partners, was selected by the Delray Beach CRA Board as the development team. Atlantic Grove Partners consists of three entities, fifty-one percent (51%) of the partnership is owned by the private development firm of New Urban Communities, which has its offices in Delray Beach and has completed several successful urban infill projects in the South Florida area. The remaining forty-nine (49%) percent is equally split between two local nonprofit organizations, the Delray Community Development Corporation (CDC) and the Center for Technology, Enterprise, and Development (the TED Center). This collaboration allows 49% of the projects income reinvested in support of affordable housing and small business development programs. The financing of this project is unique in that private and public funds were acquired from various sources to include Local Initiatives Support Coalition (LISC), Wachovia, Fannie Mae, The Business Loan Fund of the Palm Beaches, Florida Community Loan Fund, Palm Beach County Housing and Community Development and the City of Delray Beach.

Lake Park

The Lake Park CRA was created on November 20, 1996. The Town Commission and two residents sit as the Lake Park CRA Board of Directors, and the Town Manager serves as the Executive Director. According to the Lake Park CRA website, improvements completed by the CRA area include streetscape improvements along Park Avenue and 10th Street, alleyway improvements behind the Park Avenue businesses. The Office of Commission Auditor was not able to confirm with Lake Park CRA staff when these improvements began.

Lake Worth

The Lake Worth CRA was created on July 3, 1989. The Lake Worth CRA is governed by a seven (7) member Board of Commissioners which is appointed by the City of Lake Worth Commission.

Lake Worth CRA accomplishments include:

- On June 1, 2004 the Lake Worth City Commission designated the entire CRA district (518 acres of land) as a Brownfield area.
- In May 2006, the US Environmental Protection Agency announced the award of \$200,000 Environmental Assessment Grant for petroleum based potentially contaminated sites and the Lake Worth CRA was one of only two cities in the State of Florida to receive the grant, which was used to fund environmental assessments for public, or private entities interested in redeveloping or purchasing potentially contaminated sites.
- The Lake Worth CRA received \$23,237,500 in grant funding from the U.S. Department of Housing and Urban Redevelopment (HUD) on January 14, 2010. This funding is part of the American Recovery and Reinvestment Act of 2009, and is better known as the Neighborhood Stabilization Program (NSP). Funding will be primarily used to purchase, rehabilitate and demolish foreclosed homes within the City of Lake Worth. Some funding will also be available to provide homebuyer counseling, "green" maintenance, financing and subsidy programs for working class individuals.

Town of Jupiter

The Town of Jupiter CRA was established on November 6, 2001. According to the Town of Jupiter CRA staff, the CRA was created to develop the Riverwalk Project. The Riverwalk Project has been master-planned to include a 15' wide pedestrian/bicycle path along the water, lighting, street furniture, observation areas, docks, fishing opportunities, public restrooms, parking, natural areas, an entertainment district, an urban park and access to several park and open space facilities including Jupiter Ridge Natural Area, Burt Reynolds and DuBois Parks. This is a multi-phase project that upon completion will be approximately 2.5 miles in length with estimated costs between \$25-30 million. The first phase of the Riverwalk project was completed in 2002. As of 2009, 1.5 miles of the Riverwalk project has been completed. The final phases of this project are projected to be completed in 2014.

West Palm Beach

The West Palm Beach CRA was created on September 10, 1984. The West Palm Beach CRA has two districts: Downtown City Center and Northwood/Pleasant.

The feature project for the West Palm Beach CRA is City Center; construction of City Center began in early 2007 and was completed in 2009. City Center is a civic complex that includes a new public library, City Hall, and the Palm Beach Photographic Centre, a non-profit cultural and educational institute. City Center was designed to be a gathering place to serve as the educational, cultural, and civic foundation to the community.

According to the City of West Palm Beach, City Center Project Updates Website, funding for this project is derived from the following sources:

- Sale of the existing City Hall site for \$15-20 million;
- Sale of 45th Street property now housing city departments for \$1.5 million;
- Savings from the termination of leases for other city departments to total \$1.5 million;
- Savings in staff efficiencies realized through new City Hall estimated at \$4.4 million;
- \$40 million in 2006 city budget (\$13.5 million cash on hand, \$26.5 million in bond proceeds on which debt service is fully paid); and
- Tax increment financing accrued from future development on existing City Hall site is \$42-\$82 million.

Riviera Beach

The Riviera Beach CRA was created on August 7, 1984. The City of Riviera Beach Commission serves as the CRA board. According to Riviera Beach CRA staff, the CRA is focusing on the following projects:

- Implementation of the City of Riviera Beach marina improvements which will begin in July 2011. Projected completion: 2016.
- Publix market project which began in December 2010. Projected completion: October 2011.
- Oceans Mall and Beach Park project which began in 2009. Projected completion: 2011.

Westgate/Belvedere Homes

The Westgate/Belvedere CRA was created on May 9, 1989. According to the PB EDO, the CRA was formed to address infrastructure needs which began in 1991 and will be fully completed in 2012.

The infrastructure improvements include:

- Westgate Central Lake, LWDD L-2 Canal Improvements
- North Westgate Infrastructure
- Golfview Sanitary Sewer Project
- Pump Station (S. of Lakeside MHP)
- Cherry Road Bridge Crossing
- Westgate Avenue Streetscape
- Westgate Avenue Extension
- Community Marker (Totems) Installation

In 2008, Elizee Michel, the Executive Director of the Westgate/Belvedere CRA, was named one of the 50 Most Powerful Black Professionals, by Success South Florida Magazine (SSFL).²⁵ According to SSFL, Mr. Michel was chosen because he has raised more than \$10 million dollars for infrastructure improvements such as sanitary sewers, detention ponds, roads, pump stations and streetlights. The CRA is focusing on economic development strategies.

According to the Westgate/Belvedere Homes CRA staff, the \$10 million dollars leveraged is derived from the following funding sources:

- CDBG
- CDBG –Disaster Recovery Initiative (DRI)
- CDBG-Revitalization
- Hazard Mitigation Grant Program (HMGP)
- Lake Worth Lagoon (LWL)
- PBC District Commissioner (acquisition of remaining parcel for Westgate Central Lake, a stormwater retention area)
- Neighborhood Stabilization Program 2 Residential Redevelopment Grant Program (NSP2)

²⁵ Success South Florida Magazine is a bi-monthly business publication serving South Florida's black professional communities with insightful articles and information on business, careers, politics, lifestyle, culture and social commentary. Serving Miami-Dade, Broward and Palm Beach Counties, Success South Florida Magazine's mission is to be a liaison and help forge successful relationships within these black professional communities.