MEMORANDUM Agenda Item No. 5(A)

TO: Honorable Chairman Joe A. Martinez and Members, Board of County Commissioners

DATE: September 4, 2012

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Resolution adopting the amended Community Redevelopment Plan regarding certain geographic area of Miami-Dade County, Florida known as the N.W. 7th Avenue Corridor

The accompanying resolution was prepared by the Office of Management and Budget and placed on the agenda at the request of Prime Sponsor Internal Management and Fiscal Responsibility Committee.

R. A. Cuevas, Jr.
County Attorney

RAC/cp

Memorandum

MIAMI-DADE COUNTY

Date: September 4, 2012

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Resolution Approving the Amended NW 7th Avenue Corridor Community Redevelopment Plan

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Recommendation

It is recommended that the Board of County Commissioners (Board) adopt the attached resolution approving the amended NW 7th Avenue Corridor Community Redevelopment Plan (Amended Plan), and expanding the boundaries of the NW 7th Avenue Community Redevelopment Agency (Agency) to include a non-contiguous area north of North Miami. This item will not extend the life of the Agency.

Scope

The original redevelopment area is generally bound by NW 119th Street to the north, NW 80th Street to the south, on the west by the westernmost property lines of the parcels that abut the westerly right-of-way along NW 7th Avenue and on the east by Interstate I-95

The proposed new boundaries of the amended redevelopment area is generally bounded by the City of Miami Gardens on the north, the City of North Miami on the south, on the west by the westernmost property lines of the parcels that abut the westerly right-of-way along NW 7th Avenue and on the east by Interstate I-95. The existing and expanded areas lie within County Commission District 2.

Fiscal Impact/Funding Source

There is an additional fiscal impact to the Countywide General Fund and the Unincorporated Municipal Service Area (Unincorporated Area) if this plan is approved.

The Agency's revenue source is generated through the incremental growth of ad valorem revenues beyond an established base year, tax increment financing (TIF), as defined in Section 163.387 of the Florida State Statutes. The County's obligation to contribute TIF revenues to the Agency expires in FY 2033-34.

It is estimated that the existing Area will generate approximately $18.635 million in tax increment revenue through the current life term of 2034, of which $12.971 million is generated from countywide TIF revenue, and $5.664 million from the unincorporated area. The newly expanded area will generate approximately $5.439 million through the current life term of 2034, of which $3.783 million is generated from countywide TIF revenue and $1.656 million from the unincorporated area. The total impact to the County for both the existing and expanded area would be $24.074 million.

($ in millions)

FY 2012 - 2034	Unincorporated TIF Revenue	Countywide TIF Revenue	Total TIF Revenue
Existing Area	$5.664	$12.971	$18.635
Expanded Area	1.656	3.783	5.439
TOTAL	**$7.320**	**$16.754**	**$24.074**

Track Record/Monitor

The Office of Management and Budget will continue to monitor the Interlocal Agreement governing the Agency.

Background

On March 16, 2004, the Board adopted, through R-293-04, the Finding of Necessity, which established the boundaries of the Agency, declared the area to be slum or blighted and in need of redevelopment in accordance with Florida Statutes, Chapter 163, and directed the County Manager to prepare a Redevelopment Plan (Plan) for the NW 7th Avenue Corridor. On July 7, 2005, the Board approved the establishment of the Agency when it approved the Agency's original Plan pursuant to Resolution R-780-04 and the funding of the Plan when it enacted Ordinance 04-124 (Trust Fund). An Interlocal Agreement between Miami-Dade County and the NW 7th Avenue Agency was also approved by the Board on December 1, 2009 (Resolution R-1360-09). The Interlocal Agreement requires the Agency to submit for County approval an annual budget for the implementation of the Plan.

The County was in the process of negotiating a development 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 "automall". On December 7, 2005, the developer, Potamkin Development I-95 LLC, decided to discontinue the negotiations. On November 3, 2009, the Board approved Resolution R-1290-09 directing the County Mayor to prepare a Finding of Necessity for the expansion of the Area, which was later adopted on April 4, 2011 through Resolution R-223-11. The County entered into a contract with PMG Associates to provide a new redevelopment plan that would not only include the new area, but outline new redevelopment strategies.

The plan identifies six priority economic development projects and programs along with strategies and takes into consideration the surrounding community. The six projects areas are:

1) Attraction of large users creating jobs and/or constructing facilities;
2) Construction of new retail/office facilities;
3) Rehabilitation of existing, useable and viable structures;
4) Attraction of new jobs in office/retail/restaurants;
5) Development of a business incubator program; and
6) Development of light industry with "clean" uses that can take advantage of the sight access to I-95.

A key element of each newly created Agency is the exit strategy. This Plan includes an exit strategy requiring a review of the Plan every five years to be forwarded by the Agency to the Board in order to account for changes that may occur in local conditions and to assess the status of ongoing projects in the Plan. As a result of each review, projects that are outdated or that are no longer in the best interest of the community would be removed from the Plan and new projects should be added to address changing conditions.

On February 21, 2012, PMG Associates presented the amended redevelopment plan to the Agency for final approval; which was passed by all members. On April 16, 2012, the Planning Advisory Board acting as the Local Planning Agency unanimously approved the NW 7th Avenue Corridor Community Redevelopment Plan. On April 20, 2012, the Tax Increment Financing Committee recommended that the Board approve the NW 7th Avenue Corridor Plan.

Edward Marquez
Deputy Mayor

MEMORANDUM

(Revised)

TO: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

DATE: September 4, 2012

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 5(A)

Please note any items checked.

_____ **"3-Day Rule" for committees applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous_____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 5(A)
9-4-12

RESOLUTION NO. _____

RESOLUTION ADOPTING THE AMENDED COMMUNITY REDEVELOPMENT PLAN REGARDING CERTAIN GEOGRAPHIC AREA OF MIAMI-DADE COUNTY, FLORIDA KNOWN AS THE N.W. 7TH AVENUE CORRIDOR AND DESCRIBED AS A PORTION OF MIAMI-DADE COUNTY, FLORIDA GENERALLY BOUNDED BY THE CITY OF MIAMI GARDENS ON THE NORTH, THE CITY IF NORTH MIAMI ON THE SOUTH, ON THE WESTERNMOST PROPERTY LINES OF THE PARCELS THAT ABUT THE WESTERLY RIGHT-OF-WAY ALONG NW 7TH AVENUE AND ON THE EAST BY INTERSTATE I-95; AND MAKING CERTAIN FINDINGS WITH RESPECT TO SUCH REDEVELOPMENT PLAN AND SUCH GEOGRAPHIC AREA

WHEREAS, the Florida Legislature enacted the Community Redevelopment Act of 1969 during its 1969 Legislative Session, which enactment is presently codified in the Florida Statutes as Part III of Chapter 163, Florida Statutes, as amended from time to time (the "Act"); and

WHEREAS, all powers arising through the Act are conferred by the Act upon counties and Home Rule Charters, which counties in turn are authorized to delegate certain of such power to a community redevelopment agency created pursuant to the Act; and

WHEREAS, on March 16, 2004 the Board of County Commissioners of Miami-Dade County, Florida (the "Board") adopted Resolution No. R-293-04 which declared a certain geographic area of unincorporated Miami-Dade County known as the N.W. 7th Avenue Corridor, which is generally bounded by N.W. 119th Street to the north, N.W. 80th Street to the south, on the west by westernmost property lines of the parcels that abut the westerly right-of-way along N.W. 7th Avenue and on the east by Interstate I-95, to be a slum or blighted area,

declared the rehabilitation, conservation or redevelopment, or combination of each to be necessary in the N.W. 7th Avenue area in the interest of the public health, safety, morals or welfare of the residents of the Redevelopment Area and the County and found the need for the creation of a community redevelopment agency; and

WHEREAS, the Board, pursuant to Ordinance No. 04-124 enacted on July 7th, 2005, created the N.W. 7th Avenue Corridor Community Redevelopment Agency (the "Agency"), appointed individuals to be members of the Agency; and

WHEREAS, the Board pursuant to Resolution No. R-780-04 adopted the original Redevelopment Plan; and

WHEREAS, the Board on April 4, 2011 adopted Resolution No. R-223-11 declaring an area north of the existing CRA as slum and blighted; and

WHEREAS, the County employed a consultant who prepared a preliminary community redevelopment plan ("Plan") which was submitted through the Miami-Dade County Department of Regulatory and Environmental Resources, formerly known as Miami-Dade Planning and Zoning Department, to the Planning Advisory Board, sitting as the local planning agency of the County and the local planning agency reviewed said Plan on April 16, 2012 and submitted its written recommendations with respect to the conformity of the proposed Plan with the comprehensive plan for the development of the County as a whole; and

WHEREAS, a copy of the Plan which is attached as Exhibit "A" and incorporated in this Resolution by reference is submitted to this Board; and

WHEREAS, the Board has at this meeting conducted a public hearing with respect to the findings, conclusions and other matters set forth in this resolution; and

WHEREAS, the County is sympathetic to the needs of the Redevelopment Area to reverse the decline which has occurred in the Redevelopment Area; and

WHEREAS, the Board desires to approve the Plan for the purposes outlined in the memorandum from the County Mayor which accompanies this Resolution and is incorporated in this Resolution by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The matters contained in the foregoing recitals are incorporated in this resolution by reference.

Section 2. This Board accepts the delivery of the amended Plan and determines that:

(a) The rehabilitation, conservation or redevelopment or a combination of each, of the Redevelopment Area is necessary in the interest of the public health, safety, morals and welfare of the residents of Miami-Dade County and in the interest of implementing the Act by rehabilitating and revitalizing the area economically and socially, thereby inhibiting the spread of disease and crime, and inter alia improving the tax base, promoting sound growth, and providing improved housing conditions.

(b) A feasible method exists for the location of families who will be displaced from the Redevelopment Area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families.

(c) The Plan conforms to the general plan of the County as a whole.

(d) The Plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the general vicinity of the site covered by the Plan.

(e) The Plan will afford maximum opportunity, consistent with the sound needs of the County as a whole, for the rehabilitation or redevelopment of the entire Redevelopment Area by private enterprise.

(f) If the Redevelopment Area consists of an area of open land to be acquired by the County to be developed in whole or in part for residential uses such as may

be acquired because it is hereby determined that: (i) a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the County; (ii) the need for housing accommodations has increased in the area; (iii) the conditions of blight in the area or the shortage of decent, safe, affordable and sanitary housing cause or contribute to an increase in the spread of disease and crime or constitute a menace to the public health, safety, morals or welfare; and (iv) the acquisition of the area for residential uses is an integral part of and is essential to the program of the County.

(g) If the Redevelopment Area consists of an area of open land to be acquired by the County so as to be developed in whole or in part for non-residential uses such may be acquired because it is hereby determined that: (i) such non-residential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives; (ii) acquisition may require the exercise of governmental action as provided in the Act because of defective, or unusual conditions of, title or diversity of ownership which prevents the free alienability of such land; tax delinquency; improper subdivisions; outmoded street patterns; deterioration of site; economic disuse; unsuitable topography or faulty lot layouts; lack of correlation of the area with other areas of the County by streets and modern traffic requirements; or any combination of such factors or other conditions which retard redevelopment of the area; and (iii) conditions of blight in the area contribute to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals or welfare.

Section 3. This Board further finds and determines that: (a) the Plan conforms to the comprehensive plan for the County as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act (as determined by the Planning Advisory Board in the resolution attached as Exhibit "B"); (b) the Plan is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the Redevelopment Area, zoning and planning changes, if any, land uses, maximum densities and building requirements; (c) the Plan provides for the development of affordable housing in the area, or states the reasons for not addressing in the Plan the development of affordable housing in the area; (d) the Plan conforms with the Act; and (e) the Plan is necessary in the interest of the

public health, safety, morals and welfare of the residents of the County and will effectuate the purposes of the Act by revitalizing the Redevelopment Area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions and eliminating the conditions which the Florida Legislature in the Act found constituted a menace which was injurious to the public health, safety, welfare and morals of the residents.

Section 4. The NW 7th Avenue Community Redevelopment Agency shall terminate on March 1, 2034, unless extended by this Board.

Section 5. This Board, after having conducted a public hearing on the matter for the purpose of giving all interested parties an opportunity to express their views, notice of which public hearing was published on _____,2012, in The Miami Herald, a true copy of which notice is attached as Exhibit "C" and made a part of this Resolution, and having made the findings expressed above, approves and adopts the Plan for the Redevelopment Area in accordance with the Act. The Plan is designated as the official redevelopment plan for the Redevelopment Area and it is the purpose and intent of the Board that the Plan, as the same may be amended and supplemented by the Board, be implemented in the Redevelopment Area.

The foregoing resolution was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman
Audrey M. Edmonson, Vice Chairwoman

Bruno A. Barreiro	Lynda Bell
Esteban L. Bovo, Jr.	Jose "Pepe" Diaz
Sally A. Heyman	Barbara J. Jordan
Jean Monestime	Dennis C. Moss
Rebeca Sosa	Sen. Javier D. Souto
Xavier L. Suarez	

The Chairperson thereupon declared the resolution duly passed and adopted this 4th day of September, 2012. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

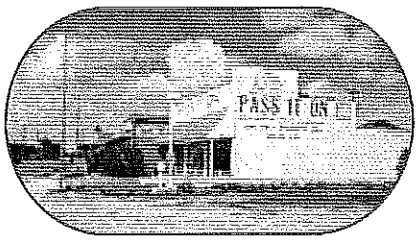
MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

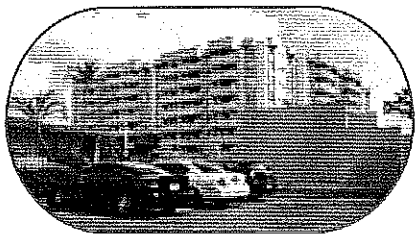
HARVEY RUVIN, CLERK

By:_____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

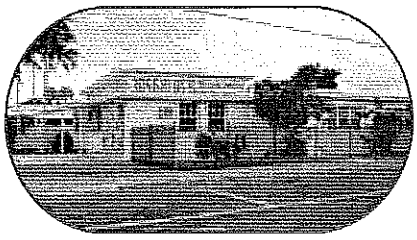
Terrence A. Smith

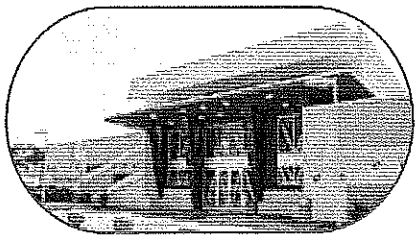




MIAMI-DADE COUNTY
Community Redevelopment Office

7th Avenue
Community Redevelopment Plan





PMG Associates, Inc.
CIVICDESIGN ASSOCIATES
URBAN PLANNING | REDEVELOPMENT | ARCHITECTURE

04
12

7th AVENUE CORRIDOR CRA
Redevelopment Plan
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A. The 7th Avenue Corridor

The area that comprises the boundaries of the 7th Avenue Corridor district is unique for Miami-Dade County as well as for South Florida. The area is virtually entirely commercial with few residential areas. However, it also comprises the "Main Street" for a vital portion of North Central Miami-Dade County. Over the years, the tenure of the district has moved away from this service core to an auto-related service center. The return of 7th Avenue to this historic role of providing job opportunities and services will benefit the corridor and the surrounding communities.

7th Avenue also provides for significant public input from both the general population and the business community. Numerous organizations have led a distinct effort to transform the area into a vital cog in the overall economy of Miami-Dade County and to restore its past accomplishments. These organizations are very active and work tirelessly for the betterment of the corridor.

B. Introduction

The 7th Avenue Corridor has been actively pursuing economic redevelopment based on previous actions taken by the Miami-Dade County Board of County Commissioners. Through action taken by Resolution #R-29304 in March of 2004, the original CRA district was determined to meet the State requirements of slum and blight. A Redevelopment plan was adopted in June of 2004 (Resolution #R-774-04), which established the 7th Avenue CRA (original area). This district includes approximately 112 acres along the 7th Avenue Corridor generally bounded on the North by 119th Street, on the South by the municipal boundary of the City of Miami (approximately 175 feet north of NW 79th Street), on the East by I-95 and the West by the properties bordering on NW 7th Avenue in unincorporated Miami-Dade County

The Miami-Dade County Commission by adoption of Resolution #R-223-11 on April 4, 2011 found the proposed expansion area of the 7th Avenue Corridor Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of blight. This designation is in accordance with the provisions as defined in the Florida State Statutes, Section 163.340, and thus authorized the preparation of a Community Redevelopment Plan. This action is an expansion of the original 7th Avenue CRA established in 2004.

The Community Redevelopment Plan identifies and develops plans and activities to eliminate and prevent the spread of blighting conditions and to develop workable programs to aid in rehabilitation, conservation, and redevelopment. The Plan contained herein addresses the entirety of the 7th Avenue CRA area defined earlier in this section.

The expansion area lies within Commission Districts 1 and 2. The existing CRA lies within Commission Districts 2 and 3. The expansion area includes 134 acres within the Unincorporated Municipal Service Area (UMSA) and is generally bounded by the City of Miami Gardens on the north, the City of North Miami on the south, on the west by the westernmost property lines of the parcels that abut the westerly right-of-way along NW 7th Avenue and on the east by Interstate I-95. The district is narrow (usually only the width of the parcels abutting 7th Avenue) and

stretches for approximately 1.9 miles for the northern section (expansion area) and 2.5 miles for the southern segment (original CRA area).

In June of 2011, Miami-Dade County contracted with PMG Associates, Inc. and Civic Design Associates, Inc. to draft a Redevelopment Plan for the area known as the 7th Avenue Corridor as required by law, the Community Redevelopment Act of 1969, F.S. 163, Part III.

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the CRA and the Miami-Dade County Board of County Commissioners (BCC).

C. Findings

The following are some of the findings of this report relative to the Plan Strategies and Implementation:

- At the time of its anticipated establishment, the 7th Avenue Corridor CRA's (both existing and expansion area) base year property evaluation (2011 Taxable Value) is estimated at $181.5 million. This is an increase from the 2010 Taxable Value of $172.2 million.

- The percentages of business establishments in the 7th Avenue Corridor CRA are as follows: the Service Industries (37.9%), followed by Retail Businesses (35.8%) with no other classification over 6.3%. The remaining seven categories total 21.0%.

- The estimated population in the 7th Avenue Corridor CRA as of 2010, is 1,062 people.

- The racial composition of the population residing within the 7th Avenue Corridor CRA is:
    - Black Non-Hispanic (64.3%)
    - Hispanic (30.0%)
    - White Non-Hispanic (25.8%)
    - Other (5.1%)
    - Two or more races (4.8%)

D. Recommendations

- Economic Development Projects and Programs may include:
    - Attraction of large users creating jobs and/or constructing facilities in the area.
    - Attraction of clean industrial uses that require exposure to the traffic on I-95.
    - Construction of new retail/office facilities.
    - Rehabilitation of existing, useable and viable structures.
    - Attraction of new jobs in office/retail/restaurant.
    - Development of a business incubator.

- Work with the Beacon Council to assist in the attraction of business.
- Develop a signature project at entrance to the district, possibly in concert with the 79th Street CRA.
- The following should be undertaken as soon as funds and/or staff are available:
  - Creation of a developer/business liaison.
  - Creation of appropriate incentive programs to attract new construction and jobs to the CRA.
  - Creation of appropriate Business Development Programs to promote the location of small businesses in CRA and to promote and assist entrepreneurial ventures by residents of the CRA.
  - Creation and implementation of design regulations for signage.

- Some of the recommended Housing Projects and Programs that the CRA may consider are:
  - Attraction of private developers to the undertake projects in the CRA district.
  - Acquisition of vacant lots with rights to residential use.
  - Aggregation of privately owned (by agreement with owner) and/or publicly-owned lots into groupings appropriate for disposal via a Developer Request For Proposal for market-rate housing.
  - Promote mixed use development in the Corridor and recommended locations.

- Right-of-Way (ROW) and Streetscape Priorities should consider:
  - The ROW and streetscape projects may be funded as funds become available or incorporated into other development projects.
  - Beautification along the corridor.
  - Narrowing of 7th Avenue to allow on-street parking.

- Utilities Projects that may be addressed:
  - The CRA may participate in utility improvements which are estimated to cost approximately $300,000 in the existing portion of the district. The expansion area will require the development of a sewer system. The cost of this project will depend on the needs of the community and the development patterns.

- Land Use and Zoning
  - Incorporate the North Central Urban Area District (NCUAD) regulations to ease re-zoning and development of parcels suited for redevelopment.
  - Strengthen the Code Enforcement in the district.
  - Insure sustainability by implementing the Greenprint Program from Miami-Dade County and reviewing the progress of development to insure that it meets the needs of the community.

- Community Policing Services that should be considered:
  - Establish and fund community policing programs in the community.

- Administration:
  - Staff and other costs incurred by Miami-Dade County for services provided to the CRA are typically reimbursed by the Agency based on the services provided.
  - Bonding of the revenue stream should be considered to speed-up the development process.
  - Assembly of property for redevelopment purposes should be considered.
  - A liaison position for business development should be implemented.

A. Creation, Severability, and Powers of the 7th Avenue CRA

Creation

Upon a Finding of Necessity, and subsequent to the adoption of the required resolution and ordinances, the BCC may expand the existing 7th Avenue Corridor Community Redevelopment Agency.

The BCC, by adoption of Resolution #R-293-04 on March 16, 2004 found the original 7th Avenue Corridor Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of slum and blight, as defined in the Florida State Statutes, Section 163.340, and thus authorized the preparation of a Community Redevelopment Plan. The Community Redevelopment Plan identifies and develops plans and activities to eliminate and prevent the spread of blighting conditions and to develop workable programs to aid in rehabilitation, conservation, and redevelopment. Final Adoption and establishment of the CRA occurred in June, 2004 through Resolution R-774-04. An update of this action occurred on April 4, 2011 with the adoption of Resolution #R-223-11, which expanded the CRA area to address additional needs in the community.

The 7th Avenue Corridor CRA shall be a public body corporate and politic and shall be constituted as a public agency. The composition of the CRA Board of Commissioners shall adhere to the requirements established in Section 163.356 and Section 163.357, Florida Statutes. The authority to determine which option regarding Board composition is vested in the Miami-Dade County Board of County Commissioners.

Severability

Should any provision, section, subsection, sentence, clause, or phrase of this plan be declared to be invalid or unconstitutional by the courts, such declaration shall not affect the validity of the remaining portions of this Plan.

Powers

The powers of the CRA shall be in compliance with Chapter 163, Part III, Florida Statutes. All powers provided by the governing statute shall be granted to the 7th Avenue CRA unless specifically prohibited by the Interlocal Agreement that shall be negotiated between the Miami-Dade Board of County Commissioners and the CRA. The powers, as enumerated in the Statute, are as follows:

Section 163.370, Florida Statutes; Powers; counties and municipalities; community redevelopment agencies

1) Counties and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.

(2) Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.

(b) To disseminate slum clearance and community redevelopment information.

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:

1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.

2. Demolition and removal of buildings and improvements.

3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.

4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.

5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.

6. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.

7. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or

subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.

10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:

1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.

2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.

3. To hold, improve, clear, or prepare for redevelopment any such property.

4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.

5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.

6. To enter into any contracts necessary to effectuate the purposes of this part.

7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

(f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

(g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

(h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.

3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

(i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

(j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

(k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

(l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

(m) To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.

(n) To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.

(o) To develop and implement community policing innovations.

(3) The following projects may not be paid for or financed by increment revenues:

(a) Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.

(b) Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

(4) With the approval of the governing body, a community redevelopment agency may:

(a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.

(b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

Interlocal Agreement

The existing CRA has been established with a Citizen Board by the BCC. The Commission has assigned terms and conditions as it deemed appropriate regarding the governance and responsibilities of the CRA through an Interlocal Agreement. This agreement is subordinated to Chapter 163, Part III, Florida Statutes, and the officially adopted Redevelopment Plan. The Interlocal Agreement must be ratified by the BCC and the CRA Board of Commissioners as they sit in the capacity of a separate and distinct legal entity as per Section 163.357, Florida Statutes.

B. Authority to Undertake Community Redevelopment

The 7th Avenue Corridor CRA Plan has been prepared under the direction of Miami-Dade County in accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III. The adoption of this plan, and any subsequent modifications or amendments, shall follow the procedures as required by public hearings and the adoption of the necessary resolutions and ordinances.

In recognition of the need to redevelop the community, the Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment." For the purposes of this Community Redevelopment Plan, the following definition, taken from the Florida State Statutes shall apply.

Section 163.340, Florida Statutes:

"Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any

combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a "Finding of Necessity" by the governing body. This finding must demonstrate that:

Section 163.355, Florida Statutes:

1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality; and

(2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

On March 16, 2004, the Board of Commissioners of Miami-Dade County adopted Resolution R-293-04 declaring a condition of slum or blight in the original NW 7th Avenue Corridor, and determined that the area within the CRA boundaries is in need of redevelopment. This action was supplemented with Resolution #R-223-11 which expanded the boundaries.

The 7th Avenue Corridor Community Redevelopment Agency (CRA), reserves for itself, its officers, employees and agents, all the powers, duties and responsibilities vested to it and provided by the Redevelopment Act to carry out the purposes and intent of this Redevelopment Plan.

It is the intent of Miami-Dade County and the 7th Avenue Corridor CRA that whenever reference is made in this Redevelopment Plan to the County or CRA to exercise some of the power or authority granted by the Redevelopment Act, then such power and authority are deemed to have been granted and exercisable in connection with the implementation of this Plan.

This Plan contains provisions that contemplate actions to be taken by Miami-Dade County, including the County Commission and various divisions, departments or boards of the County. All actions pursuant to the Plan are subject to County review.

C. The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a Redevelopment Plan approved by the CRA and the County Commission. Like the County's Comprehensive Plan, the Community Redevelopment Plan is an evolving document, which is evaluated and may be amended on a regular basis, as necessary, in order to accurately reflect changing conditions and

community objectives. Any modifications to the plan must also be approved by the County Commission.

D. Tax Increment and Tax Increment Financing

The State, in adopting Florida Statute 163, Part III, created the CRA's main source of income, tax increment funds (TIF). All CRAs in Florida are dependent taxing districts, which means that they depend upon other taxing districts to make contributions to their trust fund. The TIF funds are based upon the added value of property within a CRA district once the base year has been set by a CRA's governing body. At the time of its anticipated establishment in 2012, the expanded 7th Avenue Corridor CRA's base year property evaluation (Taxable Value) for both the existing and the expansion areas is estimated at $181,519,379.

Tax increment revenue can be used for any programs that are described in an approved Community Redevelopment Plan. Tax increment funds can also be used for administrative costs and for the repayment of revenue bond(s) debt service and fees. As the CRA invests its funds on redevelopment projects and programs, and completes them, it is expected that the assessed property values in the CRA will rise, which in turn will provide for more tax increment income. Significant tax increment revenue does not appear until redevelopment occurs and existing property values increase.

