

# MEMORANDUM

Agenda Item No