One of the most powerful tools that a CRA has in order to encourage redevelopment is the power to issue revenue bonds. A CRA may use a portion of its annual funds to pay any bond debt that has been properly authorized. Over time, the CRA can utilize this tool to finance infrastructure and many other programs and projects. By making improvements with the funds generated by revenue bonds, the CRA can accelerate the redevelopment process. The CRA can also consider several other borrowing strategies including Private Placement of Debt and Line of Credit.

Possibly the best strategy for the use of the TIF Revenue is to leverage other funding sources that may occur. The CRA may be able to acquire grants because of the importance of the redevelopment efforts as well as the projects to be undertaken. These grants often require matching funds which could be the TIF Revenue. Other methods of leveraging the funds includes Public-Private Partnerships where private developers contribute to the infrastructure and other projects to enhance their own developments.

E. Consistency with the Miami-Dade County Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan be consistent with the County's Comprehensive Plan. In order to remain current the Plan may have to be amended when programs are changed, or as new programs and projects are proposed.

Based upon review and approval of this plan by the Miami-Dade County Planning Advisory Board, the CRA Community Redevelopment Plan will meet the criteria for consistency with the Comprehensive Plan.

F. Neighborhood Impacts of Redevelopment Efforts

The following section describes the potential impacts of redevelopment efforts in the CRA residential neighborhoods. While neighborhood impacts have been considered for the specific redevelopment actions recommended in the Plan, it should be noted that many of these projects are in the early stages of planning. Therefore, some impacts resulting from their implementation may be determined at a later date, particularly as projects become more clearly defined.

Relocation of Displaced Residents and Businesses

In connection with the contemplated projects in this plan, some relocation of residents may become necessary. It is also important to note that changing conditions and modifications to planned projects may result in additional residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be included with the project, submitted for official action by the Board of Commissioners.

In accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III, the 7th Avenue Corridor CRA is authorized to "prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations and others,) displaced from a community redevelopment area, and to make relocation payment to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government."

Through the combined efforts of the CRA, the County, and private development, the neighborhood housing stock may be expanded and thereby provide opportunities for the relocation of residents elsewhere in the neighborhood.

When required by redevelopment actions, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted CRA procedures. Any financial assistance required by these procedures will become the responsibility of the CRA or other participating governmental agencies.

Traffic Circulation

Proposed road and traffic improvements should be designed to provide safe and convenient movement of pedestrians and vehicles to, within, and through the Redevelopment Area.

Environmental Quality

The CRA proposes to improve the environmental quality of the Redevelopment Area as redevelopment proceeds. These improvements are primarily related to the recommended improvements to the infrastructure (drainage, water, sewer,) and the emphasis on code enforcement and housing rehabilitation.

Community Facilities

CRA activities are anticipated to have a positive impact on the existing community facilities in the Redevelopment Area. There may be continuing improvement to all service systems (parks, roads, sidewalks, drainage, and utilities.)

G. Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan

The 7th Avenue Corridor CRA Board shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency. The CRA Board shall publicly adopt by-laws to govern its activities and to ratify its administrative policies.

The 7th Avenue Corridor CRA shall file an annual report with the State's Auditor General's Office, The BCC, the County Clerk's Office, and the Miami-Dade County Office of Management Budget. This report shall contain a programmatic overview of the activities of the 7th Avenue Corridor CRA as allowed by the Redevelopment Plan.

The 7th Avenue Corridor CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions, covenants, running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Plan.

Safeguards to Ensure Financial Accountability

1. The 7th Avenue Corridor CRA shall maintain adequate records to provide for an annual audit which shall be conducted by an independent knowledgeable auditor. The findings of the audit shall be presented at a public meeting of the 7th Avenue Corridor CRA Board and such findings shall be forwarded to the State Auditor General's Office by March 31 of each year for the preceding fiscal year, which runs from October 1 through September 30.

   The annual Audit report shall be accompanied by the 7th Avenue Corridor CRA's Annual Report and shall be provided to the Board of County Commissioners and the Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Report.

2. The 7th Avenue Corridor CRA shall file all reports necessary to comply with the "Special Districts" requirements of the State of Florida.

3. Progress reports shall be included in each annual budget. A progress report outlook that reviews progress of the CRA to date shall be reviewed as part of any request for issuance of any TIF backed bond or similar instrument. This report shall also include the extent to which projects and programs shall be advanced by the requested indebtedness.

4. All 7th Avenue Corridor CRA tax increment financing funds shall be held in a Redevelopment Trust Fund separately from other funds as required by state law.

Safeguards to Ensure Proper Implementation and Project/Program Accountability

1. Measurable objectives for each 7th Avenue Corridor CRA program shall be established upon its administrative design and funding approval by the Board. This shall be done on an annual basis at the time the TIF budget is adopted.

2. The 7th Avenue Corridor CRA may hold an annual informational public workshop to:

   a. Report on the status and progress of programs and projects;
   b. Gather input from property owners, citizens and interested parties regarding redevelopment activities; and
   c. Discuss strategies relating to local redevelopment issues.

Safeguards Through Retention of Certain Powers By The County

Powers retained by the County shall be provided in the Interlocal Agreement between the Agency and the County.

Providing For a Time Certain and Severability

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration, or commitment of up to, but not exceeding, thirty (30) years from the date of adoption by the BCC. The start date for the thirty-year clock shall be the Plan adoption and approval date of the Board of Commissioners. This CRA shall sunset on March 1, 2034, unless amended by the BCC.

H. Legal Description of the 7th Avenue Corridor Community Redevelopment Area

A portion of Miami-Dade County, Florida, bounded on the East by Interstate 95 (I-95); bounded on the South by the City of Miami: bounded on the West by the Westernmost property lines of all those parcels of land that abut the Westerly right-of-way line of NW 7th Avenue from the City of Miami to NW 119th Street; and bounded on the North by NW 119th Street; said portion being more particularly described in six parts as follows:

That part of said Section 36, Township 52 South, Range 41 East, lying Westerly of the Limited Access Right-of-Way of I-95;

-AND-

That part of said Section 1, Township 53 South, Range 41 East, lying Westerly of the Limited Access Right-of-Way of I-95;

-AND-

That part of the Northwest ¼ of said Section 12, Township 53 South, Range 41 East, lying West of the Limited Access Right-of-Way of I-95 and lying North of the City of Miami municipal boundary as shown on the plat of FRANCINE HEIGHTS FIRST ADDITION recorded in Plat Book 90 at Page 86 of the Public Records of Miami-Dade County, Florida;

-AND-

That part of NW 7th Avenue lying in Section 35, Township 52 South, Range 41 East, together with all those parcels of land immediately abutting said NW 7th Avenue in said Section 35;

-AND-

That part of NW 7th Avenue lying in Section 2, Township 53 South, Range 41 East, together with all those parcels of land immediately abutting said NW 7th Avenue in said Section 2;

-AND-

That part of NW 7th Avenue in the Northeast ¼ of said Section 11, Township 53 South, Range 41 East, lying North of the City of Miami municipal boundary as shown on the aforementioned plat of FRANCINE HEIGHT FIRST ADDITION, together with all those parcels of land immediately abutting said NW 7th Avenue in said Northeast ¼ of said Section 11 that lie North of the North line of Lot3, Block 2 of the AMENDED PLAT OF HOMECREST recorded in Plat Book 9 at Page 84 of the Public Records of Miami-Dade County, Florida.

Legal Description

The following, is the legal description of the Proposed NW 7th Avenue Corridor CRA Expansion.

BEGIN at Southeast corner of the Southeast one-quarter (1/4) of Section 23, Township 52 South, Range 41 East, Miami-Dade County, Florida, also being the intersection of the centerline of NW 135 Street and the centerline of NW 7 Avenue (U.S. Highway 441); thence westerly along the south line of the said Southeast one-quarter (1/4) of Section 23, also being the centerline of NW 135 Street, to the intersection with the southerly projection of the west line of Lot 1, Block 2 of TROPICAL FARMS, according to the plat thereof recorded in Plat Book 42, Page 86 of the Public Records of Miami-Dade County, Florida; thence north along said southerly projection, the said west line of Lot 1, and its northerly projection to the southwest corner of Lot 30, Block 2, of said TROPICAL FARMS; thence continue northerly along the west line of said Lot 30 and the west line of Lots 31 and 1 respectively, Block 2 of said TROPICAL FARMS; thence continue north along the northerly projection of the west line of said Lot 1 , Block 2 to the intersection with the south line of Lot 3, Block 1 of HIGHVIEW GARDENS, according to the plat thereof recorded in Plat Book 45, Page 22 of the Public Records of Miami-Dade County, Florida; thence westerly along the said south line of Lot 3, Block 1 to the southwest corner of said Lot 3; thence northerly along the west line of said Lot 3 and the west line of Lot 14, Block 1 of said HIGHVIEW GARDENS, to the northwest corner of said Lot 14; thence easterly along the north line of said Lot 14 to the intersection with the southerly projection of the west line of Lot 1, Block 4, of said HIGHVIEW GARDENS; thence northerly along said southerly projection and the westerly line of said Lot 1 to the northwest corner of said Lot 1, also being the southwest corner of Lot 15, Block 4 HIGHVIEW GARDENS SECTION "A", according to the plat thereof recorded in Plat Book 45, Page 29 of the Public Records of Miami-Dade County, Florida; thence northerly along the west line of said Lot 15 to the northwest corner of said Lot 15; thence continue northerly along the northerly projection of the west line of said Lot 15 to the southwest corner of Lot 2, Block 5 of said HIGHVIEW GARDENS SECTION "A"; thence northerly along the west line of said Lot 2 and the west line of Lots 15 and 1, Block 5 respectively, to the northwest corner of said Lot 15; thence northerly along the northerly projection of the west line of said Lot 15 to the southwest corner of said Lot 2, Block 8, HIGHVIEW GARDENS SECTION "B"; according to the plat thereof recorded in Plat Book 45, Page 37 of the Public Records of Miami-Dade County, Florida; thence northerly along the west line of said Lot 2 and the west line of Lots 1 and 15, Block 8 of said HIGHVIEW GARDENS SECTION "B" to the northwest corner of said Lot 15; thence continue northerly along the northerly projection of the west line of said Lot 15 to the southwest corner of Lot 2, Block 9 of said HIGHVIEW GARDENS SECTION "B"; thence northerly along the west line of said Lot 2 and the west line of Lots 1 and 15, Block 9, respectively, to the northwest corner of said Lot 15; thence northerly along the northerly projection of the west line of said Lot 15 to the southwest corner of Lot 2, Block 12 of HIGHVIEW GARDENS SECTION "C", according to the plat thereof recorded in Plat Book 45, Page 43 of the Public Records of Miami-Dade County, Florida; thence northerly along the west line of said Lot 2 and the west line of Lots 1 and 15, Block 12 respectively, of said HIGHVIEW GARDENS SECTION "C", to the northwest corner of said Lot 15; thence northerly along the northerly extension of the west line of said Lot 15 to the intersection with the south line of Block 13 of HIGHVIEW GARDENS SECTION "D", according to the plat thereof

Recorded in Plat Book 45, Page 58 of the Public Records of Miami-Dade County, Florida; thence westerly along the south line of said Block 13 to the intersection with the east line of the west 115.00 feet of said Block 13; thence northerly along said east line of the west 115.00 feet of said Block 13 to the north line of said Block 13; thence easterly along said north line of Block 13 to the intersection with the southerly projection of the west line of Lot 2, Block 16 of HIGHVIEW GARDENS SECTION "E", according to the plat thereof recorded in Plat Book 47, Page 29 of the Public Records of Miami-Dade County, Florida; thence northerly along said southerly extension of Lot 2, the west line of said Lot 2, and the west line of Lots 1 and 15, Block 16, respectively, of said HIGHVIEW GARDENS SECTION "E", to the northwest corner of said Lot 15; thence northerly along the northerly projection of the west line of said Lot 15 to the intersection with the south line of Lot 23, Block 6 of BISCAYNE GARDENS SECTION F PART 2, according to the plat thereof recorded in Plat Book 50, Page 8 of the Public Records of Miami-Dade County, Florida; thence westerly along the south line of said Lot 23 and the south line of Lot 22 to the intersection with a line 10 feet west of and parallel to by perpendicular measure to the west line of said Lot 23; thence northerly along said line 10 feet west of and parallel to by perpendicular measure to the west line of Lots 23 and 24, respectively, and continue along the northerly extension thereof to the intersection with the westerly projection of the south line of Lot 31, Block 5, of said BISCAYNE GARDENS SECTION F PART 2; thence easterly along said southerly projection to the southwest corner of said Lot 31; thence northerly along the west line of said Lot 31 and the west line of Lots 32, 33, and 34, Block 5, and its northerly projection to the southwest corner of Lot 29, Block 4, of said BISCAYNE GARDENS SECTION F PART 2; thence continue northerly along the west line of said Lot 29 and the west line of Lots 30, 31, 32, the northerly projection thereof, along the west line of Lots 31 through 34, Block 2 of said BISCAYNE GARDENS SECTION F PART 2, its northerly projection, and along the west line of Lots 1 through 5, Block 1 of said BISCAYNE GARDENS SECTION F PART 2, to the northwest corner of said Lot 5; thence northerly along the northerly projection of the west line of said Block 1 to the intersection with the south line of Tract "A" of SOUTH AVENUE CENTER, according to the plat thereof recorded in Plat Book 130, Page 50 of the Public Records of Miami-Dade County, Florida; thence westerly along said south line to the southwest corner of said Tract "A"; thence northerly along the west line of said Tract "A" to the northwest corner of said Tract "A" and the intersection with the south line of Tract "A" of NAPOLITANO TRACT, according to the plat thereof recorded in Plat Book 106, Page 90 of the Public Records of Miami-Dade County, Florida; thence westerly along the south line of said Tract "A" of NAPOLITANO TRACT to the southwest corner of said Tract "A" NAPOLITANO TRACT, thence northerly along the west line of said Tract "A" NAPOLITANO TRACT to the northwest corner of said Tract "A" of NAPOLITANO TRACT; thence easterly along the north line of said Tract "A" of NAPOLITANO TRACT to the intersection with the southerly projection of the west line of Lot 81 of BISCAYNE GARDENS SECTION F PART 1, according to the plat thereof recorded in Plat Book 44, Page 46 of the Public Records of Miami-Dade County, Florida; thence northerly along said southerly projection and the west line of said Lot 81 to the northwest corner of said Lot 81; thence easterly along the north line of said Lot 81 to the southwest corner of Lot 45 of said BISCAYNE GARDENS SECTION F PART 1; thence northerly along the west line of said Lot 45 and along the west line of Lots 44 and 43 respectively, of said BISCAYNE GARDENS SECTION F PART 1 to the northwest corner of said Lot 43; thence easterly along the north line of said Lot 43 to the intersection with the southerly projection of a line 20 feet east of and parallel to by perpendicular measure the west line of Lot 42 of said BISCAYNE GARDENS SECTION F PART 1; thence northerly along said southerly extension and said line 20 feet east of and parallel to the west line of said Lot 42 to the intersection with the south line of Lot 41 of said BISCAYNE GARDENS SECTION F PART 1; Thence westerly along the south line of said Lot 41 to the southwest corner of said Lot 41; thence northerly along the west line of said Lot 41 and the west line of Lot 41 and said BISCAYNE GARDENS SECTION F PART 1 to the northwest corner of said Lot 40; thence easterly along the north line of said Lot 40 to the intersection with the southerly projection of the west line of the East 115.90 feet of Lots 3 and 2 respectively, of said BISCAYNE GARDENS SECTION F PART 1 to the intersection with the south line of the North 55.00 feet of Lot 2; thence westerly along said south line of the North 55.00 feet of said Lot 2 to the west line of

said Lot 2; thence northerly along the west line of said Lot 2 and Lot 1 respectively, of said BISCAYNE GARDENS SECTION F PART 1 to the northwest corner of said Lot 1; thence northerly along the northerly extension of said Lot 1 to the north line of the 15 feet reserved strip as shown on the Plat of said BISCAYNE GARDENS SECTION F PART 1 that lies north of and adjacent to said Lot 1to the west right of way line of NW 7 Avenue; thence northerly along said west right of way line and the northerly projection thereof to the southeast corner of Tract 1-A of GOLDEN LAKES, according to the plat thereof recorded in Plat Book 96, Page 35 of the Public Records of Miami-Dade County, Florida; Thence westerly along the south line of said Tract 1-A and the south line of Tract B-1 of said GOLDEN LAKES to the Southwest corner of said Tract 1-B; thence northerly for 219.00 feet along the west boundary of said Tract 1-B; Thence westerly along the west boundary of sold Tract 1-B for 40.00 feet; thence northerly along the west boundary of said tract 1-B for 212.78 feet; thence easterly along the west boundary of said Tract 1-B for 95 feet; thence northerly along the west boundary of said Tract 1-B for 180.00 feet to the northwest corner of said tract 1-B and the south line of Lot 2 of CENTER LAKE APARTMENTS LTD., according to the plat thereof recorded in the Plat Book 129, Page 7 of the Public Records of Miami-Dade County, Florida; said south line also being the south line of the North 1/2 of the North 1/2 of the Southeast one-quarter (1/4) of section 12, Township 52 South, Range 41 East; thence westerly along the said south line of Lot 2 to the southwest corner of said Lot 2; thence northerly along the west line of said Lot 2 to the northwest corner of said Lot 2; thence easterly along the north line of said Lot 2 for 331.45 feet; thence northerly parallel to the west line of Lot 1 of said CENTER LAKE APARTMENTS LTD. For 170.02 feet; thence northeasterly for 54.79 feet; thence northerly parallel to the west line of said Lot1 to the north line of said Lot 1;thence easterly along said north line of Lot 1 to the intersection with the west right of way line of NW 7 Avenue (U.S. Highway 441); thence northerly along said west right of way line and the State Road 9 Limited access right of way line to the intersection with the south right of way line of State Road 9; thence northwesterly at right angles to and to the intersection with the northerly right of way line of S.A.L. Railroad (Tri-Rail); thence northeasterly along said northerly right of way line to the intersection with the northerly projection of the west right of way line of NW 7 Avenue (U.S. 441); thence southerly along said west right of way line to the intersection with the State Road 9 Limited Access right of way line; thence easterly along said Limited Access right of way line to the intersection with the west right of way of Interstate Highway 95; thence southerly along said west right of way line to the south line of the northwest one-quarter (1/4) of Section 24, Township 52 South, Range 41 East, also being a centerline of NW 143 Street; Thence westerly along said south line and the centerline of NW 143 Street to the northeast corner of the southeast one-quarter (1/4) of said Section 23, also being the intersection with the centerline of NW 7 Avenue (U.S. Highway 441); thence southerly along the east line of said Southeast one-quarter (1/4) of Section 23, also being centerline of NW 7 Avenue (U.S. Highway 441) to the point of beginning.

A. Overview of the Area

The NW 7th Avenue Corridor Community Redevelopment Area (the CRA,) as the name suggests, is centered on the NW 7th Avenue Corridor, a well traveled and largely commercial artery in north central Miami-Dade County. The original CRA was created in 2004 and included that portion of the corridor from the municipal boundary of the City of Miami (approximately 175 feet north of NW 79st Street) on the south to NW 119th Street on the north, a distance of approximately 2.5 miles. In general, the properties included in the CRA are those that front on NW 7th Avenue on the west side, while on the east side, all properties between NW 7th Avenue and Interstate 95 are included. NW 7th Avenue and I-95 run parallel to one another, approximately one-eighth of a mile apart. The total area included in the original CRA is 186 acres.

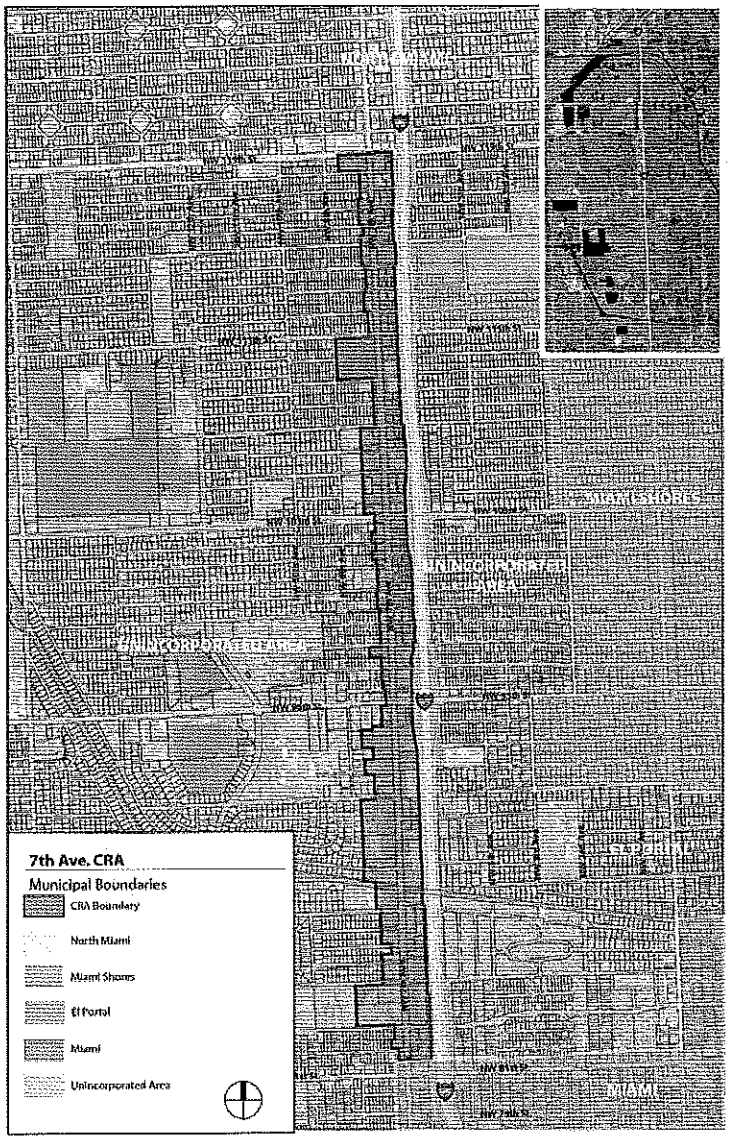


Figure 3.1- Original 7th Avenue CRA Area

On April 4, 2011, the BCC adopted a Finding of Necessity (Resolution R-223-11) declaring the area north of the existing CRA as meeting the designation of slum and blight. The expansion area extends from NW 135th Street on the south to the Golden Glades Interchange, approximately 1.9 miles. (The portion of NW 7th Avenue between 119th and 135th Streets is in the City of North Miami and will not be included in the expansion.) Similar to the original CRA, the area includes all parcels fronting on NW 7th Avenue on the west, and all parcels between NW 7th Avenue and Interstate 95 on the east. The total area of the expansion is approximately 134 acres.

The original CRA is depicted in Figure 3.1; the expansion area is depicted in Figure 3.2.

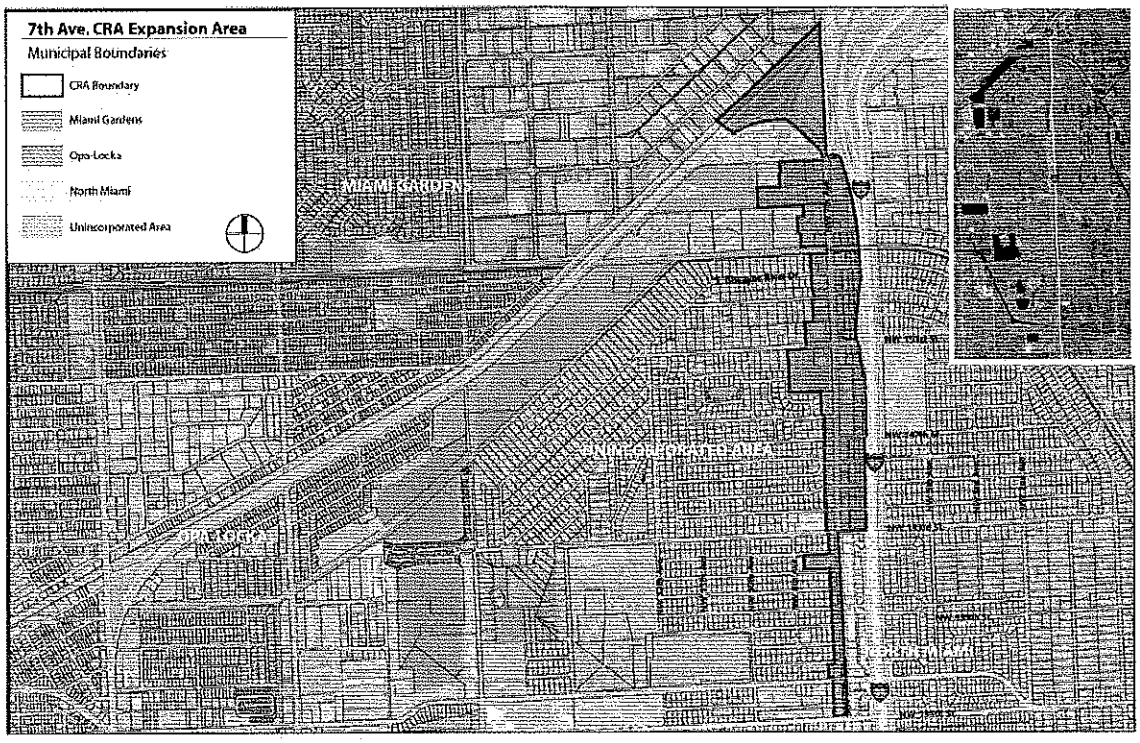


Figure 3.2 – 7th Avenue CRA Expansion Area

The CRA lies in unincorporated Miami-Dade County. The City of Miami partially borders it on the south, while the City of Miami Shores partially borders it on the east. The City of North Miami lies between the original area and the expansion area, and the City of Miami Gardens borders the expansion area on the north. The area was first extensively developed in the decades following World War II and was substantially developed by 1970. The great majority of the building stock dates from that era, with over three quarters of the buildings now over 30 years old.

While both areas of the CRA are dominated by the commercial uses lining NW 7th Avenue, the southern, or existing portion is overwhelmingly commercial (about 66% of the total area.) The northern, or expansion area is more diverse in land use, with over 20% of its area occupied by single and multi-family residential uses. The largest single category of use in the expansion area is the utility/parking use within the footprint of the Golden Glades Interchange.

The 7th Avenue Corridor community today is in need of many improvements, since it currently exhibits the conditions of slum and blight that spurred the establishment of the CRA. (Please refer to Section II., Establishment of the 7th Avenue Corridor, for a description of the legal basis for creation of a CRA.) Necessary improvements include, but are not limited to: better housing, increased employment opportunities and participation, more transportation access, development of vacant land, street and sidewalk improvements, parking solutions, and code enforcement.

B. Brief History of 7th Avenue Corridor

The area was originally built on wetlands and some pine forests many years ago. Development started in the mid-1900's and continued at a slow, steady pace through the years. The greatest surge of growth occurred in the 1950s and 1960s, with a gradual slowing of activity since. The area is now mostly developed, with very little recent development activity.

The 7th Avenue Corridor CRA Study area is one where many residents have lived for many years. The statistics regarding the area are that the land area consists of 40% residential, 20% vacant, 15% industrial, 12% commercial, 7% institutional,

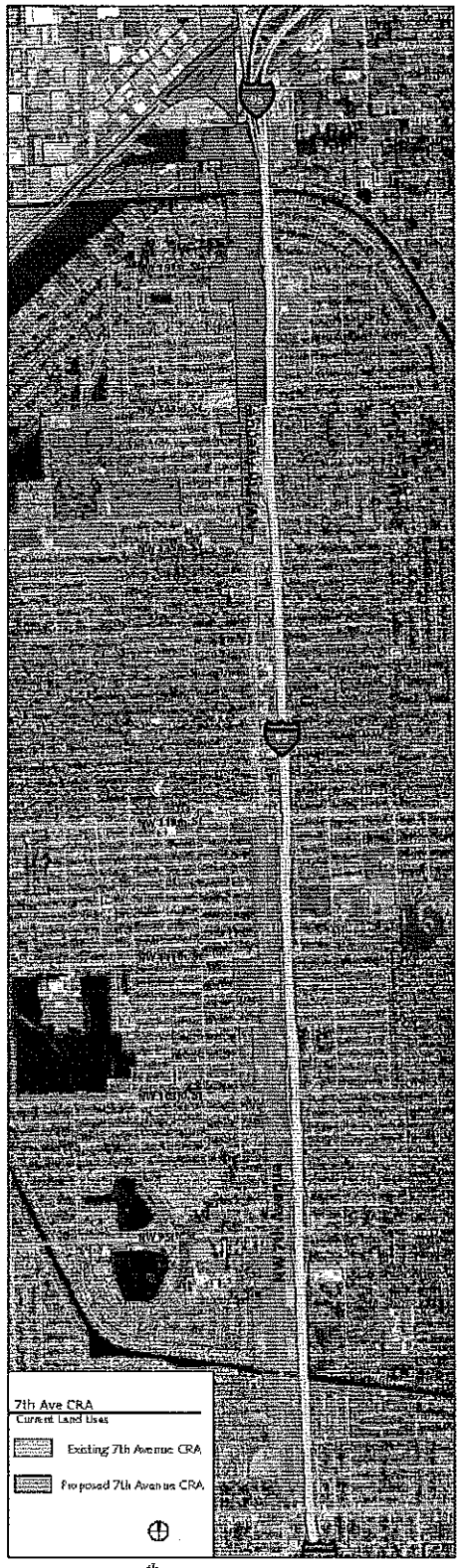


Figure 3.3 – 7th Avenue CRA Overall Area

2% mobile home parks and 1% utilities and railroads. The vast majority of homes in the area are over 40 years old. The residing residents of the area have made a commitment to the area and have strong and permanent ties. The citizens have investment in the community in churches, schools, neighborhood facilities and parks and are bound together by a shared history.

C. Historic Preservation

The Office of Historic & Archaeological Resources, of the Department of Sustainability, Planning and Economic Enhancement (SPEE) was contacted to ascertain whether there were any sites within the boundaries of the 7th Avenue Corridor CRA that had been entered into the County's current records and database.

Although some structures within the proposed CRA area meet the 50 year old benchmark, most of the area has not previously been surveyed for historic structures and sites. Based on a review of records from the Property Appraiser's Office, here are a significant number of structures that could warrant further examination and may be eligible for recording. The eligible structures include: commercial buildings, residential buildings, Houses of Worship, tourist cottages and motels, shopping centers and others.

D. Economic Base

The analysis of the economic base concentrates on two areas for the statistical review. The first is the boundaries of the 7th Avenue CRA. Data regarding the population, housing and business activity in the area has been determined. The second area is defined as the Market Area for the 7th Avenue Corridor. This Market Area represents the portion of the County that attracts customers to the corridor.

The Market Area was established by examining a five mile radius from the corridor itself. This Market Area was later reduced based on examination of existing business activity in other segments of the County. The rationale for the reduction is that most customers will frequent those shopping concentrations that are closer to their homes and businesses and would only travel further if a particular product or service was required.

The resulting Market Area for 7th Avenue was determined to be bounded as follows:

- North, 183rd Street
- East, 6th Avenue
- South, Airport Expressway
- West, 17th Avenue

A map depicting the Market Area is found in Figure 3.4.

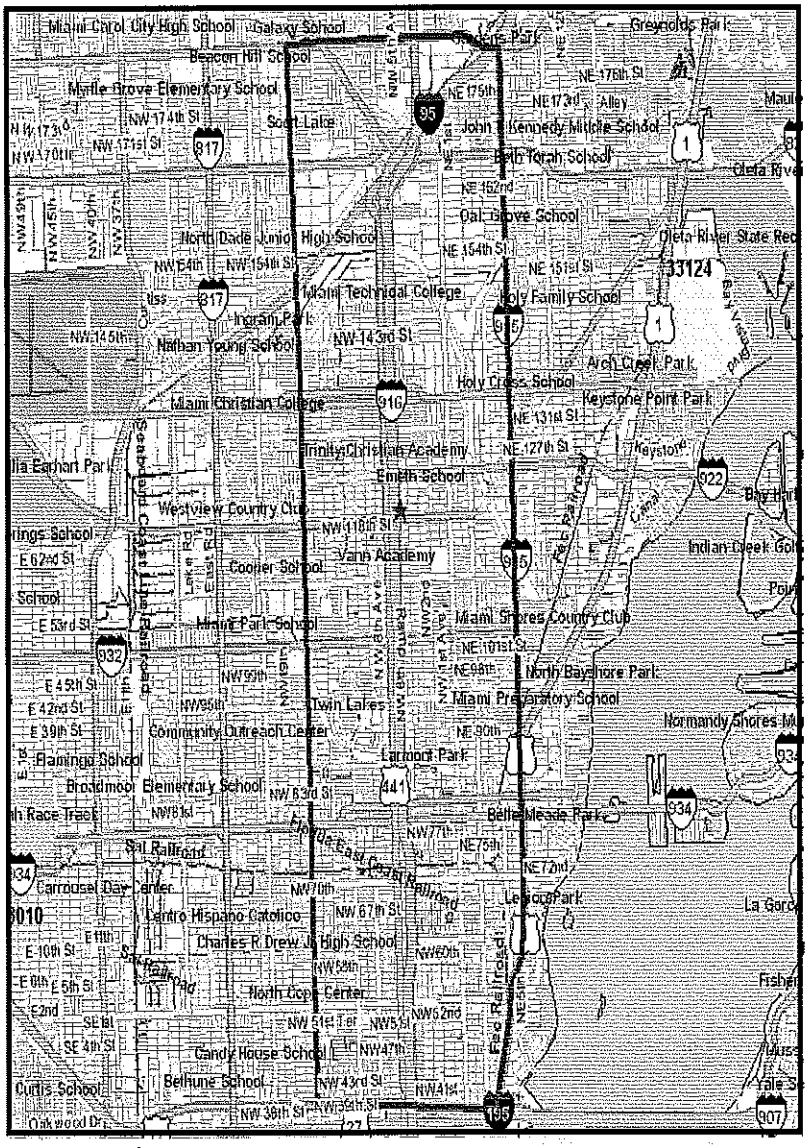


Figure 3.4 - 7th Avenue Corridor Market Area

Analysis

As can be seen by Table 3.1, the highest percentage of 7th Avenue Corridor business establishments are Service Industries (37.9%) and Retail Businesses (35.8%). The next highest percentage of business establishments are Manufacturing (6.3%), Finance (5.2%), and Construction (5.0%).

TABLE 3.1
BUSINESS ESTABLISHMENTS IN 7th AVENUE CORRIDOR BY INDUSTRY

CATEGORY	PRIMARY AREA (CRA BOUNDRIES)			
	Number of Businesses	Percent of Total Businesses	Number of Employees	Percent of Total Employees
Agricultural	1	0.3%	30	0.8%
Mining	0	0.0%	0	0.0%
Construction	19	5.0%	253	6.7%
Manufacturing	24	6.3%	211	5.6%
Transportation, Communications/Utilities	16	4.2%	65	1.7%
Wholesale Trade	14	3.7%	157	4.1%
Retail	136	35.8%	1,727	45.7%
Finance	20	5.2%	86	2.3%
Service	144	37.9%	1,196	31.6%
Public Administration	6	1.6%	58	1.5%
Total	**380**	**100.0%**	**3,783**	**100.0%**

Source: Claritas, Inc., 2011

Table 3.2 represents the information for the Market Area as previously established. The figures show a greater concentration of businesses in the Service Industry.

TABLE 3.2
BUSINESS ESTABLISHMENTS IN THE 7th AVENUE MARKET AREA BY INDUSTRY

CATEGORY	MARKET AREA			
	Number of Businesses	Percent of Total Businesses	Number of Employees	Percent of Total Employees
Agricultural	48	1.0%	163	0.3%
Mining	2	0.0%	3	0.0%
Construction	227	4.6%	1,668	3.3%
Manufacturing	232	4.7%	3,236	6.5%
Transportation, Communications/Utilities	198	4.1%	1,389	2.8%
Wholesale Trade	292	6.0%	3,874	7.7%
Retail	1,092	22.4%	8,401	16.8%
Finance	352	7.2%	2,042	4.1%
Service	2,382	48.8%	28,049	56.1%
Public Administration	60	1.2%	1,212	2.4%
Total	**4,885**	**100.0%**	**50,037**	**100.0%**

Source: Claritas, Inc., 2011

E. Population Demographics, Income, Employment and Housing Statistics

Current demographic data was collected from Claritas, a nationally recognized demographic source. The data presented in this section was drawn from Claritas reports designed for the specific boundaries of the 7th Avenue CRA.

Demographic Summary
The following table lists selected demographic information for the study area and county.

TABLE 3.3
SELECTED DEMOGRAPHICS OF 7th AVENUE CORRIDOR, CRA MARKET AREA AND MIAMI-DADE COUNTY

Category	7th Avenue Corridor	7th Avenue Market Area	Miami-Dade County
Population (2010 Census)	1,062	165,401	2,496,435
Population (2000 Census)	1,060	165,838	2,253,362
Households (2010 Census)	354	50,664	867,352
Households (2000 Census)	353	51,071	776,774
Household Size (2010)	2.90	3.19	2.88
Median Age	37.53	33.64	39.28
Attended College	41.1%	36.1%	46.9%
Average Household Income	$41,250	$41,828	$65,268
Employed Over 16 Years of Age	54.1%	54.1%	58.1%
Average Commute (minutes)	32.66	33.25	32.48
Owner Occupied Units	55.4%	53.6%	60.0%
Median Value Housing	$158,531	$163,365	$222,143
Median Year Structure Built	1964	1961	1976
Average Length of Residence (years)	16	16	15

Source: United states Bureau of the Census; Claritas, Inc., 2010

Population
The total estimated population in the 7th Avenue Corridor for the year 2010 amounted to 1,062 people. The Market Area contains a more significant population of 165,401.

Employment
The rate of employment for persons over 16 years of age for the 7th Avenue Corridor and the Market Area is 54.1%, which is slightly lower than the County-wide average of 58.1%.

Race
The following is the racial makeup of 7th Avenue Corridor and the Market Area:

TABLE 3.4
RACIAL COMPOSITION OF THE DISTRICT

Race	7th Avenue Corridor	Market Area
Black	64.3%	66.2%
White Non-Hispanic	25.8%	20.4%
Other	5.1%	4.9%
Two or more races	4.8%	8.5%
Hispanic	30.0%	20.2%
Non-Hispanic	70.0%	79.8%

Housing

A neighborhood's stability can often be gauged by comparing the percentage of housing that is owner occupied to that which is rented. In the CRA overall, 55.4% of the housing is owner-occupied, and 44.6% is renter-occupied. This is in line with Miami-Dade County as a whole, where 60.0% of housing units are Owner Occupied. The percentages for the Market Area are also comparable.

Retail Spending by Residents

The following table illustrates the spending patterns of the population of the 7th Avenue CRA and shows a demand for General Merchandise, Clothing and Health Care related services.

In the entire Market Area, the demand is for General Merchandise, Clothing, Food Service and Sports and Entertainment Services.

After review of the spending patterns of the population in the Market Area, it is revealed that the population spends nearly $1.5 Billion annually on consumer goods. This is based on an annual household income of over $2.1 Billion.

TABLE 3.5
RETAIL SALES GENERATED BY THE POPULATION OF THE 7th AVENUE CRA
DOLLARS SPENT BY THAT POPULATION

Category	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle	$1,238,733	$15,367,844	($14,129,111)
Furniture	$ 176,460	$ 172,421	$ 4,039
Electronics	$ 204,124	$ 1,051,563	($ 847,439)
Building Material	$ 832,868	$ 1,425,102	($ 592,234)
Food/Beverage	$1,521,549	$ 2,346,049	($ 824,500)
Health and Personal	$ 756,464	$ 458,948	$ 297,516
Gas Stations	$ 912,034	$ 1,372,322	($ 460,288)
Clothing	$ 510,851	$ 100,388	$ 410,463
Sporting, Hobby, Book, Music	$ 164,026	$ 53,746	$ 110,280
General Merchandise	$1,500,238	$ 381,318	$ 1,118,920
Miscellaneous	$ 217,903	$ 68,806	$ 149,097
Non-Store	$ 737,517	$ 0	$ 737,517
Foodservice	$ 995,021	$ 936,819	$ 58,202
Total Retail	$9,767,788	$23,735,326	($13,967,538)

Source: Claritas, Inc., 2010

Table 3.5 shows that there is a $14 million opportunity surplus in the Corridor which indicates that more people are coming into the area to purchase goods. However, the overall surplus is smaller than the surplus for Motor Vehicles, meaning that for all sales, not including motor vehicles, there is actually a gap. The biggest gaps are for general merchandise and non-store goods.

Definition of Categories

To better define the information provided in the previous table, the following is a list of definitions of the industry categories.

Motor Vehicle and Parts Dealers:

Industries in the Motor Vehicle and Parts Dealers subsector include retail sale of motor vehicles and parts from fixed point-of-sale locations. Establishments in this subsector typically operate from a showroom and/or an open lot where the vehicles are on display. The display of vehicles and the related parts require little by way of display equipment. The personnel generally include both the sales and sales support staff familiar with the requirements for registering and financing a vehicle as well as a staff of parts experts and mechanics trained to provide repair and maintenance services for the vehicles. Specific industries have been included in this subsector to identify the type of vehicle being retailed.

Sales of capital or durable non-consumer goods, such as medium and heavy-duty trucks, are always included in wholesale trade. These goods are virtually never sold through retail methods.

Furniture and Home Furnishings Stores:

Industries in the Furniture and Home Furnishings Stores subsector sell new and used furniture and home furnishings from fixed point-of-sale locations. Establishments in this subsector usually operate from showrooms and have substantial areas for the presentation of their products. Many offer interior decorating services in addition to the sale of products.

Electronics and Appliance Stores:

Industries in the Electronics and Appliance Stores subsector sell new electronics and appliances from point-of-sale locations. Establishments in this subsector often operate from locations that have special provisions for floor displays requiring special electrical capacity to accommodate the proper demonstration of the products. The staff includes sales personnel knowledgeable in the characteristics and warranties of the line of goods retailed and may also include trained repair persons to handle the maintenance and repair of the electronic equipment and appliances. The classifications within this subsector are made principally on the type of product and knowledge required to operate each type of store.

Building Material, Garden Equipment Stores:

Industries in the Building Material and Garden Equipment and Supplies Dealers subsector sell new building material and garden equipment and supplies from fixed point-of-sale locations. Establishments in this subsector have display equipment designed to handle lumber and related products and garden equipment and supplies that may be kept either indoors or outdoors under covered areas. The staff is usually knowledgeable in the use of the specific products being retailed in the construction, repair, and maintenance of the home and associated grounds.

Food and Beverage Stores:

Industries in the Food and Beverage Stores subsector usually provide food and beverages merchandise from fixed point-of-sale locations. Establishments in this subsector have special equipment (e.g., freezers, refrigerated display cases, refrigerators) for displaying food and beverage goods. They have staff trained in the processing of food products to guarantee the proper storage and sanitary conditions required by regulatory authority.

Health and Personal Care Stores:

Industries in the Health and Personal Care Stores subsector sell health and personal care merchandise from fixed point-of-sale locations. Establishments in this subsector are characterized principally by the products they retail, and some health and personal care stores may have specialized staff trained in dealing with the products. Staff may include pharmacists, opticians, and other professionals engaged in retailing, advising customers, and/or fitting the product sold to the customer's needs.

Gas Stations:

Industries in the Gasoline Stations subsector provide automotive fuels (e.g., gasoline, diesel fuel, gasohol) and automotive oils or retail these products in combination with convenience store items. These establishments have specialized equipment for the storage and dispensing of automotive fuels.

Clothing and Clothing Accessories Stores:

Industries in the Clothing and Clothing Accessories Stores subsector sell new clothing and clothing accessories merchandise from fixed point-of-sale locations. Establishments in this subsector have similar display equipment and staff that is knowledgeable regarding fashion trends and the proper match of styles, colors, and combinations of clothing and accessories to the characteristics and tastes of the customer.

Sporting Goods, Hobby, Book, Music Stores:

Industries in the Sporting Goods, Hobby, Book, and Music Stores subsector are engaged in retailing and providing expertise on use of sporting equipment or other specific leisure activities, such as needlework and musical instruments. Book stores are also included in this subsector.

General Merchandise:

Industries in the General Merchandise Stores subsector sell new general merchandise from fixed point-of-sale locations. Establishments in this subsector are unique in that they have the equipment and staff capable of retailing a large variety of goods from a single location. This includes a variety of display equipment and staff trained to provide information on many lines of products. Stores in this category would include Department Stores, Discount Department Stores, Warehouse Clubs, and Superstores.

Miscellaneous Store Retailers:

Industries in the Miscellaneous Store Retailers category sell merchandise from fixed point-of-sale locations (except new or used motor vehicles and parts; new furniture and home furnishings; new appliances and electronic products; new building materials and garden equipment and supplies; food and beverages; health and personal care goods; gasoline; new clothing and accessories; and new sporting goods, hobby goods, books, and music). Establishments in this subsector include:

- Art dealers
- Art supply stores
- Auction houses (general merchandise)
- Calendar shops
- Candle shops
- Cemetery memorial dealers (e.g., headstones, markers, vaults)
- Closet organizer stores
- Collector's items shops (e.g., autograph, card, coin, stamp)
- Emergency preparedness supply stores
- Fireworks shops (i.e., permanent location)
- Flag and banner shops
- Flower shops, artificial or dried
- Florists
- Home security equipment stores
- Hot tub stores
- Janitorial equipment and supplies stores
- Manufactured (mobile) home dealers
- Monument (i.e., burial marker) dealers
- Pet and pet supply stores
- Police supply stores
- Religious goods (except books) stores
- Swimming pool supply stores
- Trophy (including awards and plaques) shops
- Used merchandise stores

Non-Store Retailers:

Industries in the Non-Store Retailers subsector use methods, such as the broadcasting of infomercials, the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls and distribution through vending machines. Establishments in this subsector include mail-order houses, vending machine operators, home delivery sales, door-to-door sales, party plan sales, electronic shopping, and sales through portable stalls (e.g., street vendors, except food). Establishments engaged in the direct sale (i.e., non-store) of products, such as home heating oil dealers and newspaper delivery service providers are included in this subsector.

Foodservice and Drinking Places:

Industries in the Food Services and Drinking Places subsector prepare meals, snacks, and beverages to customer order for immediate on-premises and off-premises consumption. There is a wide range of establishments in these industries. Some provide food and drink only; while others provide various combinations of seating space, waiter/waitress services and incidental amenities, such as limited entertainment. The industries in the subsector are grouped based on the type and level of services provided. The industry groups are full-service restaurants; limited-service eating places; special food services, such as food service contractors, caterers, and mobile food services; and drinking places.

Food and beverage services at hotels and motels; amusement parks, theaters, casinos, country clubs, and similar recreational facilities; and civic and social organizations are included in this subsector only if these services are provided by a separate establishment primarily engaged in providing food and beverage services.

Excluded from this subsector are establishments operating dinner cruises.

TABLE 3.6
RETAIL SALES GENERATED BY THE POPULATION OF THE 7th AVENUE CRA MARKET AREA SPENT BY THAT POPULATION

Category	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle	$174,431,156	$290,130,320	($115,699,164)
Furniture	$25,776,272	$56,207,929	($30,431,657)
Electronics	$30,850,435	$31,424,155	($573,720)
Building Material	$120,850,575	$95,835,823	$25,014,752
Food/Beverage	$231,171,527	$248,820,327	($17,648,800)
Health and Personal	$106,851,063	$85,804,380	$21,046,683
Gas Stations	$133,719,813	$101,532,177	$32,187,636
Clothing	$80,587,199	$69,388,801	$11,198,398
Sporting, Hobby, Book, Music	$25,819,940	$23,520,088	$2,299,852
General Merchandise	$229,555,322	$123,402,266	$106,153,056
Miscellaneous	$33,673,589	$18,460,054	$15,213,535
Non-Store	$109,923,795	$44,979,470	$64,944,325
Foodservice	$150,395,752	$145,417,666	$4,978,086
Total Retail	$1,453,606,437	$1,334,923,455	$118,682,982

Source: Claritas, Inc., 2010

Consumer Patterns

For the market area, in the next five years, the greatest demand will increase most for the following categories:

- Groceries
- Family Restaurants
- General Merchandise
- Sports & Entertainment (TV, Sound Equipment, Computers, Software, Photographic Equipment, and Sports Equipment),
- Apparel

Demand is either non-existent or will decrease for:

- Transportation and Auto expenses (Automotive Repair and Maintenance, Gasoline, Vehicle purchases and leases)
- Alcoholic Beverages

F. Community Facilities and Institutions

Schools

While there are no schools located within the CRA boundaries, there are a number of elementary schools that are located within a short distance from the CRA, as shown in Figures 3.5 and 3.6. These schools account for a total student population of roughly 4,200 students in both elementary and middle schools. Barry University, a private Catholic University, is located just east of the original CRA boundary. Its student population is composed of roughly 6,500 students in both undergraduate and graduate degree programs.

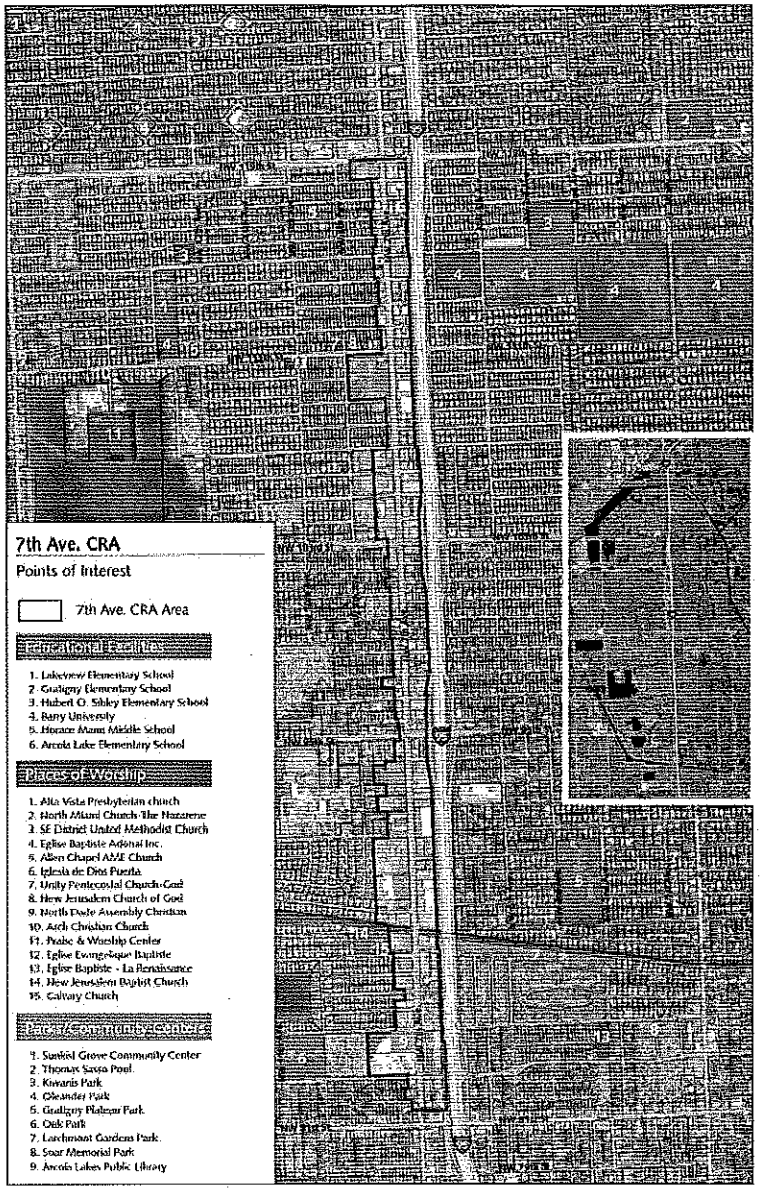


Figure 3.5 – Points of Interest in the 7th Avenue CRA Area

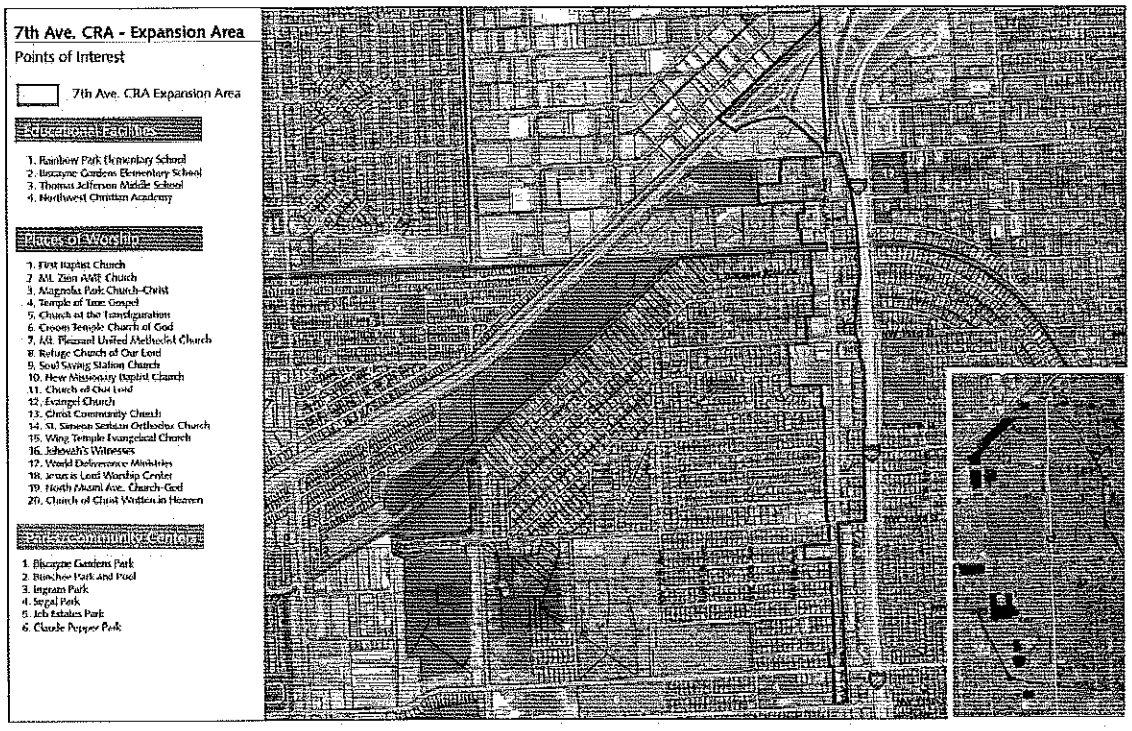


Figure 3.6 – Points of Interest in the 7th Avenue CRA Expansion Area

Library

Arcola Lakes Library has recently opened in the district and serves the community

G. Houses of Worship

There are 35 known Houses of Worship in and around the 7th Avenue CRA Area. They include:

Existing CRA Area

Alta Vista Presbyterian Church
North Miami Church – The Nazarene
SE District United Methodist Church
Eglise Baptiste Adonia Inc.
Allen Chapel AME Church
Iglesia de Dios Puerta
Unity Pentecostal Church – God
New Jerusalem Church of God
Arch Christian Church
North Dade Assembly Christian
Praise & Worship Center
Eglise Evanguelique Baptiste
Eglise Baptiste – La Rennaisance
New Jerusalem Baptist Church
Cavalry Church

CRA Expansion Area

First Baptist Church
Mt. Zion AME Church
Magnolia Park Church – Christ
Temple of True Gospel
Church of the Transfiguration
Croom Temple Church of God
Mt. Pleasant United Methodist Church
Refuge Church of Our Lord
Soul Saving Station Church
New Missionary Baptist Church
Church of Our Lord
Evangel Church
Christ Community Church
St. Simeon Serbian Orthodox Church
Wing Temple Evangelical Church
Jehovah's Witnesses
World Deliverance Ministries
Jesus is Lord Worship Center
North Miami Avenue Church - God
Church of Christ Written in Heaven

H. Parks and Recreation Facilities

Parks

With the intense commercial nature of both the existing and proposed 7th Avenue CRAs, there is a lack of parks and recreational facilities that are available in the area. There is one designated park that lies within the CRA boundaries, Oak Park, a .30 acre parcel which sits behind commercial uses along NW 7th Avenue between NW 117th Street and NW 116 Terrace. However, this facility is not developed and does not offer amenities to the community. Other parks and community facilities lie close to the CRA Areas, but none are within walking distance.

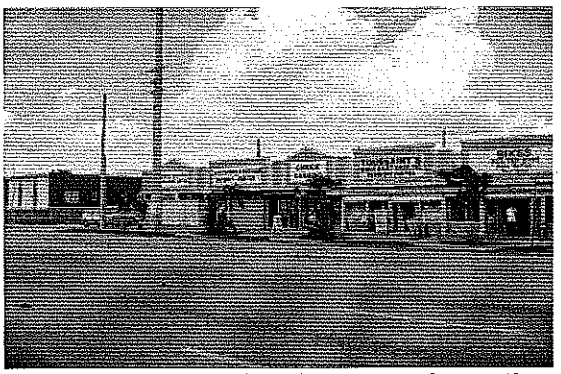
I. Land Use and Existing Zoning

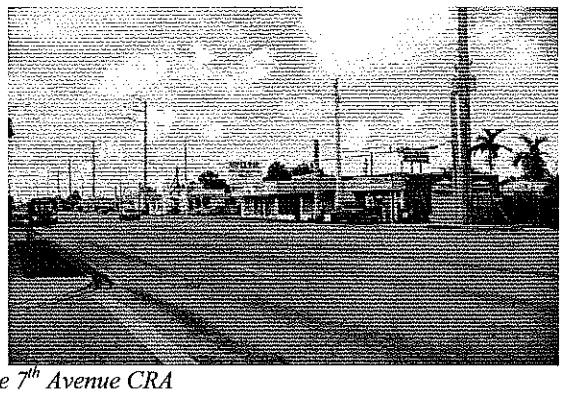
Land Use

The general pattern of land use is typical of the development of the 1950s and 1960s. Major arterial streets, spaced about one third of a mile apart, form a regular, rectilinear grid, with minor and local streets forming a fairly uniform block pattern within the larger grid. Commercial uses tend to be located along the major arterials, while residential uses fill in the smaller streets in between. Since NW 7th Avenue is one of the principal arterials for this portion of the county, it has a concentration of commercial uses. In general, the commercial uses are intended to serve the surrounding neighborhoods, which abut the CRA boundaries directly, particularly on the west side. Some of the uses are able to attract customers from a wider area, due to the arterial status of NW 7th Avenue.

For the most part, the existing commercial uses along the corridor fall into two categories. The first, consisting of the bulk of the older buildings, tend to be located close to the NW 7th Avenue right-of way line, in the traditional manner characteristic of pre World War II downtown development. Parking was generally located in the street in front; due to subsequent widening of the roadway, much of this parking has been impacted, reduced, or eliminated entirely. The

second category of commercial uses is more recent, and tends to include most of the parking on-site, usually in front of the building, which has been set back considerably from the NW 7th Avenue right-of-way. Examples of this type of development small scale "strip" shopping centers and the stand-alone "pad sites" characteristic of fast food establishments, service stations, and the like. Examples of each type of commercial use are shown in Figures 3.7 and 3.8.





Figures 3.7-3.8 – "Pad Site" Commercial Uses Along the 7th Avenue CRA

In either case, the development is of low intensity. One story buildings make up the great majority of the structures. The older development, which generally has less on-site parking, may be able to achieve floor area ratios (FAR) in excess of 0.5, but the more recent uses will usually not exceed an FAR of 0.3.

It is notable that the majority of the commercial uses fall into the first category. In other words, there has not been a lot of recent development within the CRA. This could be due to negative perceptions of the area for business potential, but is also attributable to the fact that most of the existing parcels are small and relatively shallow. This makes them challenging to redevelop according to contemporary standards.

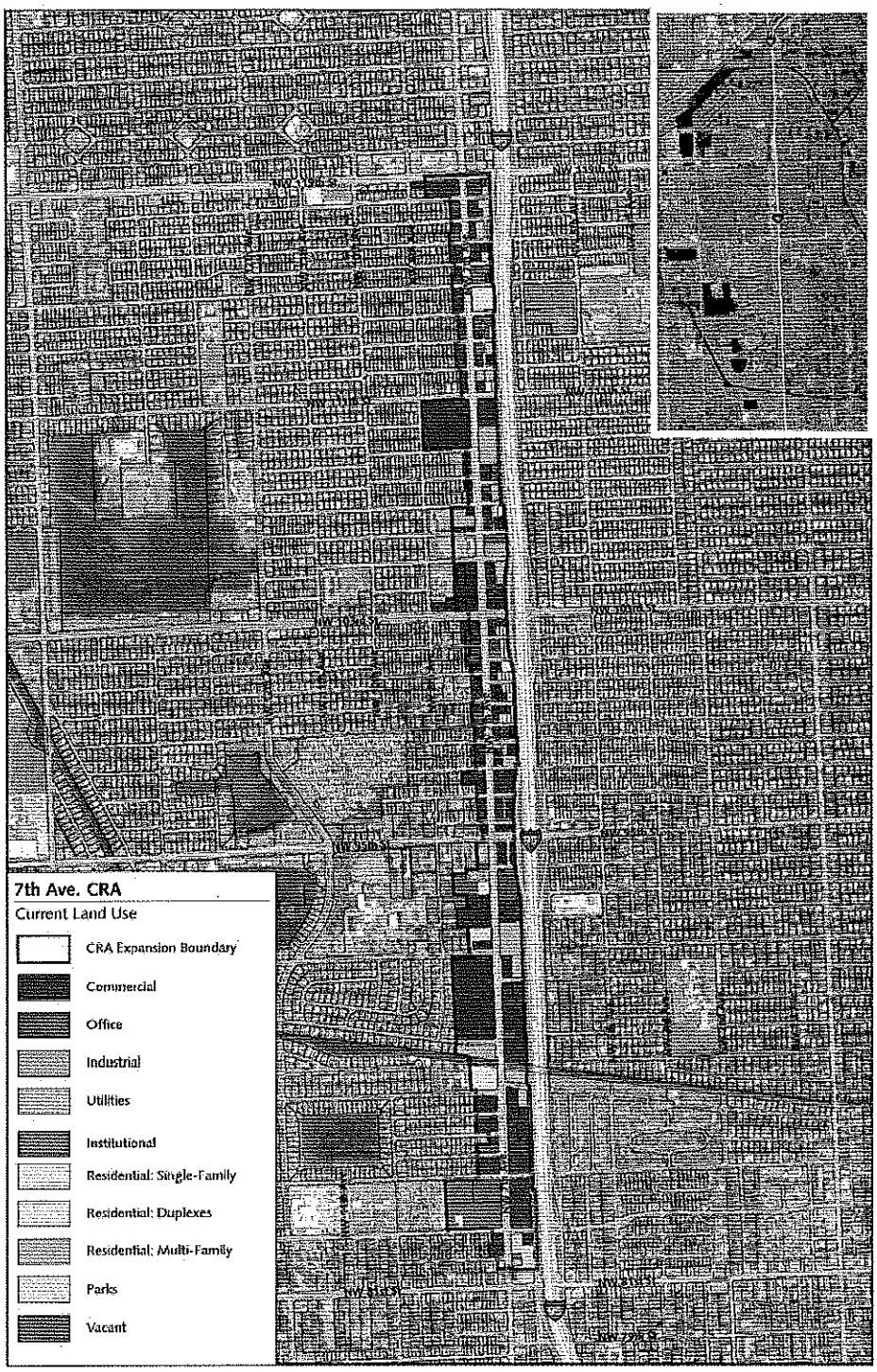
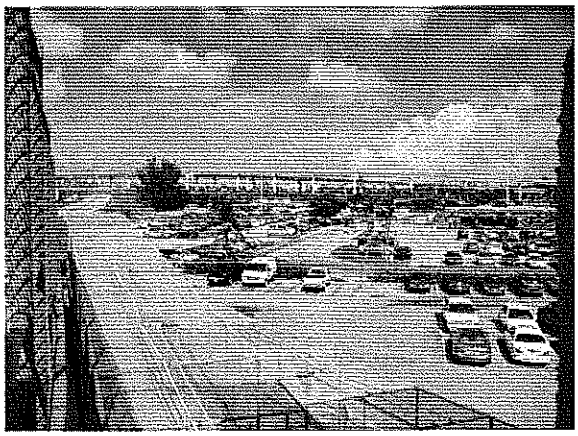


Figure 3.9 – Current Land Use in the 7th Avenue CRA Area

Figure 3.10 – Current Land Use in the 7th Avenue CRA Expansion Area

As seen in Figures 3.11 and 3.12, there are other uses in the CRA. The far north end of the expansion area is notably different from the typical commercial corridor, consisting mostly of a transit-related parking facility. Immediately south of that is a significant concentration of multi-family residential. There is also a strip of single family homes along the east side of the expansion area that were cut off from the neighborhood to the east when Interstate 95 was built. Most of these are still occupied, but these homes are now an anomaly in the land use pattern. There is also a scattering of institutional, office, and other miscellaneous uses.



Figures 3.11- Parking Facility

Figure 3.12 – Multi-Family Housing

Table 3.7 – 7th Avenue CRA Current Land Use

Existing Land Use Composition - 2008 7th Avenue CRA Existing Area			
Existing Land Use	**Acreage**	**%**	**# of Parcels**
Single Family (low-med)	2.6	1.88%	9
Duplex	1.0	0.72%	5
Multi-family	1.7	1.23%	3
Industrial	15.9	11.78%	19
Vacant	9.2	6.77%	6
Commercial	89.0	65.77%	69
Utilities	4.3	3.17%	4
Institutional	1.0	0.77%	2
Right-of-Way	1.1	0.84%	1
Office	7.2	5.34%	17
Hotel/Motel	2.3	1.72%	1
Total	**135.3**	**100.00%**	**136**

Source: Miami-Dade County Geographic Information System 2011

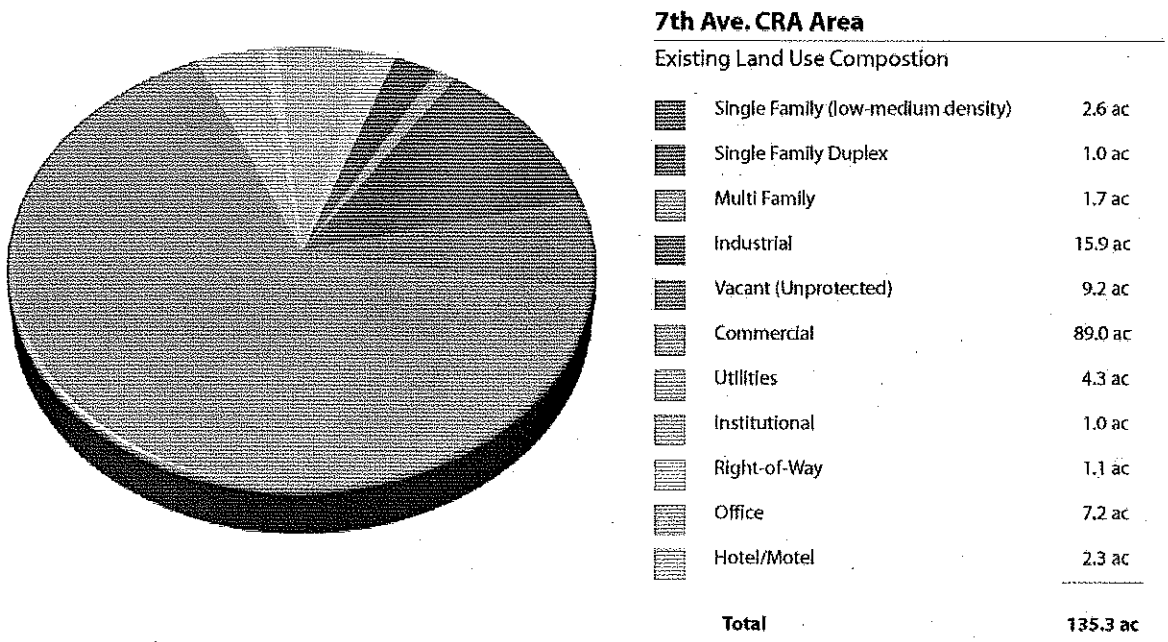
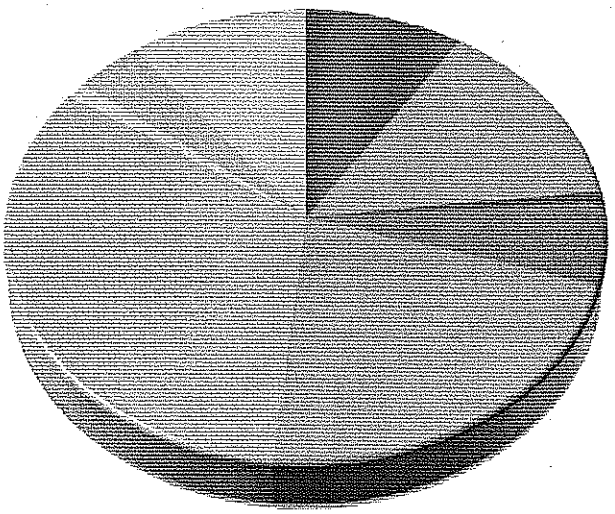


Figure 3.13 – 7th Avenue CRA Land Use Breakdown
Source: Miami-Dade County Geographic Information System 2011

Table 3.8 – 7th Avenue Expansion Area Land Use

Existing Land Use Composition - 2008 7th Avenue CRA Expansion Area			
Existing Land Use	**Acreage**	**%**	**# of Parcels**
Single Family (low-med)	12.1	9.04%	9
Duplex	0.2	0.18%	1
Multi-family	18.6	13.93%	2
Industrial	1.1	0.81%	1
Vacant	7.8	5.83%	9
Commercial	29.2	21.84%	32
Utilities	42.0	31.45%	4
Institutional	2.1	1.56%	1
Park	1.5	1.12%	1
Office	5.3	3.94%	14
Right-of-Way	13.8	10.32%	9
Total	**133.6**	**100.00%**	**83**

Source: Miami-Dade County Geographic Information System 2011



7th Ave. CRA Expansion Area

Existing Land Use Compostion

Single Family (low-medium density)	12.1 ac
Single Family Duplex	00.2 ac
Multi Family	18.6 ac
Industrial	1.1 ac
Vacant (Unprotected)	7.8 ac
Commercial	29.2 ac
Utilities	42.0 ac
Institutional	2.1 ac
Parkland	1.5 ac
Office	5.3 ac
Right-of-Way	13.8 ac
Total	**133.6 ac**

Figure 3.14 – 7th Avenue Expansion Area Land Use Breakdown
Source: Miami-Dade County Geographic Information System 2011

There are relatively few vacant lots in the CRA, only about 6 percent of the land area overall. The aging building stock is now occupied by marginal businesses and a relatively high vacancy rate, which gives the impression of an area long neglected and in steady decline. This is reinforced by the constant presence of I-95 as the thoroughfare that allowed traffic to leapfrog the area and leave it behind.

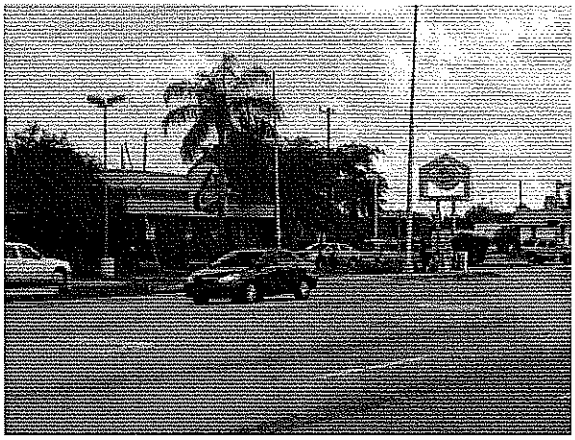
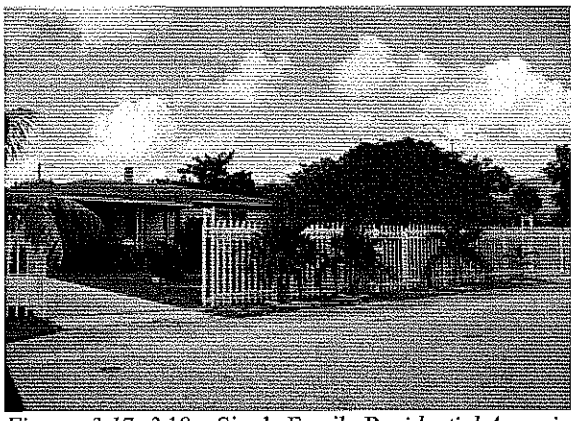


Figure 3.15-3.16 – Commercial Uses in the CRA



Figures 3.17- 3.18 – Single Family R*esidential Areas in the CRA*

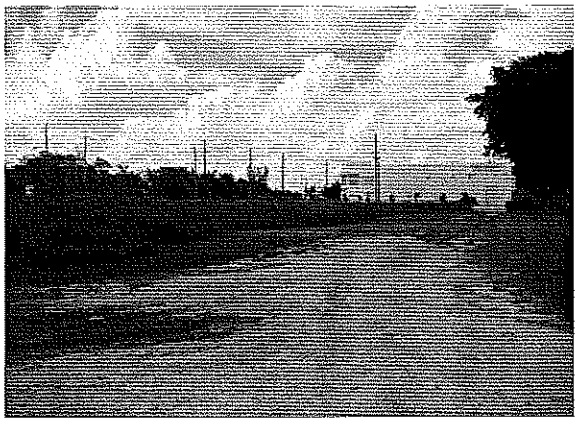


Figure 3.19- 3.20 – Vacant Lands in the 7th Avenue CRA

Ownership Characteristics

A review of the property ownership in the area was conducted through examination of the records of the Miami-Dade County Property Appraiser's Office. Several factors were examined including Absentee ownership, Vacant Land and the Largest Property Owners. The information discovered includes:

Absentee Ownership Existing Boundaries – 55.0%
Absentee Ownership Expansion Area – 41.5%

Vacant Lands Existing Boundaries – 9.2 Acres
Vacant Lands Expansion Area – 7.8 Acres
There are additional lands in the southern portion of the District that are technically not vacant. However, there is currently no activity on these sites. The property contains 7.59 acres of land.

Largest Property Owners		Area Sq. Ft.	2011 Value
Existing Area	NGP V MIAMI LLC	186,872	$9,681,089
	11010 LAND COMPANY	350,844	$8,446,952
	L P A ENTERPRISES	264,845	$2,882,701
	FRANK & PARTICIA SOAR	255,697	$2,809,566
	MIAMI DADE COUNTY POLICE DEPT	217,364	$1,429,107
	STORAGE TRUST PROPERTIES	102,802	$3,701,411
	9101 NW 7 AVE LLC, TODD RUDERMAN	134,035	$3,385,724
	DAVID FRIEDMAN, DANCRON MANAGEMENT	175,982	$2,660,172
Expansion Area	CENTRE LAKE APARTMENTS III LTD C/O EMPIRIAN PROP MANAGEMENT INC	355,450	$6,871,994
	NORTHWAY INVESTMENTS LLC	326,264	$6,073,967
	ANGELO NAPOLITANO	99,300	$1,680,202
	MARMUR INC	65,281	$1,964,677

Existing Zoning

A map of the current zoning in the CRA is shown in Figures 3.21 and 3.22. The great majority of properties are zoned as one of various business zones, and the existing residential is zoned for residential. There is a sprinkling of other zoning districts as well. All zones have fairly restrictive requirements for height, floor area ratio, lot coverage, and minimum landscaped area. This general philosophy, prevalent in the decades following World War II, has resulted in the sprawling, low density development pattern seen in and all around the CRA. It ensured development that is spread out over large areas, is difficult to serve effectively with transit, and virtually requires a car trip to conduct even the simplest errands.

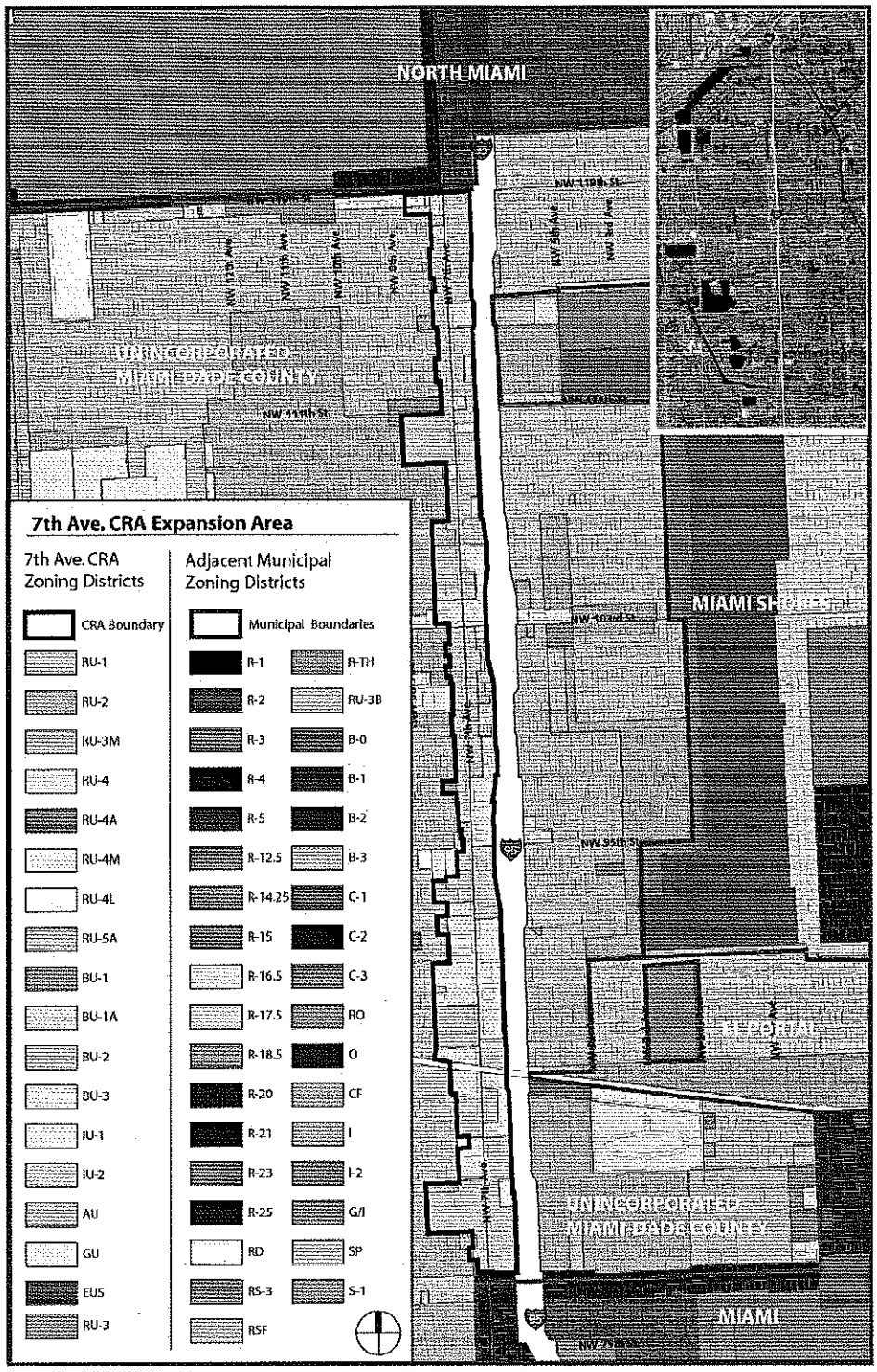


Figure 3.21 – Existing Zoning in the Original 7th Avenue CRA Area

The existing zoning is a fairly accurate representation of the existing land uses. The previous CRA plan sought to create a center for auto sales and service uses, thus many parcels (zoned BU-3) are very permissive in terms of use. There are few parcels that would be classified as non-conforming, although the entire area is poised for a transformation. Several recent planning studies have made the case for this portion of the county, the commercial corridors in particular, as ideal candidates for substantial transformation through redevelopment.

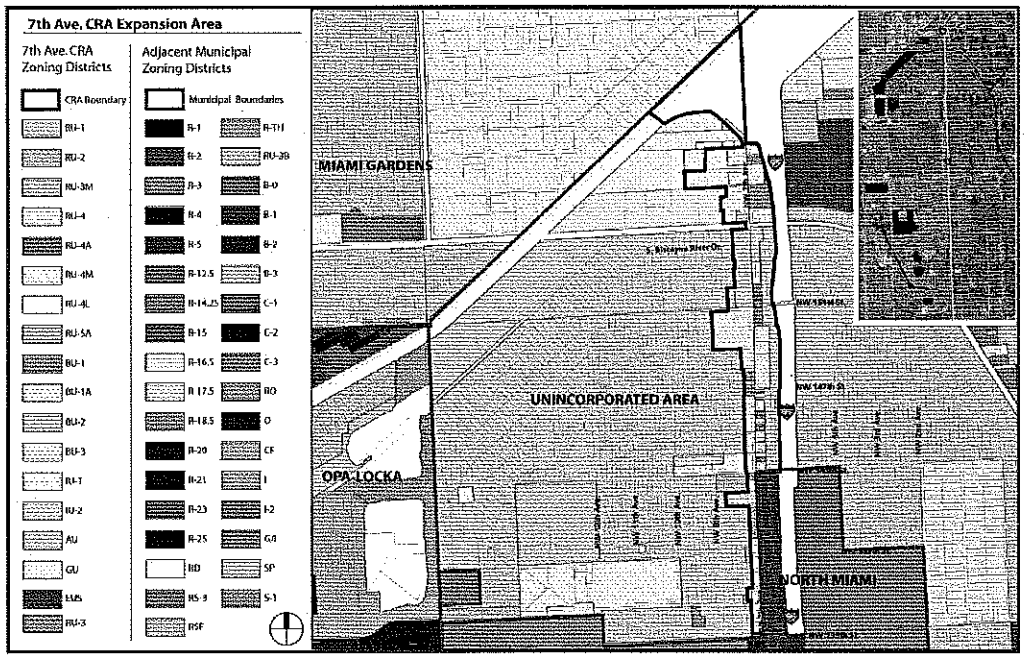


Figure 3.22 – Existing Zoning in the 7th Avenue CRA Expansion Area

Future Land Use

Indeed, the zoning within the CRA is in transition. In accordance with the Comprehensive Development Master Plan (CDMP), certain areas of the county that have ready access to transit and high capacity roadways have been designated as areas appropriate for higher density mixed use redevelopment. The County's adopted 2015-2025 Land Use Map still shows the relevant areas of the 7th Avenue Corridor broadly categorized as commercial uses. The intent, however, is that this commercial land use can be much denser than what is currently built, and can take the form of mixed-use, transit oriented development. A portion of the CDMP Land Use Map showing the 7th Avenue corridor is shown in Figure 3.23.

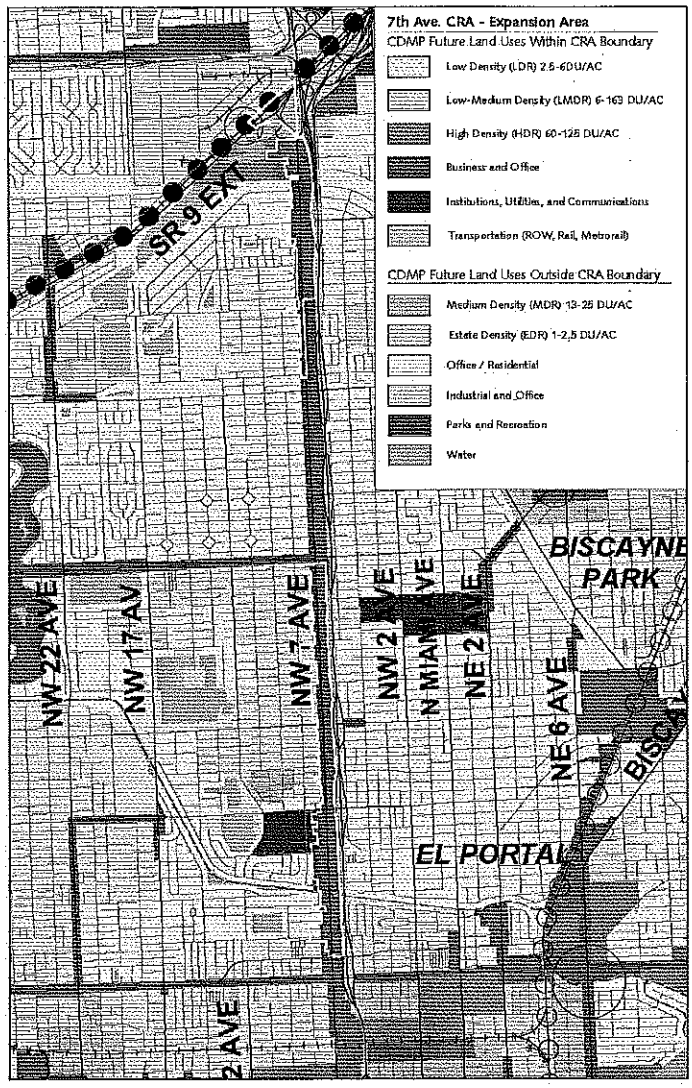


Figure 3.23 A portion of the CDMP 2015-2025 Land Use Map showing the 7th Avenue CRA and Expansion Area

Future Zoning

In response to this anticipated denser land use, the County has been working on an extensive re-zoning of the commercial corridors in this area. The NW 7th Avenue corridor (among others) has been designated as one of the primary focal areas of the North Central Urban Area District. Figure 3.21 depicts the NCUAD boundary overlaid on the existing zoning map of the CRA. The NCUAD was adopted by the Board of County Commissioners on 2 August 2011 in Ordinance No. 11-65 and the zoning application for the re-zoning of the properties has been filed. Approval of the rezoning of the properties is expected to be adopted by the BCC in April or May of 2012.

The NCUAD represents a significant departure from the existing zoning. It is designed to permit and promote a much denser form of development, but in a manner that is more human scaled, mixed-use, transit oriented, and pedestrian friendly. It recognizes that the existing low density, suburban development pattern already there is not sustainable for the long term, and will likely not experience large scale redevelopment without significant development incentives. The proposed zoning provides this incentive since it permits a much higher level of intensity than the current zoning. As shown in various regulating plans for the NCUAD (figures 3.21 and 3.22) it permits residential densities of up to 60 units per acre and building heights of up to 12 stories in the southern portion of the CRA, 36 units per acre and up to 6 stories is more typical for the rest of the corridor within the original CRA boundary. This is significantly more that what the current zoning permits. These levels of development have to be done in accordance with a detailed set of form-based design principles that are intended to ensure a quality urban environment.

It bears mention that the proposed NCUAD zoning applies only to the property in the original CRA boundaries, that is, south of NW 119th Street. The zoning for the expansion area will not be affected at this point. Thus, it is anticipated that redevelopment activity will concentrate in the original, or southern, portion of the CRA. If it is successful there, it may be expanded to cover a larger area. For the time being, however, it will be more challenging to redevelop in the expansion area.

Those areas falling within the NCUAD, on the other hand, are expected to change dramatically. At least, the zoning is designed to permit that. Whether this kind of denser, more urban redevelopment will actually occur will depend in some measure on the success of the CRA's efforts at promoting redevelopment.

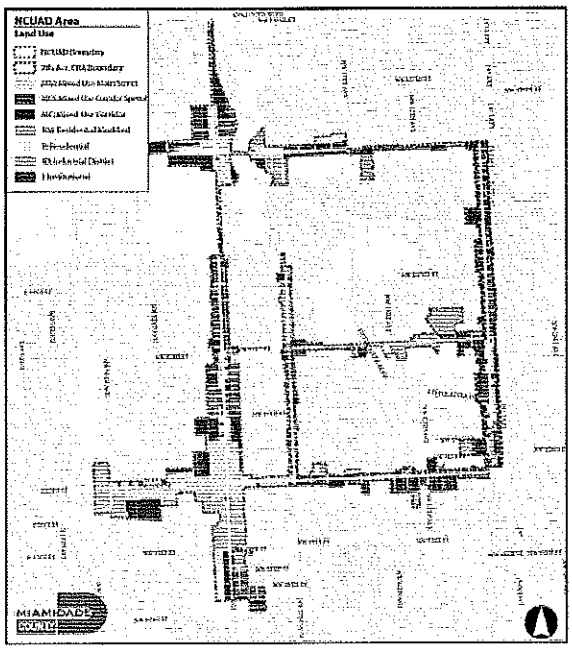


Figure 3.24 – Land Use in NCUAD District

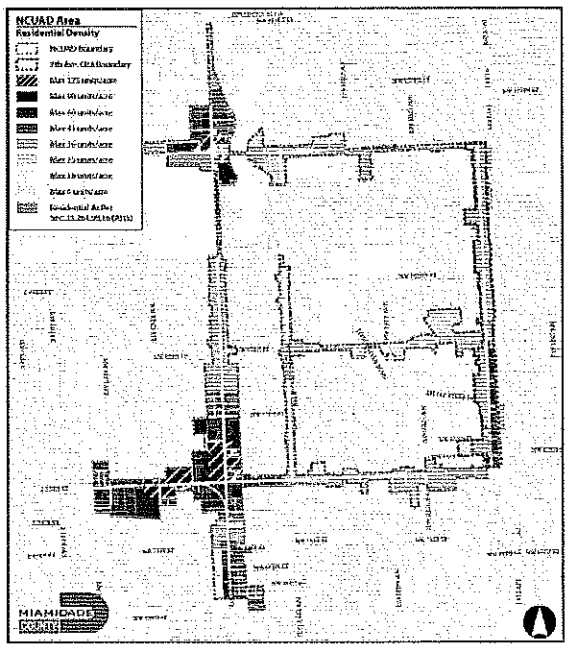
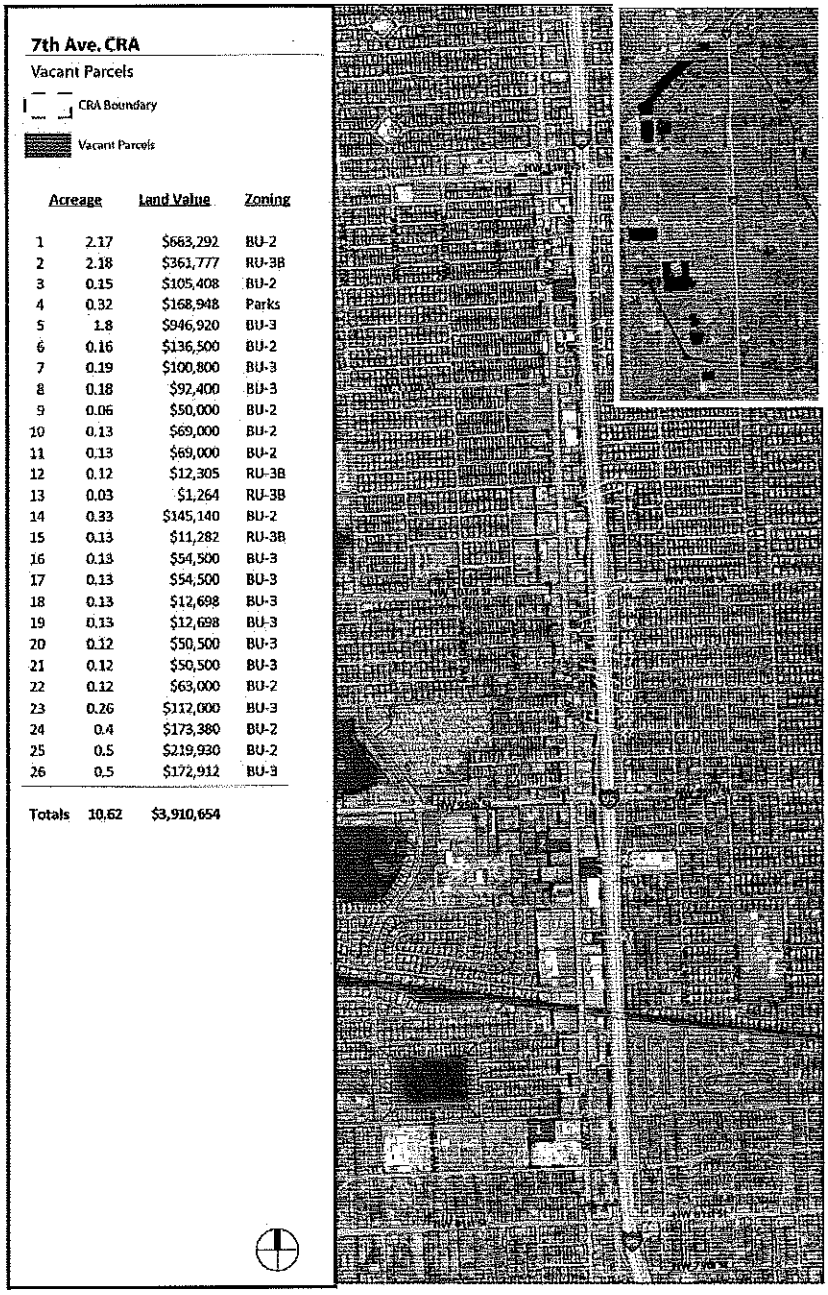


Figure 3.25 – Residential Density in NCUAD District

J. Vacant Parcels

A total of 10.62 acres, or about 6.8% of all the land area in the original CRA is currently vacant. About 7.8 acres, or about 5.8%, of the land in the expansion area is vacant. The vacant parcels are shown on the maps in Figures 3.25 and 3.26. This is not a significant concentration of vacant parcels, nor are any of them particularly large, so this does not present a major redevelopment opportunity, with the exception of a cluster of vacant parcels near the north end of the expansion area.

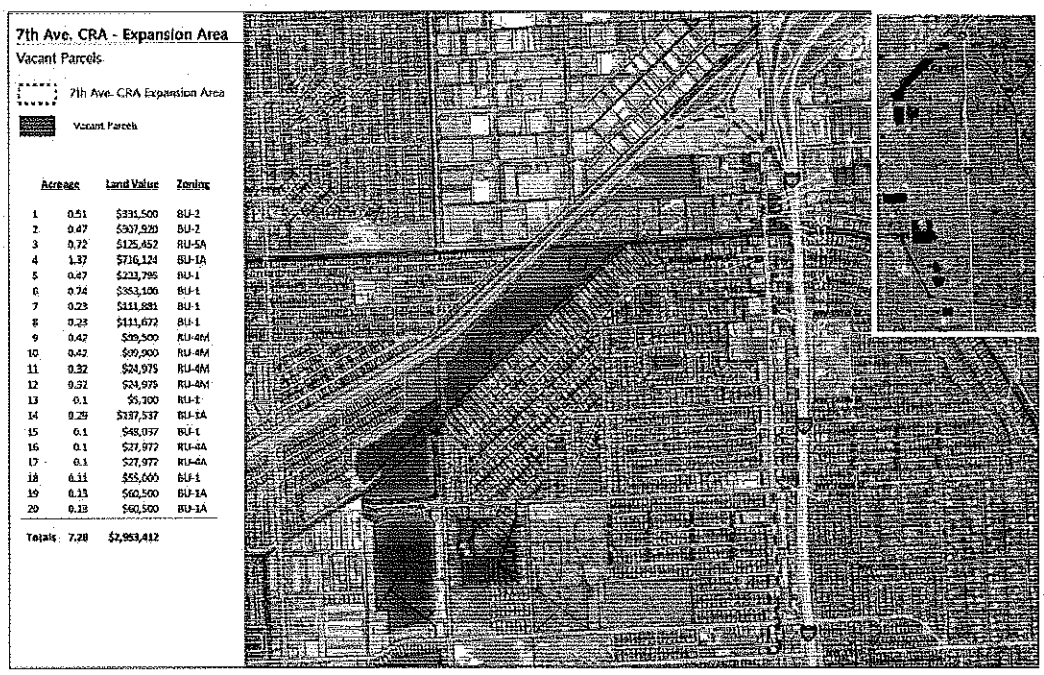


	Acreage	Land Value	Zoning
1	2.17	$663,292	BU-2
2	2.18	$361,777	RU-3B
3	0.15	$105,408	BU-2
4	0.32	$168,948	Parks
5	1.8	$946,920	BU-3
6	0.16	$136,500	BU-2
7	0.19	$100,800	BU-3
8	0.18	$92,400	BU-3
9	0.06	$50,000	BU-2
10	0.13	$69,000	BU-2
11	0.13	$69,000	BU-2
12	0.12	$12,305	RU-3B
13	0.03	$1,264	RU-3B
14	0.33	$145,140	BU-2
15	0.13	$11,282	RU-3B
16	0.13	$54,500	BU-3
17	0.13	$54,500	BU-3
18	0.13	$12,698	BU-3
19	0.13	$12,698	BU-3
20	0.12	$50,500	BU-3
21	0.12	$50,500	BU-3
22	0.12	$63,000	BU-2
23	0.26	$112,000	BU-3
24	0.4	$173,380	BU-2
25	0.5	$219,930	BU-2
26	0.5	$172,912	BU-3
Totals	10.62	$3,910,654	

Figure 3.26 – Vacant Parcels in the Original 7th Avenue CRA Area

An unusual incidence of vacant lots is often considered a disadvantage since it is visually unattractive and indicates a persistent lack of development interest in an area. In addition, vacant lots attract dumping and can create a sanitation problem. This, along with the tendency for overgrowth of grass and scrub, can attract vermin and make the property difficult to patrol.

However, another opinion is that vacant lots offer an opportunity for development without the cost associated with removal of existing buildings.



	Acreage	Land Value	Zoning
1	0.51	$331,500	BU-2
2	0.47	$307,920	BU-2
3	0.72	$125,452	RU-5A
4	1.37	$716,124	BU-1A
5	0.47	$233,795	BU-1
6	0.74	$353,106	BU-1
7	0.23	$111,881	BU-1
8	0.23	$111,672	BU-1
9	0.42	$69,500	RU-4M
10	0.42	$69,900	RU-4M
11	0.32	$24,975	RU-4M
12	0.32	$24,975	RU-4M
13	0.1	$5,700	RU-1
14	0.29	$137,537	BU-1A
15	0.1	$48,037	BU-1
16	0.1	$27,977	RU-4A
17	0.1	$27,977	RU-4A
18	0.11	$55,065	BU-1
19	0.13	$60,500	BU-1A
20	0.13	$60,500	BU-1A
Totals	7.28	$2,953,412	

Figure 3.27 – Vacant parcels in the 7th Avenue CRA Expansion Area

As noted in the Finding of Necessity, the quantity of vacant land in the CRA is not considered excessive, but given the low market demand for vacant property, this supply will last for many years. This, coupled with the relatively high vacancy rates in the existing buildings, indicates that there is a lack of development interest in the area.

K. Infrastructure

Traffic Access

NW 7th Avenue serves as a major arterial road for this part of Miami-Dade County and is configured as a six-lane highway, with a center median and turn lane. In the north end of the CRA the roadway is divided by a central median, although the frequency of left turn lanes does not lend a sense of continuity to the median, which, in many cases is not even landscaped. In the south end (the original CRA,) the median disappears in favor of a continuous left turn lane, yielding a pavement section that is seven lanes across.

Daily traffic volumes (2010) range from about 28,000 to 38,000 vehicles per day. In all cases, the traffic was fairly evenly split in both directions. This is not excessive for a roadway of this width, and the typical off-peak condition appears to be relatively light, free flowing traffic. Although hourly traffic figures were not available, the anecdotal evidence suggests that traffic concentrates at the morning and afternoon commute time peaks, during which times the level of service drops off noticeably. Additionally, the close proximity of the parallel Interstate 95

induces a fair amount of traffic diversion onto NW 7th Avenue, particularly when there is a traffic stoppage on the former.

The traffic volumes are not excessive for a street of this size, but if the distribution of traffic concentrates at peak times, the capacity as existing may be appropriate to maintain an adequate level of service at peak times. In fact, the overall traffic volume is considered on the low end of acceptable for retail and commercial uses that count on a predictable volume of drive-by traffic. That the commercial uses along the corridor seem for the most part to be marginally successful suggests that a large volume of the traffic is simply driving through without stopping. NW 7th Avenue functions as a thoroughfare despite its potential to serve as the neighborhood commercial zone for the surrounding neighborhoods.

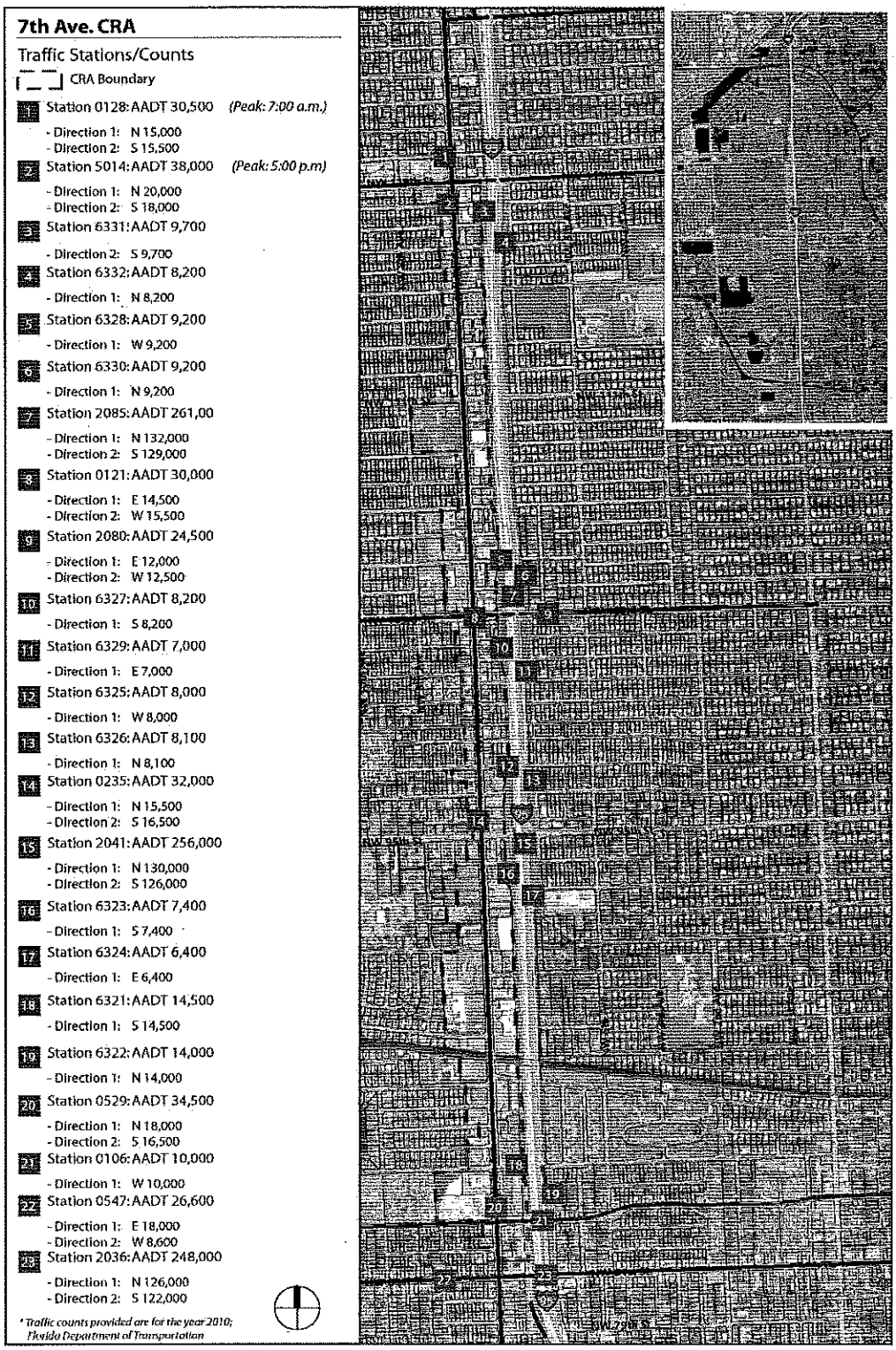


Figure 3.28- Major Traffic Counts in the 7th Avenue CRA Area

In general, the roadway is in good condition. Left turn opportunities are plentiful, and, at off peak times, easy to accomplish. This is important because it means that businesses can capture traffic in both directions. When traffic volumes rise to the point where left turns become difficult, the increased traffic becomes detrimental to business, effectively reducing the potential capture by half. For purposes of commercial site selection, the site effectively becomes a "right turn in, right turn out" situation, something to be avoided. This could become a factor if the extent of redevelopment substantially increases traffic volumes along the corridor.

The existing land use pattern of multiple small parcels, each with its own access drive, creates a conflict with the desire to keep through traffic moving. By contemporary traffic engineering standards, a thoroughfare of comparable volume would prefer to aggregate access at a limited number of points, with cross access across parking lots serving multiple businesses from a single access drive. Since many of the buildings are not placed to allow continuous on-site parking lots, this situation cannot be adequately addressed without significant redevelopment. And, this redevelopment has to be specifically tied to land development policies that will encourage cross access and the consolidation of driveways.

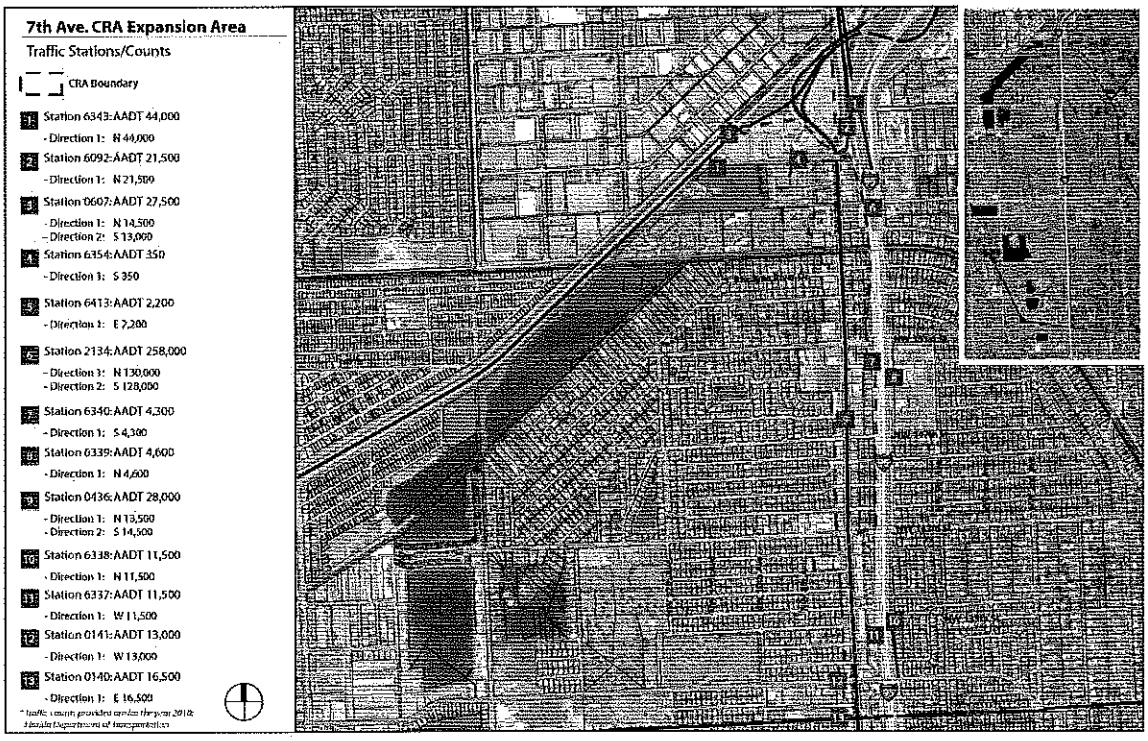


Figure 3.29 – Major traffic in the 7th Avenue CRA Expansion Area

NW 7th Avenue intersects several major arterials that carry a similar volume of traffic. These intersections are typically paces about a third of a mile apart and are signalized. In between these major intersections are numerous intersections of local streets. Most of the neighborhood streets are two-lane local streets that experience very light traffic. The grid-like nature of the street layout ensures that there are a number of alternate routes in the event of a temporary blockage.

MPO 2012 Transportation Improvement Program (TIP)

The only project slated for the 7th Avenue CRA corridor is Landscaping, resurfacing, rehabilitation and reconstruction of various segments of 7th Avenue extending from NW 6th street to NW 215th Street.

Transit

The 7th Avenue Corridor is well endowed with transit connections in the north-south configuration. However, the east-west connections are limited to three in the existing portion of the district and only one in the expansion area. One major factor is in the north end of the CRA with a significant transit hub where a park and ride facility serves a number of bus routes as well as offering access to the Tri-Rail system. Figure 3.29 shows a map of the transit routes serving the CRA.

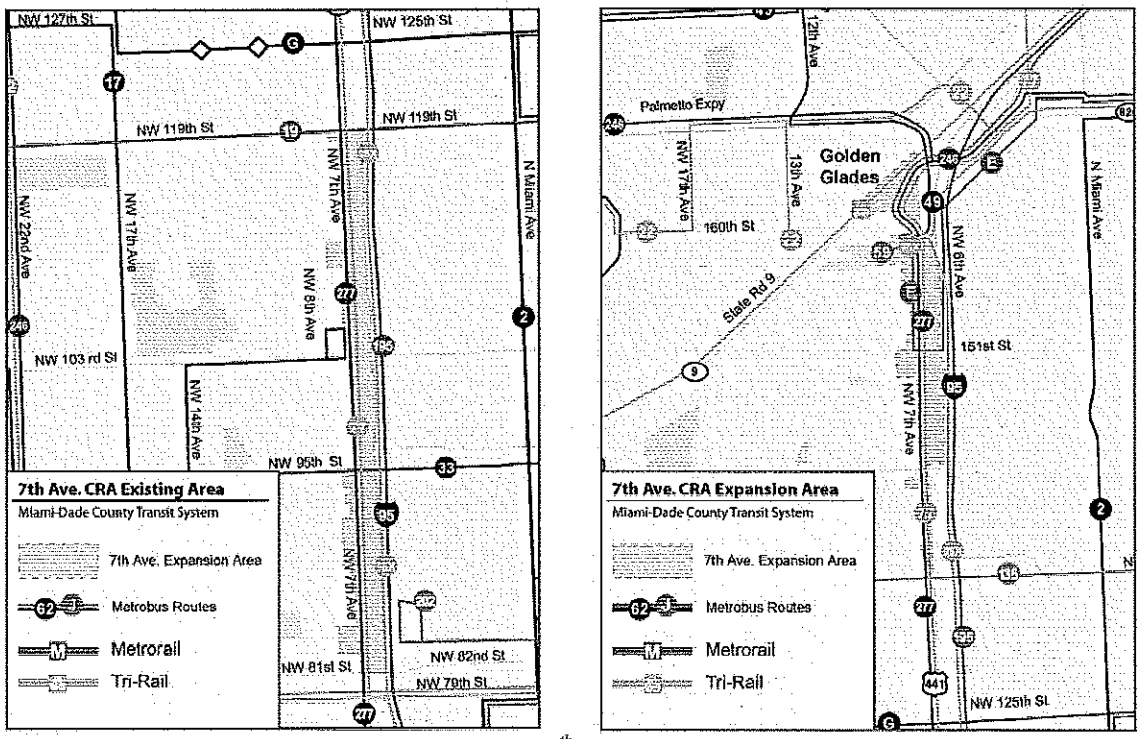


Figure 3.30 – Major public transit options within the 7th Avenue CRA Areas

The headways for the bus routes along the corridor are:

Table 3.9 MDT Bus Routes Headways

Established CRA

Bus Route	Peak (minutes)	Off-Peak (minutes)
79	24	Does Not Run
L	12	12
19	26	23
277	18	Does Not Run
77	8	15
202	60	45
33	35	35
17	30	Does Not Run

Expansion CRA

Bus Route	Peak (minutes)	Off-Peak (minutes)
246	Does Not Run	60
E	30	50
135	20	30
277	18	Does Not Run
77	8	15
95	5	Does Not Run

Source MDT

Utilities

Utility service to the Corridor is supplied by the Miami-Dade Water and Sewer Department for the existing portion of the district and the City of North Miami Beach for the expansion area. Although utility services are provided, the extent of the facilities is not suited for redevelopment. It is estimated that the cost to upgrade the lines is $300,000 for the existing portion of the District. In the expansion area, sewers do not exist, at this time. The cost to provide sewer service is not known since the development patterns have not been established.

Electric Power

Discussions with business owners who have recently constructed facilities in the district revealed that a significant portion of the area does not have 3 Phase electric power available. 3 Phase Power is the most common method used by grids worldwide to transfer power. It is also used to power large motors and other heavy loads. A three-phase system is also generally more economical than others.

For any development that requires 3 Phase Power (particularly manufacturing industries), service must be extended into the district.

PRIOR PLANNING

The 7th Avenue Corridor CRA area has been the subject of a number of planning efforts in the past. While the CRA boundary itself was not defined until the adoption of the Finding of Necessity reports in 2004 and 2010, the 7th Avenue Corridor, or portions of it, was deemed prominent enough to be the subject of various planning exercises. Some of them were wider in scope, including what is referred to as the North Central Area of Miami-Dade County. Presented here is a brief synopsis of several of these planning efforts. This section exists to illustrate the planning analysis and findings of the previous studies. These findings have not necessarily been adopted into the Redevelopment Plan, but rather form a basis for the analysis in this report.

A. The North Central Miami-Dade Charrette

Conducted in 2002 – '03 by the Treasure Coast Regional Planning Council and Miami-Dade County.

This was a traditional charrette planning process, including a one-week, intensive, on-site design workshop incorporating significant public input. The study area dealt with a large portion of the north central county, with NW 79th Street forming the southern boundary, NW 27th Avenue forming the western boundary, and NW 7th Avenue forming the eastern boundary. While much of the charrette was focused on the character and structure of the neighborhoods within the boundaries, it also produced some ideas for dealing with the corridors that defined the study area boundaries.

The larger themes of the charrette identified a weakness in the auto-oriented sprawl that characterized the area. The main street corridors had been given over to serve primarily vehicle movement and were lined with auto-oriented, uninteresting box retail and commercial uses fronted by large parking lots. The residential neighborhoods had no discernable structure or identity, lacking a defined neighborhood center within walking distance to all homes.

The solutions for the neighborhoods were straightforward and did not require a great deal of intervention or wide scale redevelopment. The neighborhoods were broken down into manageable units, each of which could be given a defined center (usually a small park, sometimes an elementary school) and an edge that defined the neighborhood. Usually, these were minor arterial streets that connected neighborhoods and provided a small commercial center at their intersections that would serve four surrounding neighborhoods. It called for small interventions, generally to strengthen and define the neighborhood center. (Figure 4.1)

The major arterials, such as NW 7th Avenue, were designated for more drastic action. Initial phases of the redevelopment focused on improving the appearance of the corridor itself with elements such as landscaped medians, a curbside parking lane buffered by landscaped bump-outs, and improved sidewalks and lighting. The long term solution was to redevelop the uses lining the corridors with more traditional, multi-story, mixed use building that fronted directly on the sidewalk, with parking placed behind. This would create more density, but would do so in a more pedestrian friendly manner that would allow for a more traditional urban lifestyle. (figures 4.2 and 4.3)

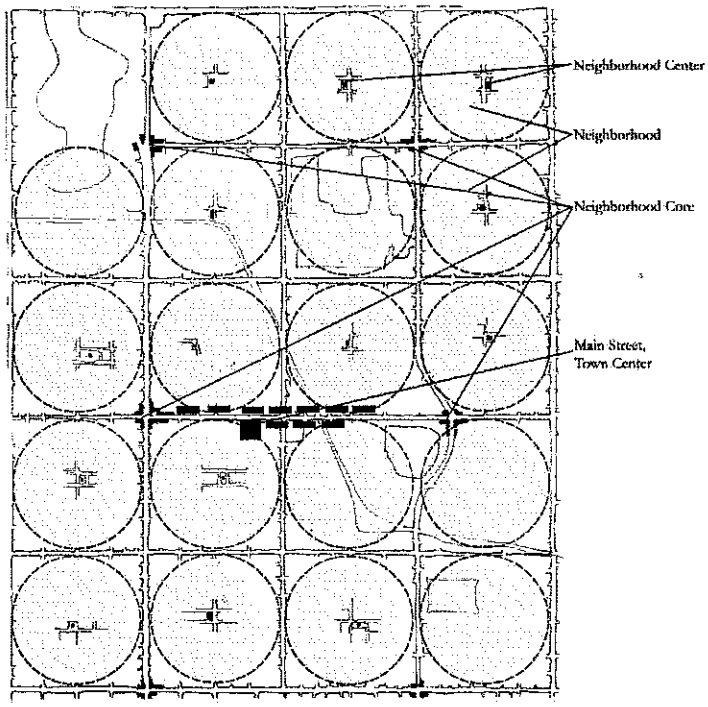


Figure 4.1- Neighborhood interventions

While little actual redevelopment has occurred since the charrette, the proposed North Central Urban Area District (NCUAD) zoning along the corridors is designed to encourage exactly the kind of development proposed by the charrette.

Figure 4.2 – Existing conditions

Figure 4.3 – Proposed improvements

B. The 7th Avenue Corridor Business Analysis

Planning and Zoning Department currently known as Miami-Dade County Department of Sustainability, Planning and Economic Enhancement (SPEE)

In 2011, the former Planning and Zoning Department of Miami-Dade County (currently known as SPEE) conducted a business analysis of the NW 7th Avenue Corridor. Its scope was a little broader than the boundaries of the CRA, extending south as far as NW 62nd Street, and also including the properties in the City of North Miami.

This study found that the corridor provided about 6 percent of all jobs in Miami-Dade County; with 646 business establishments that provide over 5,700 jobs. Over 50 percent of the jobs are in the broad Service sector, while 24 percent are in Retail Trade. Some of these businesses serve areas beyond the local market area. The remaining jobs are in the Construction, Manufacturing and Wholesale trade sectors that serve a broad market area.

This study concluded that an additional 650 jobs could be created if the 28 acres of vacant land along the corridor were developed. The actual potential could be much higher, since there is also a significant incidence of vacant space within existing buildings. Additionally, the report noted that businesses on the east side of the corridor had good exposure to Interstate 95, providing a competitive advantage to businesses that serve a broad regional market.

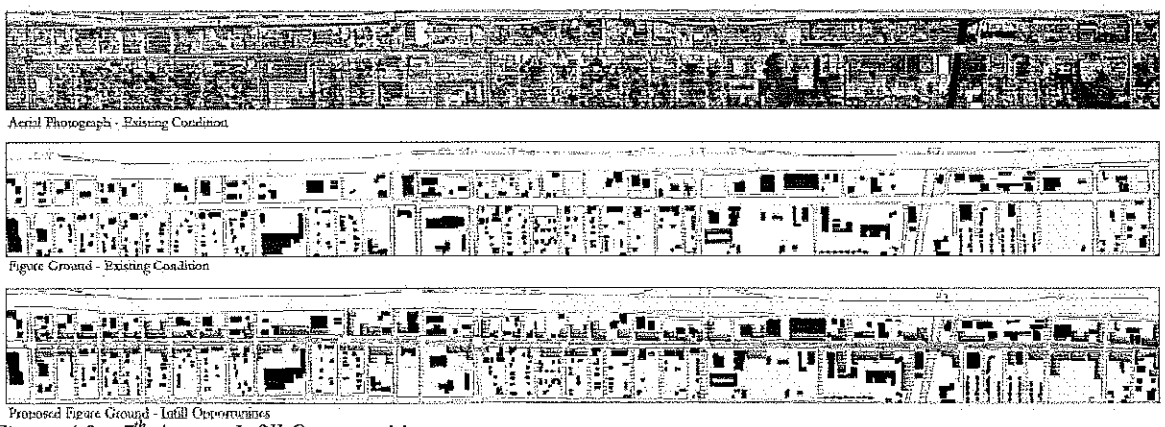


Figure 4.3 – 7th Avenue Infill Opportunities

Thus, the NW 7th Avenue Corridor is potentially a key amenity to the future growth of this part of the county, providing a significant source of jobs as well as neighborhood services.

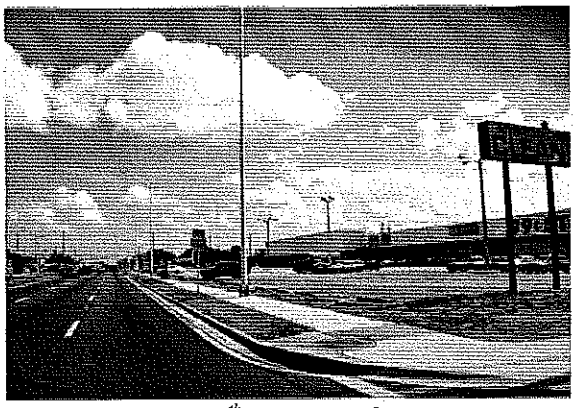


Figure 4.4 – Existing 7th Avenue conditions

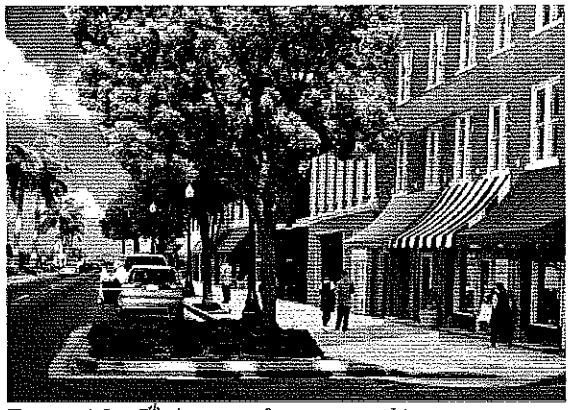


Figure 4.5 – 7th Avenue after proposed improvements

C. Transportation Improvement Program 2012

Miami-Dade Metropolitan Planning Organization

The Transportation Improvement Program (TIP) is a listing of transportation improvements to be completed over a five year period. It is the implementation component of the 2035 Long Range Transportation Plan. The TIP is prepared every 5 years and is a detailed listing of individual projects that are actually funded and will be constructed within that period.

D. Comprehensive Development Master Plan (CDMP)

Miami-Dade County Department of Sustainability, Planning and Economic Enhancement (SPEE)

The CDMP is Miami-Dade's county-wide growth management plan, designed to ensure and manage the orderly growth of the urbanized areas of the county into the future. With an emphasis on sustainable development, its policies are intended to focus growth on established metropolitan areas and to preserve open space and the natural environment. More specifically, its primary objectives are to promote growth and development:

1. At a rate commensurate with projected population and economic growth.
2. In a contiguous pattern centered around a network of high-intensity urban centers well-connected by multi-modal intra-urban transportation facilities.
3. In locations which optimize efficiency in public service delivery and conservation of valuable natural resources.

Since the CDMP is county-wide in scope, it does not specify in detail the future development pattern for an area like the 7th Avenue Corridor CRA. Yet clearly, the CRA meets the criteria for a targeted growth area, particularly since very few locations in the county are as well served by multi-modal intra-urban transportation facilities. As an established developed area located between several of the county's largest cities, it is a natural location for denser redevelopment. The adopted 2015 and 2025 Land use Plan Map designates the futures land use of the corridor

and the Land Use Element of the CDMP describes the uses, densities and intensity of the development permitted along the corridor.

This higher density is recognized by the North Central Urban Area District (NCUAD) zoning overlay, which establishes higher levels of permitted development intensity The NCUAD affects the immediate areas around the 7th Avenue Corridor, which does represent a significant portion of the land within the CRA. The NCUAD was adopted by the Board of County Commissioners (BCC) on August 2, 2011 (Ord. No. 11-65) and zoning application was filed for the rezoning of the affected properties. Approval of the rezoning of the properties is expected to be adopted by the BCC in April or May of 2012. The NCUAD is discussed in further detail in Section 3 of this Plan.

The various planning efforts discussed above share a number of common notions. All of them recognize the 7th Avenue Corridor area as a natural focus for more intense redevelopment. This is due to a number of assets, including a good existing infrastructure, a high degree of vacant and underdeveloped land, and a well developed transit network serving the area.

E. Miami-Dade Expressway Authority (MDX) Studies

The Miami-Dade Expressway Authority (MDX) has brought forward plans to expand the Gratigny Expressway with a possible location along NW 119 Street from NW 32 Avenue to I-95. This planning effort has options to elevate the road (NW 119 Street) to I-95 for a direct link for traffic. The other option is to expand the roadway at grade level with intersection separators. The recommendations on this plan will be incorporated into the 2035 Long Range Transportation Plan for evaluation.

There has been significant opposition from the residential and business community to the plans of MDX to connect the Gratigny Expressway through the district. The connection may likely require the acquisition of lands for the ramps and overpasses. This activity could prove a barrier to consistent development through the district.

F. Transit Hub Evaluation Study (2009)

This study outlines possible future "Transit Hub Sites", one of which would be at NW 183 Street and NW 7 Avenue and is described as a "super-stop". The description of the facility outlines no buildings, just numerous routes converging and just shelters for the transit riders.

G. NW 7th Avenue Traffic and Pedestrian Study: MPO Newsletter, Summer 2010

This "NW 7th Avenue Traffic and Pedestrians Study" 2009 (Work Order No. GPC III-41, May 2010) sponsored by the Miami-Dade MPO, outlined the needs for pedestrian improvements to NW 7 Avenue and examined the impacts of the new Federal immigration facility at NW 7 Avenue and NW 88 Street. The study was started May 2009 and was completed in May 2010.

This study examined traffic impacts of the new Immigration Facility on the immediate vicinity and long range traffic needs to handle the growth in traffic in the corridor. The study also makes recommendations for improving pedestrian amenities along the corridor.

H. Transit Village Draft Environmental Assessment (MDT)

This report completed by Miami-Dade Transit looked at a proposed transit village at NW 7th Avenue and 62th Street which will include a mixed use project as well as intermodal connections. The current status of the Transit Village is that permitting is underway and will be completed soon and a 2015 completion date is scheduled.

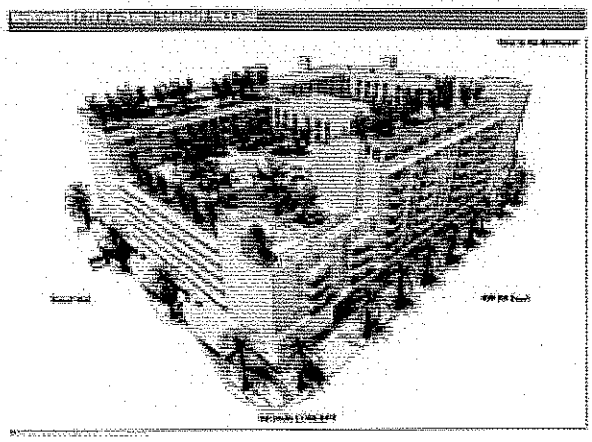


Figure 4.6 Rendering of Transit Village project

I. Finding of Necessity Problems, Needs, and Opportunities

The 7th Avenue Corridor has been the subject of several prior studies and analyses in the recent past. A number of planning initiatives have focused on the area, as discussed previously. In 2004, Miami-Dade County made a legislative Finding of Necessity that declared the study area as a slum or blighted area and resolved to prepare a Community Redevelopment Plan. In 2011, the County made a further Finding of Necessity to expand the boundaries of the original CRA north to the Golden Glades Interchange. As part of the planning process, several community meetings were held to review the past planning efforts and to discuss the needs and priorities for the redevelopment plan.

This section will itemize the problems and needs to be addressed within the CRA as well as some of the key opportunities that have been identified. Since the CRA is a relatively large area consisting of a number of varying conditions, it is appropriate to acknowledge that areas of differing character will exhibit different needs and will require a different range of programs and strategies. More specifically, the CRA can be subdivided into a dominant character area, with several special situations, as defined here:

1. The principal and dominant characteristic of the NW 7th Avenue Corridor is a commercial arterial. This is characterized by predominantly commercial uses, mostly in older and obsolescent buildings with a high incidence of vacancies and some vacant parcels presenting a number of redevelopment opportunities.
2. The leftover residential strip on the east side of the corridor, adjacent to Interstate 95. In the long run, this is not viable as single-family development, but presents an opportunity to create additional commercial parcels with high visibility from the highway.
3. Two concentrations, at the extreme north and south ends of the CRA, of high density residential uses. Both of them have opportunities for future growth, as envisioned by the NCUAD zoning on the south, and the proximity to the transit hub on the north.

The Arterial Corridor

Problems

- Old, deteriorating, and obsolescent building stock.
- A high incidence of vacant property.
- A high number of small and/or shallow parcels that are difficult to redevelop as higher intensity uses.

Needs

- Increase the potential and attractiveness for private development.
- Improve the image of the area.
- Attract new and better businesses to the area.

Opportunities

- The corridor is a well established and strategically located regional connector.
- The presence of transit is an underused asset. The roadway network is also well integrated into the regional network.
- The proximity to Interstate 95 offers high visibility and easy access for businesses with a more regional service base.

The Residential Strip

Problems

- The strip is a neighborhood fragment, cut off by the construction of Interstate 95
- The close proximity of I-95 makes the area unsuitable for residential uses.
- High proportion of renters.
- Lack of amenities such as parks and convenient neighborhood services.

Needs

- A strategy for the gradual assembly and re-zoning of these parcels.
- Improved access to water and sewer infrastructure.

Opportunities

- Once assembled for redevelopment, these parcels have a high visibility location along I-95
- Combining these parcels with the commercial parcels fronting NW 7th Avenue would yield deeper and more versatile sites for redevelopment.

The Multi-Family Areas

Problems

- Some of the building stock is at or beyond its useful life.
- This is a viable use for the area, but has limited opportunities for future growth.

Needs

- A strategy for the incremental improvement and/or redevelopment of the existing building stock.
- A long-range development plan to address questions of potential growth areas, compatibility, access, and transportation.

Opportunities

- There are several vacant parcels available for further growth.
- The area is convenient to the airport, downtown, and is well integrated into the regional transportation network.
- There is a long-term need for suitable affordable housing in the area.

J. Initial Community Meeting for the Community Redevelopment Plan (Priority Projects)

The initial meeting of the NW 7th Avenue Redevelopment Planning Process was held on September 19, 2011 at the Edison/Little River Community Center. The main purpose of the initial meeting was to share information with the community members about the CRA process for the 7th Avenue Corridor Area, and to begin identifying strategic redevelopment priorities from the community perspective. Another goal was to ensure that the 7th Avenue CRA and 79th Street Corridor CRA planning processes mesh in a way that supports broad, long term redevelopment processes with outcomes that help people living and working in the area.

The meeting began with an overview of the CRA process. Participants also discussed next steps for the redevelopment process. It was noted that the County had selected PMG Associates, Inc. to prepare the 7th Avenue Corridor CRA plan. Handouts for the Board were provided to lead the discussion.

The information contained in the handout consisted of:

- A brief history of the 7th Avenue CRA was presented in the handout
- Revenues generated by the CRA area (as of September 30, 2010
- The information presented was regarding the combined statement of revenues and expenditures and changes in the fund balances for the Agency as of September 30, 2010.
- Map showing the CRA Boundary and Commission Districts
- A section on previous studies that involved or could impact the study area
- Current Statistics of the CRA Area
- Retail Sales of the Population of the 7th Avenue CRA Corridor
- Issues that needed to be addressed by the Board to formulate the Plan
    - Awareness that plan must be as flexible as possible so that future actions can react to the economic times
    - Discussion of the previous boards activities
    - Direction of the current board to the consultant
    - Set meeting for the second meeting

A central question emerged from this discussion: What will be the right track for the community in the CRA redevelopment process? The response along was that there was a need for as much community input of the process as possible — early and ongoing — to ensure that community priorities are captured in the final plan. Other suggestions were that community input must lead to broad strategies that make sense for the community in the short term (jobs created) and the long term (major redevelopment projects that transform the community into an attractive place to live, work, play and shop).

Following that discussion, several community members offered specific ideas around potential themes and projects that would fall within the CRA planning process. Two themes emerged from this discussion: the redevelopment process must have a family friendly base and that the area's Afro-Caribbean cultural heritage must be highlighted. Some of the initial ideas offered included;

- Provide community-based, family-oriented commercial areas
- Mixed Use projects
- Business incubator
- Provide mixed-income housing
- Bringing a movie theatre to the area
- Attracting a hotel to the area that would generate more tax revenue for the County and the CRA district.
- Attract traffic from I-95
- Improve lighting and security

- Reestablishing a Pop Warner Little League Football program for the youth in the area
- Building a bowling alley that is family friendly
- Building a museum that captures the community's musical and cultural roots
- Essential parts of the Plan
    - Encourage jobs and businesses
    - Walkable community
    - Generate wealth

K. Second Community Meeting for the Community Redevelopment Plan

A meeting of 7th Avenue CRA Board and Public Input Meeting was held 10/17/2011 at the Arcola Lakes Public Library.

A handout of previous studies that included study names and links to those studies was distributed to those in attendance. Discussion was centered on solicitation of the positives aspects of the corridor/area, community/business needs regarding services and necessities that need to be addressed by the Agency in the Plan.

A Power Point Presentation was undertaken by the consultant to provide preliminary information to the CRA Board and those attending. The presentation outlined the responsible entities for the Public Input Meeting, current statistics were presented regarding the businesses in the corridor and by industry type, demographics of the 7th Avenue Corridor CRA area, a comparison to Miami-Dade County, retails sales generated by the population of 7th Avenue and dollars spent by that population and whether there was a "Opportunity Gap/Surplus". This information was for the public attending this public input meeting and also any Board members who were not at the last meeting who might want some background.

<u>Public input comments:</u>

- It is an aging community
- Crime is high
- There is confusion regarding what station will respond to the North Area regarding crime/need community policing and better lighting needed
- Parking and landscaping need to improve
- Financing- the CRA needs to explore alternative financing such as bonding and/or GOB
- Regarding grocery stores- it was stated the Publix is not doing business in the minority areas
- Could generated TIF be used to attract developers?
- Need to draw in a "Big Box"
- "Miami 21" Study which is the Biscayne Corridor up to 58th Street, look at as a prototype as they improvements there in the past 5 years need to be studied
- Citizens told Winn Dixie to "clean up" the store
- FPL did an upgrade – Biscayne Gardens
- The local Footlocker is #10 in State in sales
- Payless store is 10th in Nation
- Locals do not use local businesses

- Avenue is empty at 7:30PM
- Mom and pop business are just making it
- "Soul on 7th" cultural event
- The current light poles are not like light poles in other areas = why?
- No place for kids to go for activities except for what the Burger King store does and Advanced Learning Center.
- Local citizens go to Aventura for shopping or Hialeah

Positives:

- The location of the corridor is the primary positive and selling point
- The corridor presents suburban living with great access to everything in Miami-Dade County and areas north and south
- The community involvement of the local Burger King and the owner

Needs:

- Need to create an urban center/anchor for area
- Need a "theme" for the area/"signature" destination
- Establish a partnership between the residents and the businesses
- Establish think of incentives for existing businesses and to attract new businesses
- Attract a "Publix" Grocery store
- Full Service Hotel
- Multi-purpose meeting center
- Need for Green Space
- Area needs family oriented activities
- Area needs lighting and beautification
- Restaurant for locals
- Business services that would assist the local small businesses and citizens (Business Center)
- Computer internet kiosk
- Relief of Impact Fees for growth and expansion
- General Merchandise

Negatives:

- All the reasons that citizens and business have to leave area such as lack of:
    - Sit down restaurants
    - Support services
    - Public green space
    - Public meeting spaces
    - Ability to purchase items (local money leaves area)
- Impact Fees are onerous
- Crime
- The City Inn Hotel
- To many car lots
- Diversion traffic from I-95

Questions for the next meeting:
Questions that arose from the meeting that the audience and board asked to be explored were;

What is the vacant land rate?
What is the percentage of absentee ownership?
Where do consumers come from to buy from the businesses in the corridor?
What are largest employers?

L. Third Public Meeting

Public Meeting held December 19, 2011 at Arcola Lakes Public Library.

The meeting was called to order by the 7th Avenue CRA Board at 5:30 PM. Roll of the board was called and the consultant staff was introduced.

The purpose of the meeting was for consultant Phil Gonot, of PMG Associates, Inc. to report back to the board answers to questions they had had at the previous meeting. Comments and suggestions for the CRA plan were taken from the board and the public.

- Phil estimated the cost of bringing up to date the sewer system in the old and new CRA areas. According to members of the board:
    - The south has a brand new sewer system and impact fees should take care of the rest
    - The north area does not currently have a sewer system and putting one in would take many millions of dollars
- There was some debate as to whether FP&L provided high voltage lines to the entirety of the CRA area. Some of the board members seemed to think so, but Captain Harry indicated that they did not.
- One of the members of the board suggested that PMG talk to brokers that had worked in the area to see what problems they had had luring retailers into the area.
- Todd made the suggestion that PMG look at the history of properties in the CRA to see what was successful and unsuccessful in the area.
- Mack wanted to know when would be a good time to bring in a liaison
- The largest employer in the area is the hospital
- Claritas' information regarding Miami-Dade unemployment rate was off.
- William Wallace IV suggested that the CRA plan think outside the box. His suggestions included:
    - Luring high tech green Manufacturing
    - Luring T-shirt Manufacturers for the Marlins
    - Luring hospital supply manufacturers
    - Selling on highway visibility
    - Doing extensive Entrepreneur outreach

- Gary Sisler had questions concerning the role of the board. He also made several suggestions:
    - Variances need to be given to old buildings so they can be rehabbed
    - Assemble parcels so they can be sold to developers as one unit
    - Consult the zoning and master plan to see what is allowed in certain areas
    - A comparison should be done to the other CRAs in the area
    - A study of future traffic changes should be done
    - An assessment should be done to determine how projects could be financed
- An audience member suggested establishing a governing body that can enforce exterior upkeep
- Reversible lanes will not be considered in the CRA plan
- Carl Liederman raised the concern that the DOT is doing highway landscaping that is blocking visibility of buildings along I-95
- Mr. Burnside of the 79th St CRA asked Phil to include the words "tourism" and "trade" in the CRA plan, however it was not included.
- The CRA plan instead used the words "hospitality" and "entertainment"
- William Wallace IV stated that the board was looking for "Inclusion and Respect"
- PMG stated it would clarify the term "General Merchandise" in its spending analysis.

A. Purpose

This section is designed to outline the major strategies, projects, and programs that are recommended to be implemented by the 7th Avenue Corridor Community Redevelopment Agency. While key components of the CRA's future work plan are outlined, this section is not intended to be an exhaustive list of the projects and programs to be undertaken. This section has been created with suggestions as to implementation keeping in mind that regular review of conditions of the neighborhood and needs of its residents and property owners is vital in creating effective and cost-efficient projects and programs that meet the needs outlined in this Plan.

The following sections provide a description of proposed projects and programs for which funding may be provided by the CRA. For reference purposes, a brief outline of the programs and strategies is provided here:

- Economic Development Strategy. New commercial development should focus on neighborhood service businesses and additional development of the corridor. The visibility from I-95 also provides an opportunity to attract businesses with a regional focus as well as "clean" light manufacturing. The CRA will help to attract new uses, provide inducement packages for the recruitment and retention of businesses, assist with marketing and promoting the area, and provide support to the area's merchants association.

- Housing Strategy. Most new housing is intended to be provided in conjunction with mixed-use developments along the corridor.

- Infrastructure and Neighborhood Improvements. Capital projects could include assistance with right-of-way and utility service improvements. Neighborhood improvements could include sidewalks, lighting, landscaping, and open space. Narrowing of NW 7th Avenue to allow on-street parking could also prove valuable to businesses along the corridor.

- Grant and Financing Programs. The CRA can provide matching funds for a variety of property improvements such as code compliance and commercial building facades. It can also provide small business loans as well as a number of employment initiatives.

- Land Acquisition. The CRA can purchase land for redevelopment and blight removal as well as to facilitate the assembly of larger parcels to be made available to private developers.

- Planning and Land Use Regulation. The CRA can undertake a variety of studies to address specific issues, encourage development and promote quality development standards. The CRA may propose and pursue appropriate changes to the Comprehensive Plan or to the zoning and land use regulations. The NCUAD, which addresses expanded land use and zoning options for redevelopment should be adopted by the CRA. In addition these programs should be extended into the expansion area of the CRA.

- Sustainability Strategy. Many aspects of the CRA redevelopment are inherently sustainable development strategies: it targets land that is close to an urban center, has been previously developed, builds on existing infrastructure, is well served by transit, and has potential for dense, mixed-use infill development. Other programs could be targeted for sustainable practices at the project level, such as the use of locally sourced materials, energy and resource conservation techniques, and recycling of materials.

  Sustainability also addresses conservation or "green" construction and maintenance of buildings. Any new industry attracted to the area should incorporate these standards and adopt the "Greenprint Program" in Miami-Dade County.

B. Economic Development Strategy

There are several locations within the district where a mixed use development could fit with the nature of the community and overall redevelopment plans. If a mixed use project is presented, it should include housing and commercial activity. The input from the community during the public sessions of this Plan should serve as an initiation point of the planning process. Final Plans will require approval from the CRA Board, especially if incentives are sought. The suggestions from the public included:

- Commercial/industrial activities that take advantage of the sight lines on I-95
- Mixed Use projects
- Mixed income housing
- Basic needs retail
- Activities for families and children
- Offices
- Hotel and Convention Center
- Entertainment/amusement centers (Movie Theater)

Any developer should consider these items when planning the overall program.

I-95 Sight Access

The recent attraction of a large user to the area is due to the advantage of the opportunities of sight access from I-95. The properties along the eastern edge of the district should be aggregated so that larger users of a similar type can be attracted and provide the jobs and valuations necessary to improve the overall district.

Those properties that face I-95 should be identified to determine those suitable for redevelopment into "clean" light manufacturing and production facilities. The access to the ridership on the expressway is a unique mechanism to attract potential customers to these specialty establishments.

Attraction of New Users

To enhance the economy of the area, the CRA should work with the Economic Development Division of the County's Public Housing and Community Development, the County's Task Force on Urban Economic Development, the Beacon Council and other economic development related organizations to attract larger users to the area. One of the strategies of the CRA may be to encourage these companies to employ as many residents of the 7th Avenue Corridor CRA area as possible. The construction of new facilities or redevelopment of existing facilities to be occupied by larger employers will assist the local economy in several ways. These facilities will increase:

1. Employment opportunities for area residents.
2. Area wages, providing more disposable income to the residents.
3. Demand for additional goods and services, providing a more attractive marketplace to attract new retailers and service providers along with increasing the sales of existing businesses.
4. Taxable values due to new construction or upgrading of existing facilities.
5. Taxable values by adding value to the location of existing commercial properties as the supply of land will not increase but the demand for the land will.

The CRA should also seek to attract small commercial businesses to the area, particularly those who will provide needed neighborhood services. Members of the community noted in the public meetings that a lack of basic services generates a hardship for the population. This lack also signals a demand for these services along the corridor.

The CRA should also assist with the general marketing and promotion of the area. This could include recruiting businesses to the area, creating outreach and communication media such as an area newsletter, as well as assistance with local special events designed to improve the image and profile of the CRA.

One of the most significant assets in the area is the North Shore Hospital located on 95th Street. Although not located within the district, the hospital is just outside of the boundaries and its influence could attract businesses that support the facility and its operations. North Shore provides advanced technology to its patients in the 357 bed facility and has a medical staff of 400 and more than 700 employees.

Another direction for the attraction of new businesses is through the abilities of the Beacon Council which should be enabled to work directly with the CRA to assist in business development. The resources of the Beacon Council could be provided particularly to serve this community.

A business incubator program is another method to attract and promote new businesses in the community. The program should include office space, business services, business education and mentoring services.

Inducement Packages

The CRA should work with the aforementioned agencies in a leading position to put together the best possible package of inducements to attract users to the area. Each of the other agencies has its own criteria for the use of incentives and the CRA should know these criteria and be prepared to offer incentives that do not conflict with those available elsewhere. Each individual project should be reviewed by the CRA in terms of the value to the area. This review should include all benefits such as increase in tax base, number of jobs created, levels of pay of jobs created, potential spin-off effects and other governmental revenues generated by the project. The review should also include the need to provide additional incentives beyond what may already be available and whether these incentives should be in a monetary form or some other form.

Incentives added to the package by the CRA cannot exceed the anticipated tax increment that will be collected due to the project. The CRA needs to be flexible in its approach and should be willing to prepare innovative ways to incentivize the location of an appropriate business. The CRA should only provide funds for projects that will create lasting impacts on the area such as construction or reconstruction of a facility, public improvements such as roadway or water/sewer improvements, or the training of residents of the area. Incentives can take many forms to create these impacts and may include (but not be limited to):

1. Direct cash or in-kind grants not to exceed a determined percentage of the Tax Increment (TIF) collected due to the construction of the facility
2. A buy-down on the cost of land
3. Contribution toward infrastructure improvements such as water and sewer or roads
4. Reimbursement for equipment or relocation expenses
5. Providing a "One-Stop Shop" for approvals
6. The provision of or payment for worker training
7. The undertaking of roadway improvements
8. Payment of impact fees

Other items may also provide incentive to a company to locate in the area without taking the form of direct cash. The most useful and cost efficient of such incentives is the provision of a staff person from the CRA acting as the liaison or "point" person for the project. This individual, who should have knowledge of the development process, would be responsible for coordinating permit reviews and approvals from the government. The liaison would insure that such reviews or permits were moving as quickly as possible through the approval process and would communicate informational needs to the company and its representatives. This process can save a company tens of thousands of dollars at very minimal expense to the CRA having a greater effect on the bottom line than most any cash inducement.

The CRA needs to take the role as facilitator between business prospects and all the agencies that will be involved. The CRA, in this lead role, will be responsible for finding the greatest amount of non-CRA incentives and inducements available for the prospect and must be prepared to add CRA incentives to this package in order to finalize a deal.

The role of the liaison is one that is crucial for economic development due to the ability to concentrate on the needs of the district. Activities could include:

- Developing methods to attract and leverage funding
- Find targets for redevelopment and attract new owners
- Develop brochures, marketing materials and newsletters
- Monitor the aesthetics of the district
- Administer programs for business owners

GOALS: a) Creation of a "toolbox" of incentives and inducements to new users to locate/relocate to the CRA.
b) Creation of a CRA Liaison position to assist developers/business to navigate the regulatory landscape.
c) Construction of new buildings leading to additional taxable value.

Task Completion Indicators:

a) 85-100% reduction in the amount of vacant land in the CRA
b) Generation of 25 new businesses
c) Significant increase in the taxable value of the land of the CRA
d) Construction of buildings and facilities in the CRA that are not subsidized or receive any funding from the CRA.

Retail/Office

The current development of the District includes significant properties along the corridor suitable for retail and office uses. Redevelopment of these areas will fit well with the Redevelopment process.

GOALS:

a) Attraction of new retail and office users to the CRA district.
b) Establishment of design guidelines.
c) Creation of a "toolbox" of incentives and inducements to new users to locate/relocate/build in the CRA.
d) Attraction of new jobs to the CRA district.
e) Creation of a CRA Liaison position to assist developers/business with the regulatory landscape.
f) Construction of new buildings leading to additional Taxable Value.

Task Completion Indicators:

a) Implementation of design guidelines.
b) Significant increase in the taxable value of the CRA.
c) Construction of buildings and facilities in the CRA that are not subsidized or receive any funding from the CRA.
d) Significant increase in the number of occupational licenses in the CRA.
e) Attraction of at least 3 users with over 25 employees to the area.

The CRA could be involved in the assembly of land in the area to facilitate the development of the mixed use projects. It is possible the CRA will have to step in to provide financial support to the first few projects to insure their financial viability. After two or three projects, the private capital markets will be far more willing to lend to the developers. The CRA could look at and potentially provide assistance through several means:

1. Provision of land subsidies
    a. Purchase assistance
    b. Provision of discounted land if the CRA owns land appropriate for the project.
2. The rebating of a percentage of the TIF generated by the project to assist in loan payments for construction or land purchase.
3. Payment of impact and/or permitting fees.
4. Providing a liaison "point" person (as outlined elsewhere in this section)

The CRA should also investigate other potential methods to close the financial gap for beneficial projects that are not able to generate sufficient revenues to justify their construction. The CRA should also try to insure that if there are to be any reductions to unit costs, these should be to rents for the commercial portions of these projects and not to subsidize the average, market-rate, residential unit.

The CRA may also need to insure that proper water and sewer infrastructure is available for the envisioned projects as this Plan calls for uses that will attract far more users than currently exist in the area. Additionally, the CRA will need to insure that sufficient parking exists to serve this corridor. While this corridor will be transit oriented, the intensity of uses will lead to the need for parking facilities.

GOALS:

a) Attraction of new retail, office and restaurant businesses
b) Reduction in the amount of vacant land and vacant buildings.
c) Establishment of design guidelines.
d) Creation of a "toolbox" of incentives and inducements to new users to locate/relocate/build in the CRA.
e) Attraction of new jobs to the CRA district.
f) Creation of a CRA Liaison position to assist developers/business to navigate the regulatory landscape.
g) Construction of new buildings leading to additional taxable value.

Task Completion Indicators:

a) Implementation of design guidelines.
b) Significant increase in the taxable value of the CRA.
c) Significant increase in the number of occupational licenses.
d) Attraction of at least 2 users to the area with over 25 employees.

Business Development Programs

The CRA should seek to create programs that will promote the development of new businesses. While these programs should be open to any business that will locate in the CRA area, specific programs should be developed to assist residents of the CRA in starting new business ventures. Training in business start-up and business operations, as well as start-up loans and/or grants, a buy-down of construction or land costs should also be considered under this program. The CRA should consider seeking other well-established providers of training or other assistance programs and seek to enhance those or similar offerings to CRA residents rather than trying to emulate or re-create that which another group has already proven to be capable in offering. This activity is one where the liaison position can be very important.

GOALS:

a) Attraction/creation of new businesses to the CRA district.
b) Creation of a "toolbox" of incentives and inducements to create and attract new business ventures to the CRA.
c) Creation of new businesses to cater to the needs of local residents.

Task Completion Indicators:

a) Creation of 25 new business ventures.

Manufacturing

The most significant recent enterprise in the district is a light manufacturing establishment that left the downtown area for the exposure available from I-95. This facility generates employment and increased value in the CRA area. Attraction of other such businesses to this location is strongly encouraged to increase the employment base and generate additional need for services. This activity will provide a stronger economic base in which to expand the reach of the CRA.

"Light" manufacturing as defined is usually less capital intensive than heavy industry, and is more consumer-oriented than business-oriented (i.e., most light industry products are produced for end users rather than as intermediates for use by other industries). Light industry facilities typically have less environmental impact than those associated with heavy industry, and zoning laws are more likely to permit light industry near residential areas. It includes the production of small consumer goods. Development should also consider "green" construction and operation to fit with County initiatives and desires of the community.

Priority Listing

The below list represents the appropriate priority ranking of project and programs suggested in this (Economic Development) subsection. Again, it is important to note that feasibility of funding and ease of undertaking was a critical factor in the creation of this listing.

TABLE 5.1
PRIORITY LISTING OF ECONOMIC DEVELOPMENT PROJECTS AND PROGRAMS

1) Attraction of large users creating jobs and/or constructing facilities
2) Construction of new retail/office facilities.
3) Rehabilitation of existing, useable and viable structures.
4) Attraction of new jobs in office/retail/restaurant.
5) Development of a business incubator program
6) Development of light industry with "clean" uses that can take advantage of the sight access to I-95.

The following should be undertaken as soon as funds and/or staff are available:

a. Creation of a developer/business liaison.
b. Creation of appropriate incentive programs to attract new construction and jobs to the CRA.
c. Creation of appropriate Business Development Programs to promote the location of small businesses in CRA and to promote and assist entrepreneurial ventures by residents of the CRA.
d. Code Compliance and Code Compliance education.
e. Creation and implementation of design regulations for signage.

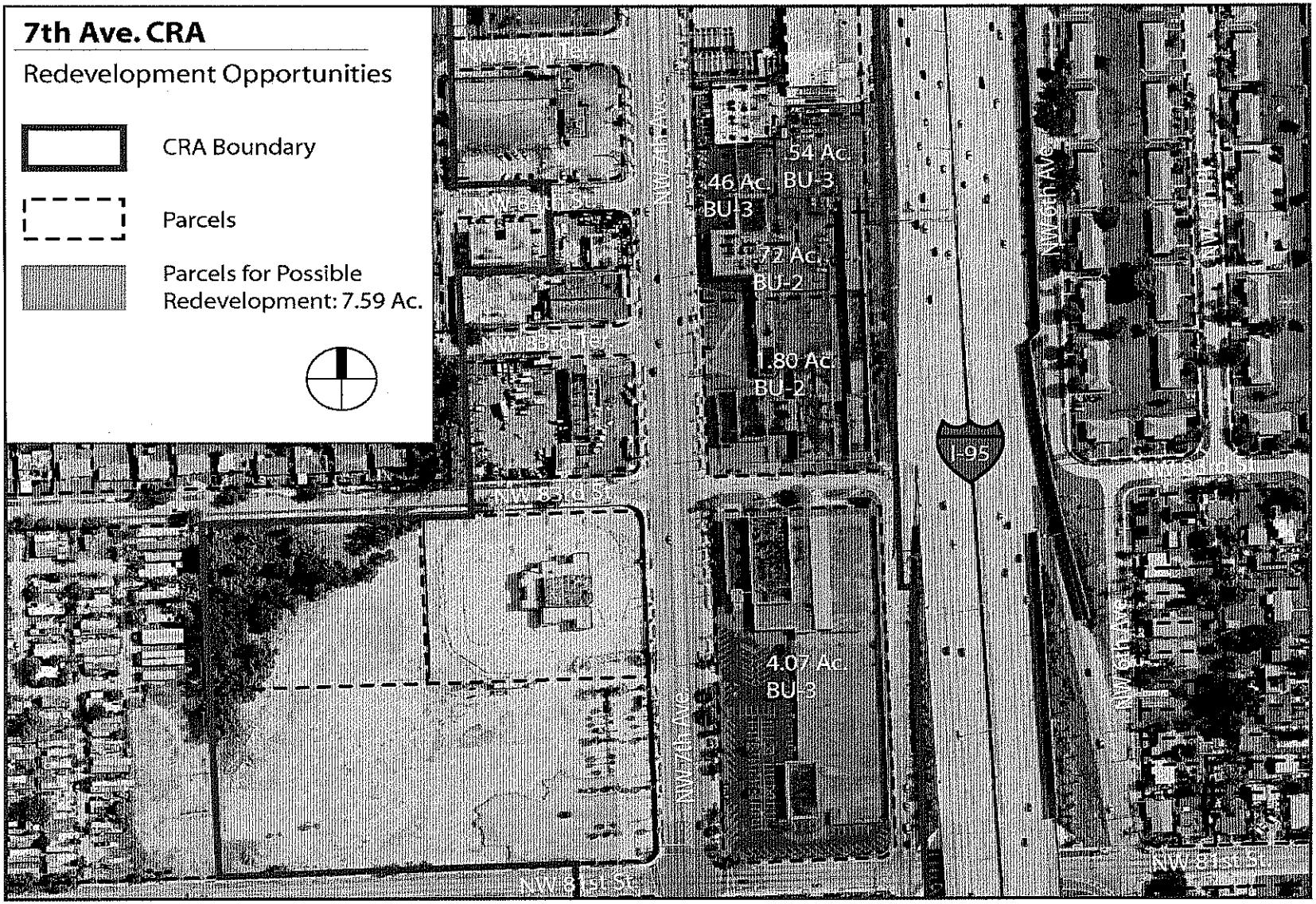
Potential development areas

There are several sites in the district that could be suitable for redevelopment. One drawback would be a site that is large enough to allow for redevelopment due to the smaller lot sizes and the narrowness of these properties.

One location that could be considered for the location of significant development is located in the southern portion of the district just north of 81st Street. The site of an auto dealership and adjoined by other automotive uses, this site is currently not used. Technically not a vacant property, it still offers an important location for redevelopment.

The site contains 7.59 acres in five parcels with two owners. It is not the intent of this study to suggest that these properties be forced into redevelopment, but rather to identify a significant location.

A signature development at the entry to the district is an excellent means to set the tone for the entire redevelopment effort. Additionally a project that incorporates the 7th Avenue CRA and the 79th Street CRA could have synergistic benefits. The location of the 7.59 acre site previously mentioned could prove to be the central point for such a project.


7th Ave. CRA
Redevelopment Opportunities
CRA Boundary
Parcels
Parcels for Possible Redevelopment: 7.59 Ac.
NW 84th St
NW 7th Ave
NW 5th Ave
NW 83rd St
NW 81st St
I-95
.54 Ac.
BU-3
.46 Ac.
BU-3
.72 Ac.
BU-2
1.80 Ac.
BU-2
4.07 Ac.
BU-3

C. Housing Strategy

One of the strategies required by the community that could be undertaken by the CRA is a housing program. This strategy is designed to provide additional housing in a mixed use project to add additional vibrancy to the community.

Miami-Dade County has also developed the "Greenprint" program designed to make all residential and commercial units energy efficient. Rehabilitation of older buildings to increase the efficiency and to provide additional housing opportunities is an essential portion of this plan. Adoption of these principles by the CRA is strongly encouraged.

Priority Listing

Many different programs are outlined in this Housing subsection without being presented in any order of importance. The below list represents the appropriate priority ranking of project and programs suggested above. It is important to note that feasibility of funding and ease of undertaking was a critical factor in the creation of this listing.

TABLE 5.2
PRIORITY LISTING OF INFILL AND REPLACEMENT HOUSING PROJECTS AND PROGRAMS

1) Attraction of Private developers to undertake projects in the CRA district.
2) Acquisition of vacant lots with rights to residential use.
3) Aggregation of privately owned (by agreement with owner) and/or publicly-owned lots into groupings appropriate for disposal via Developer RFP for market-rate housing.
4) Promote mixed use projects in the Corridor and recommended locations.
5) Rehabilitate existing structures, where feasible, and promote energy efficient housing.

These lists are not intended to be a fixed order of undertaking of projects but are instead intended to guide funding decisions and provide a clear direction of project/program importance. It is expected that projects/programs from several of the priority list items will be on-going at any given point in time depending on conditions ranging from availability of land, land costs and external market factors which determine the feasibility of implementation. This list was created with ease of implementation and understanding of realistic funding potential in the early years of the CRA, thus the priorities were not solely listed based on the merits of the project or program.

D. Infrastructure Projects

There are several capital projects related to right-of-way improvements outlined in the North Central Area Charrette Report. These projects are intended to improve traffic flow, add additional parking and to improve area aesthetics. Many of the projects involve fairly significant

investment in roadway redesign and construction, however many of the projects also involve the addition of landscaped medians and other aesthetic improvements that perhaps can be phased in over the years.

It is critical that some of the landscaping of the roadway projects be taken in the earlier years as the aesthetic upgrades create instant impact and begins to show the public, as well as potential investors, that conditions within the CRA area are changing. It is one of the stated goals of the enabling legislation (F.S. 163 Part III) for a Community Redevelopment Agency to encourage private investment. Taking the lead by making highly visible investment in the community is one of the ways by which a CRA takes the investment lead and encourages private investment.

No cost estimates for these projects, exist at this time, since plans have not been proposed for the extent of the improvements.

ROW and Streetscape Priorities

The ROW and Streetscape projects cannot be appropriately prioritized in a manner similar to housing and economic development programs. This is because these projects are costly, are interrelated with other projects, are eligible for State or Federal grants with fixed cycles of application, and will need time to properly plan and design. Coordination with the County's General Fund will be required to undertake these projects.

The CRA should seek to obtain construction plans as soon as possible on all jobs and should seek all grant and outside funding opportunities for all the projects (including developer participation). The projects should be budgeted and implemented in a manner that maximizes outside funding and minimizes the number of disrupting streetscape projects simultaneously being undertaken. The CRA should also seek to time streetscapes so that they are undertaken during a period in which they will be beneficial to attracting private investment into the area.

The residents of the area were particularly concerned with the current situation which is not pedestrian friendly. Many of the area's residents walk throughout the district and more suitable road crossings should be implemented. Walkability improvements will be particularly important if transit oriented development begins to occur in the area. Such improvements might include the addition and/or widening of sidewalks, the provision of adequate street lighting, and improvements to right-of-way landscaping.

One method of incorporating the extension of streetscape and other improvements along the corridor is to coordinate efforts with the 441 Collaborative that extends northward from the district through Broward County. The majority of the programs discussed at the Collaborative focus on the streetscape and beautification initiatives. This extension of the program will help to instill a comprehensive approach to the issue and a thematic image improvement.

Parking remains an issue along 7th Avenue particularly with access to the businesses along the corridor. One mechanism to address these concerns is the narrowing of 7th Avenue to allow on-street parking directed toward the commercial activities.

Utilities

The existing 7th Avenue Study Area falls within the service area of the Water and Sewer Department (WASD) of Miami-Dade County, while the expansion area is served by the City of North Miami Beach. Although the area is currently served, upgrades will be necessary to enable redevelopment to occur. Experiences of those property owners who have recently completed construction projects note that the current conditions are not suitable for development. Extension of service lines and capacity is required to properly serve the new development.

Estimates from WASD show that an investment of $300,000 would be necessary in the existing CRA area to properly address redevelopment. The investment in the expansion area to correct the lack of sewers is not known at this time. Until plans for redevelopment are produced, the requirements of the utility system cannot be determined.

Public Facilities

The District is served by a new Public Library facility (Arcola Lakes) which provides significant opportunities to the community. The district is not very wide making addition of parks and other facilities unlikely.

E. Grant and Financing Programs

The CRA should fund grant and/or low interest loan programs to accomplish several of the priorities of the Housing and Economic Development Strategies. Grants should always be designed to include a match from the recipient to insure that the grantee has a financial interest in seeing the funds expended appropriately. Goals and Task Completion Indicators are listed at the end of this subsection.

Property Upgrade Grants/Loans – Commercial

Another program similar to the residential program should be created to assist commercial property owners to enhance their properties. Items that can enhance visibility, area aesthetics and thus property values should be encouraged. Items such as installation of landscaping, parking lot repair/resealing/restriping, and façade improvements should be typical projects allowed by the program. Funds should only be distributed as a grant with a match from the property owner or as a low-interest loan. Additionally, the CRA should make every effort to leverage these dollars with other available funding (i.e. the County's Mom and Pop Program, or the County's General Obligation Bond Program).

GOALS: a) Implementation of a commercial upgrade program.
b) Increase in appearances and aesthetics of commercial properties in the CRA.

Task Completion Indicators:

Commercial upgrade program

F. Land Acquisition

One of the activities of a CRA could consider is land acquisition. The Housing and Economic Development Strategies above illustrate the significance of owning and controlling land. Once it owns land, the CRA could be poised to strongly encourage development of vacant parcels as envisioned by the residents of the neighborhood and in a well planned and designed manner that enhances livability, increases employment opportunities, increases the tax base and promotes a strong and stable neighborhood. One of the principal objectives of a land acquisition policy is to facilitate projects that meet the Redevelopment Plan goals.

The 7th Avenue Corridor CRA may exercise this power to acquire land if it meets the objectives of the Plan and is required for the facilitation of a project.

GOALS: Outlined elsewhere in this section and/or Section VI

Task Completion Indicators:

Outlined elsewhere in this section and/or Section VI

G. Planning and Pursuit of Land Use and Zoning Changes

The CRA may undertake various planning efforts to promote the redevelopment of the CRA in a manner consistent with the goals of the CRA Plan. Planning activities might include:

1. Expand the NCUAD into the proposed addition to the CRA.
2. Adopt the principles and provisions of the NCUAD in the district.
3. Update the CRA Redevelopment Plan as necessary to incorporate new information and changed conditions.
4. Support the County's planning efforts.
5. Study specific needs and issues such as workforce housing, parking, neighborhood stabilization, or open space.
6. Increase employment and business opportunities in the CRA.
7. Improve street appearance and function.

The CRA may assist with the amendment of the County Development Master Plan to the extent that such amendments are needed to ensure compatibility with the CRA Plan and the CDMP. The CRA may also assist with the amendment of land development regulations to promote the goals of the CRA.

Miami-Dade County has recently embarked on a program to address the overall zoning and land use through the North Central Urban Area District (NCUAD) Overlay that includes significant portions of the CRA. This Code proposes an overlay that will encourage mixed use development at certain nodes in the community. The area of NW 7th Avenue in the original CRA (south of NW 119th Street) is one of these locations.

The CRA should assist in the implementation of the Plan through the encouragement of developers to follow the principles in this Plan. One method is to provide incentives only to those developers who follow the intent of the Plan.

GOALS:

a) Promote the principles of the NCUAD.
b) Expand the NCUAD into the proposed new segment of the CRA.

Task Completion Indicators:

a) Adopt and apply the findings of the NCUAD.
b) Insure that the NCUAD is expanded into the new area of the CRA.

H. Community Policing

The CRA may be useful in preventing and combating crime as a part of the redevelopment process. High Crime Rates have occurred in the area for many years further deflating the business opportunities along the Corridor. One of the tools is to contribute to the funding of Community Policing within the Redevelopment Area. Reducing crime will encourage private investment, the key to a successful redevelopment process.

Advantages of Community Policing

- Prevent and reduce crime within the Redevelopment Area.
- Improve police and community relationships.
- Forge community problem solving collaboration.
- Create confidence in the private sector to make investments in the Redevelopments Area.
- Eliminate the blighting influence of crime.

Elements of the program could include:

- Assist in establishing a community policing program which will include new police positions including police officers, crime prevention officers, crime prevention equipment and other administrative support.
- Fund equipment needs for the program including surveillance equipment and monitoring.
- Use the program to attract other funding sources.
- Camera surveillance program.

I. Sustainability Initiatives

By its nature, the 7th Avenue CRA embodies many principles of sustainable development. Rather than pursuing suburban sprawl on undeveloped land, with all of the necessary investments in infrastructure, the CRA seeks to redevelop an area that is already developed, but could be used more effectively and intensively. The CRA inherently displays several characteristics of sustainable development:

- It is a previously developed area that could be more intensively developed.
- It is close to a major urban center.
- It is well served by existing infrastructure.
- It has good regional connectivity and transit service.

There are several county-wide initiatives already underway that will take advantage of these characteristics and promote sustainable development in the CRA. Most important among them is the pending NCUAD zoning that will allow for denser, mixed-use, and transit oriented development in the 7th Avenue corridor.

Sustainability principles could also be provided at the individual project level. Other CRA programs such as housing and small business assistance programs could have additional incentives included for sustainable practices. Such practices should include:

- The incorporation of energy and resource conservation strategies.
- The use of locally sourced materials and labor.
- The re-use of existing building stock or materials where possible.
- The use of sustainable or "green" building materials.
- The use of native landscape materials that require minimal maintenance.

J. Administration

Appropriate allocations must also be made by the CRA to cover expenditures that must be made for administration of the CRA Program. Staff and other costs incurred by Miami-Dade County for services provided to the CRA are reimbursed by the Agency based on the Interlocal Agreement between the parties. A waiver of the Children's Trust should also be sought. The County also requires all newly created CRA's to reimburse the County for the costs associated with the administration of the district. This may include (but not be limited to) staff costs associated with the creation as well direct third-party costs for preparation of the Finding of Necessity for the CRA as well as the preparation of this Community Redevelopment Plan.

The Agency will also need to regularly contract for planning, engineering and/or other professional services in order to undertake and administer projects and programs contained in this Plan and to comply with all laws and policies of the Agency or its governing body.

A liaison position for "business development" purposes should be implemented to insure that a professional approach to the recruitment of new businesses. Volunteer boards do not have the time to commit to this endeavor and a constant pint-of-contact is also required. The duties and cost of this position should be based on needs, budget and results. As this position develops, the requirement for services from Miami-Dade County may be reduced, lowering the Administrative Fee.

The role of the liaison is one that is crucial for economic development due to the ability to concentrate on the needs of the district. Activities could include:

- Developing methods to attract and leverage funding
- Find targets for redevelopment and attract new owners
- Develop brochures, marketing materials and newsletters
- Monitor the aesthetics of the district
- Administer programs for business owners

A. Implementation through the Financing Plan

As previously discussed in Section IV, the area within the 7th Avenue Corridor CRA has been the subject of several planning efforts in the recent past. These studies include the North Central Charrette and the 7th Avenue Corridor Business Plan.

The priorities discussed in Section IV have been transformed into the redevelopment strategies presented in Section V. The following section identifies the financing program for the projects and the implementation of the overall program.

Previous Fund Amounts

The 7th Avenue CRA has been in existence since 2004 and has developed significant fund balances over that time. The expanded area will increase the ability to raise funds, and will combine with the existing amounts to implement the projects undertaken by the Board. The Fund Balance and Income Statement through the end of Fiscal Year 2010 are provided. Final statements for the end of FY 2011 were not available at the time of printing.

N.W. 7th Ave Community Redevelopment Agency

Balance Sheet as of September 30, 2010

	Special Revenues	Capital Projects	Total CRA
Assets:			
Cash and cash equivalent	$2,021,178	$0	$2,021,178
Total Assets	$2,021,178	$0	$2,021,178
Liabilities and Fund Balances:			
Accounts Payable	$0		$0
Retainage payable	$0	$0	$0
Total Liabilities	$0	$0	$0
Fund Balances	$2,021,178	$0	$2,021,178
Total Liabilities and Fund Balances	$2,021,178	$0	$2,021,178

Provided by:

N. W. 7th Avenue Corridor Community Redevelopment Agency

Combined Statement of Revenues, Expenditures
and Changes in Fund Balances

Fiscal Year Ended September 30, 2010

	Special Revenues	Capital Projects	Total CRA
Revenues			
Intergovernmental	$437,550		$437,550
SS Loan			
Interest	$9,307		$9,307
Total Revenues	$446,857	$0	$446,857
Expenditures			
General Government	$116,324		$116,324
Debt Service			
Capital Outlay			$0
Total Expenditures	$116,324	$0	$116,324
Excess (deficiency) of Revenues over Expenditures	$330,533	$0	$330,533
Other financing Sources (uses)			
Transfers In			
Total Other Financing Sources			
Fund Balances, beginning	$1,690,645	$0	$1,690,645
Fund Balances, ending	$2,021,178	$0	$2,021,178

Provided by:

Assumptions

Several assumptions must be made in order to make any meaningful projections. The most important assumption is the amount of growth in taxable value. A sense of the current trend in valuation growth can be determined by reviewing the growth in recent years. This history is summarized in Table 6.1

TABLE 6.1
TAXABLE VALUES, 7th AVENUE CORRIDOR CRA AREA
2008 - 2011

Year	Existing CRA Area	CRA Expansion Area	Total	Percent Change
2008	$119,438,828	$61,441,814	$180,880,642	---
2009	$116,953,409	$57,696,633	$174,650,042	-3.3%
2010	$114,974,657	$57,204,930	$172,179,587	-1.4%
2011	$121,293,820	$60,255,559	$181,519,379	+5.4%

Source: Miami-Dade Property Appraiser

From this table it can be seen that the valuation fell from 2009 through 2010. Taxable Value figures reversed that trend this past year signaling that the decline is likely over.

Financing for the CRA is based primarily on the increase in value generated by the improvements to the area. The increase in Taxable Value must be considered when addressing the potential to collect revenue for the CRA. The growth in Taxable Value was estimated to anticipate the revenue available. With the recent, multi-year decline in taxable value likely over, this is an opportune time to establish a Base Year valuation for the expansion area, and to begin growing tax increment from this point. The projections below assume that the recent annual appreciation of around 5% can be sustained for the next several years. Once the pace of redevelopment picks up, this should provide impetus for further valuation increases. Table 6.2 provides an estimate of the values for the next ten years.

TABLE 6.2
PROJECTION OF TAXABLE VALUE
7th AVENUE CRA

Year	Taxable Value	Percent Change
2011	$181,519,379	5.0%
2012	$190,595,348	5.0%
2013	$200,125,115	5.0%
2014	$210,131,371	5.0%
2015	$220,637,940	5.0%
2016	$231,669,837	5.0%
2017	$243,253,328	5.0%
2018	$255,415,995	5.0%
2019	$268,186,795	5.0%
2020	$281,596,134	5.0%
2021	$295,675,941	5.0%

The millage rates that generate the TIF are assumed to stay constant at 2009/2010 levels, which are 4.8050 Countywide and 2.0083 UMSA for a total of 6.8133. Under State law, the taxing agency that applies the millage rate may retain between 5% and 50% of the incremental taxes as

negotiated by the parties. In most CRAs in Miami-Dade County, 95% of the incremental taxes have been forwarded to the CRA. For this analysis, the 95% assumption will be applied.

Revenue Projections

The expanded 7th Avenue Corridor Community Redevelopment Agency is estimated to be established in Fiscal Year 2011/2012 with the objective of promoting a wide range of community improvements and redevelopment activities. The CRA provides a mechanism for capturing the tax increment generated by the increase in taxable value over the Base Year. Over the 30-year life of the CRA, this stream of funds is a substantial amount.

Table 6.3 summarizes the flow of revenue from TIF generated by the CRA. An explanation of the key points demonstrated by this table follows below:

The leftmost column indicates the Fiscal Year. The fiscal year runs from October 1 through September 30, thus FY 2012 runs from October 1, 2011 to September 30, 2012. It is estimated that the County will establish the Redevelopment Trust Fund with sufficient timing to utilize the 2012 taxable values as the base year. The table, therefore, begins with the year 2012, assumed to be the Base Year for the CRA, and continues through 2034, which is the end date of the original CRA. The CRA could request that the life of the District be extended to 30 years beyond the dat of the expanded CRA.

The Taxable Value (second column) indicates the total value subject to ad valorem taxation within the CRA boundary based on the projections of growth previously discussed. The initial value of $181,519,379 is the Base Year value; the difference between the Taxable Value for any given year and this value represents the Annual Increment for that year (third column), or the amount from which the Tax Increment is calculated.

The Annual TIF (column four) is applied to the Annual Increment and is calculated by applying the Ad Valorem Rate. Currently, this consists of a levy for Miami-Dade County and one for the Unincorporated Metropolitan Statistical Area. The Total CRA Millage Rate is the sum of these, currently 6.8133 mils. By law, the actual tax increment that is funded to the CRA is limited to 95% of that amount.

The final column indicates the cumulative funds available to the CRA for improvements or programs.

Using these assumptions, the table demonstrates that the anticipated CRA revenues will begin to reach an appreciative level in the year 2013 (over $1 million). Over the life of the CRA, the cumulative tax increment collected by the CRA will exceed $32 million. This cumulative amount is, of course, considerably less in present value. What follows is an analysis of a possible funding strategy for managing the flow of funds over the life of the CRA.

The projections of TIF Revenue found in Table 6.2 are based on a reasonably estimated growth in the Taxable Value of the district. Recent trends had revealed a declining valuation of most properties in Miami-Dade County. Although this condition was true for much of the recent past in the 7th Avenue Corridor, values for this past year show an increase of 5%. The continuation of this rate was used for the projections.

If a catalyst project would be developed, this rate will prove to be too conservative. A project such as the one mentioned previously on the 7.59 acre site could generate an increase of 10% in one year alone.

TABLE 6.3
ESTIMATE OF TIF REVENUE

Year	Taxable Value	Annual Increment	Annual TIF	Cumulative TIF
2011	$181,519,379	---	$330,533	$330,533
2012	$190,595,348	$9,075,969	$389,278	$719,811
2013	$200,125,115	$18,605,736	$450,961	$1,170,773
2014	$210,131,371	$28,611,992	$515,728	$1,686,501
2015	$220,637,940	$39,118,561	$583,733	$2,270,234
2016	$231,669,837	$50,150,458	$655,139	$2,925,372
2017	$243,253,328	$61,733,949	$730,114	$3,655,487
2018	$255,415,995	$73,896,616	$808,839	$4,464,325
2019	$268,186,795	$86,667,416	$891,500	$5,355,825
2020	$281,596,134	$100,076,755	$978,293	$6,334,118
2021	$295,675,941	$114,156,562	$1,069,427	$7,403,545
2022	$310,459,738	$128,940,359	$1,165,117	$8,568,662
2023	$325,982,725	$144,463,346	$1,265,592	$9,834,253
2024	$342,281,861	$160,762,482	$1,371,090	$11,205,343
2025	$359,395,954	$177,876,575	$1,481,863	$12,687,206
2026	$377,365,752	$195,846,373	$1,598,175	$14,285,382
2027	$396,234,040	$214,714,661	$1,720,303	$16,005,684
2028	$416,045,742	$234,526,363	$1,848,537	$17,854,221
2029	$436,848,029	$255,328,650	$1,983,182	$19,837,403
2030	$458,690,430	$277,171,051	$2,124,560	$21,961,963
2031	$481,624,952	$300,105,573	$2,273,007	$24,234,970
2032	$505,706,199	$324,186,820	$2,428,876	$26,663,846
2033	$530,991,509	$349,472,130	$2,592,539	$29,256,384
2034	$557,541,085	$376,021,706	$2,764,384	$32,020,769

Funding Strategy

Revenue projections from a steady source of funds such as a CRA tax increment can be used to finance a number of catalytic programs designed to trigger the redevelopment of the area. This is the essence of a redevelopment plan. Prior planning efforts, with community involvement, have yielded a lengthy list of projects and improvements desired. The CRA revenue stream can be allocated to accomplish these projects in some order of priority.

The primary source of revenue is, of course, the tax increment. As previously discussed, this begins as a modest amount, but grows in successive years as long as redevelopment and general economic growth keep increasing the Taxable Value of the properties within the CRA. Other sources of funding, such as grants from various state and federal agencies, can and should be pursued.

The revenues could also assume benefit from cash infusions from loans. Since tax increment takes some time to build up, it is common to borrow against the future revenue stream in order to undertake key projects more quickly. Of course, this adds debt service to the list of expenditure items, and has to be planned for accordingly. In the early years, the CRA will not have an established track record and will not have a large enough increment to cover a substantial bond issue, and will consequently not be able to finance a conventional bond issue. Due to this increased risk, this loan may be for a shorter maturity and a higher interest rate than could be anticipated from issuing revenue bonds. Additionally, the CRA may require assistance from the County in terms of backing for the loan, in the early years.

A conventional bond issue can be undertaken once the CRA has sufficient annual revenues as well as an established track record. It is believed that such a track record will prevent the need for additional backing of these loans by the County. However such a backing may be possible for a limited time to reduce debt payments in the initial years. The projections indicate that the annual funds flow will continue to increase, so that the CRA will be able to support additional debt in the future. Private Placement of Debt or Line of Credit mechanisms could also be used.

The important factor is the leveraging of funds is crucial to financing the redevelopment of the 7th Avenue Corridor. Use of Grants, GO Bond funds, Public/Private Partnerships and other programs could likely effect even more significant benefits to the community.

CRA Potential Expenditures

The financial projections discussed here allow the CRA to budget for anticipated expenses to achieve the goals of the community vision. Most of the bond proceeds will be directed to paying for capital improvements and land acquisition. In addition, the tax increment funds will provide a substantial cash flow for other programs and activities, as well as the administrative overhead needed to further the community's objectives. These programs and expenditures are discussed in greater detail in Section V of this report with targets and goals outlined later in that section.

Bonding

The CRA has been provided the power to issue bonds based on the anticipated revenue stream. These bonds must be approved by the County Commission before proceeding. The inclusion of bonds in the financial structure will allow the development of needed improvements to the district that will enable businesses to expand and grow. As soon as the revenue stream stabilizes, this source of funds should be considered.

A. When is Redevelopment Complete?

One of the most difficult concepts in the implementation of a Community Redevelopment Agency is to gauge when redevelopment is completed. This is because redevelopment is never actually "complete." The Community Redevelopment Agency or any other entity can always find more projects and/or more programs to fund to make an area better. However, CRAs have finite lives and a timeframe established when the regular stream of revenues reverts back to Miami-Dade County (County) to carry out the full breath of its mission as well as to the Unincorporated Municipal Services Area (UMSA) to provide regular services. It is the intent of this section to modify the question of "When is redevelopment complete?" to "when has the Community Redevelopment Agency completed its assigned task?"

B. When has the Community Redevelopment Agency Completed its Assigned Task?

This Community Redevelopment Plan outlines the work plan for the 7th Avenue Corridor Community Redevelopment Agency. Many projects and programs are contained within this Plan. The completion of the Community Redevelopment Agency's work and the subsequent end or "sunset" of the Agency will either be based on the reaching of the 30 years it may be allowed to operate or the completion of all anticipated projects and substantial advancement of goals and objectives of the described programs and the repayment of any and all debt.

Once all of the following questions can be answered affirmatively, the CRA should be closed down and the Redevelopment Trust Fund should cease to exist.

1) Have all of the projects outlined and/or contemplated by this Community Redevelopment Plan been completed and paid for including related debt (except for on-going maintenance of the projects)?
2) Have the programs outlined and/or contemplated by this Community Redevelopment Plan been implemented and substantially impacted the community and/or met their stated goals?
3) Has all debt from the implementation of projects and programs been retired?

C. Five (5) Year Plan Review as a Method of Mitigating Changes in Local Conditions

While the above questions should trigger the completion of CRAs efforts, it is would not be wise to stick to the absolutes of the original list of projects and programs to be undertaken by the CRA as outlined in the first CRA Plan adopted. Conditions under which the Agency operates, including conditions of the neighborhood and local market conditions will change over time. When conditions change or can reasonably be expected to change, the Plan should be amended to provide for alteration to projects and programs or to provide for new projects and/or programs to address new conditions.

With this in mind, this Community Redevelopment Plan will be evaluated at a minimum, once every five (5) years after its initial adoption. During this review, the adequacy of projects and programs contained in the Plan and those created and implemented within the recommendations

in the Plan shall be assessed. Projects that are no longer necessary, are out-dated, or those no longer in the best interests of the community should be removed from the plan.

The five-year evaluation shall also be a period for the formulation and inclusion into the Plan (by the appropriate amendment procedures as outlined in F.S. Chapter 163 Part III) of new projects and programs that will address the new conditions or contemplated conditions. The five-year evaluation shall in no way however, inhibit or prevent the 7th Avenue Corridor Community Redevelopment Plan from being amended or new programs or projects from being created and implemented at any other time as long as such plan amendments or new project/programs are in conformance with any interlocal agreements and F.S. Chapter 162 Part III.

D. Termination of Tax Increment Payments

This program requires a regular review of the progress of the CRA and the completion of projects. In the later years, the CRA may find that most of the projects have been completed. While some tax increment would still be needed to fund a few on-going programs, the majority of the tax increment may not be needed to complete the programs. At this time, the review should be focused on determining if the minimal programs still in need of funding are necessary to be completed or might have other potential sources of funding. Upon completion of this review, a determination could be made as to whether to continue tax increment collections at full levels, reduce the percentage of the tax increment collected, or whether the goals and objectives of the CRA have been met and it is time to sunset the CRA.

ATTACHMENT B

RESOLUTION OF THE MIAMI-DADE COUNTY PLANNING ADVISORY BOARD REGARDING THE NW 7th AVENUE CORRIDOR COMMUNITY REDEVELOPMENT PLAN

WHEREAS, Section 2-108 of the Code of Miami-Dade County, Florida, provides that the Planning Advisory Board shall review the work of the Planning and Zoning Director and to consider such matters as may be referred to it by the Director or the County Commission; and

WHEREAS, on March 16, 2004, the Board of County Commissioners adopted Resolution No. R-293-04 finding the 7th Avenue Corridor Community Redevelopment Area as being impaired and with conditions indicative of blight as defined by the Florida Statutes, Section 163.340 and authorizing the preparation of a Community Redevelopment Plan; and

WHEREAS, on June 22, 2004, the Board of County Commissioners adopted Resolution No. R-774-04 establishing the Community Redevelopment Agency for the 7th Avenue Corridor Community Redevelopment District; and

WHEREAS, on April 4, 2011, the Board of County Commissioners adopted Resolution No. R-223-11 authorizing the preparation of a Community Redevelopment Plan for the NW 7th Avenue Corridor Community Redevelopment Area; and

WHEREAS, on April 16, 2012, the Planning Advisory Board reviewed the NW 7th Avenue Corridor Community Redevelopment Plan,

NOW THEREFORE BE IT RESOLVED BY THE MIAMI-DADE COUNTY PLANNING ADVISORY BOARD, that it finds the NW 7th Avenue Corridor Community Redevelopment Plan consistent with the Comprehensive Development Master Plan.

The forgoing resolution was offered by Board Member Raymond Marin, who moved its adoption and was seconded by Paul O'Dell, and upon being put to a vote the vote was as follows:

Carla M. Asencio-Savola	Absent	Daniel Kaplan	Absent
Aida G. Bao-Garciga	Yes	Serafin Leal	Yes
Jose Bared	Yes	Raymond Marin	Yes
Reginald J. Clyne	Yes	Paul O'Dell	Yes
Peter DiPace	Yes	Kimberly Ogren	Yes
Horacio Carlos Huembes	Yes	William Riley	Absent
Rolando Iglesias	Yes	Georgina Santiago	Yes
Joseph James	Yes		

Wayne Rinehart, Chair Yes

The Chair thereupon declared the resolution duly passed and adopted this 16th day of April 2012.

I hereby certify that the above information reflects the action of the Board.

Jack Osterholt - Director
Executive Secretary

EXHIBIT C

MIAMI-DADE COUNTY

PUBLIC NOTICE

The Public is advised that a Public Hearing will be held on Tuesday, July 3, 2012 at 9:30 A.M., by the Miami-Dade County Board of County Commissioners (BCC) in the Commission Chambers located on the Second Floor of the Miami-Dade Stephen P. Clark Center, 111 N.W. First Street, Miami, Florida, at which time the BCC will consider:

A resolution adopting an amended Redevelopment Plan Amendment for the NW 7th Avenue Community Redevelopment Area and amending the boundaries of the Redevelopment Area to include an area generally bounded by the City of Miami Gardens on the north, the City of North Miami on the south, on the west by the westernmost property lines of the parcels that abut the westerly right-of-way along NW 7th Avenue and on the east by Interstate I-95; and making certain findings with respect to such redevelopment plan and such geographic area.

The NW 7th Avenue CRA is generally described as being bounded by NW 119th Street to the north, NW 80th Street to the south, on the west by the westernmost property lines of the parcels that abut the westerly right-of-way along NW 7th Avenue and on the east by Interstate I-95.

All interested parties may appear and be heard at the time and place specified above. Copies of the resolution may be obtained from the Clerk, Board of County Commissioners, 17th Floor of the Miami-Dade County Stephen P. Clark Center.

A person who decides to appeal any decision made by the Board, Agency or Commission with respect to any matter considered at this meeting or hearing will need a record of the proceedings. Such person may need to ensure a verbatim record of the proceedings is made, including the testimony and evidence upon which appeal is to be based. Miami-Dade County provides equal access and equal opportunity in the employment and services and does not discriminate on the basis of handicap. Sign Language Interpreters are available upon request. Please call (305) 375-2820 at least five (5) days in advance.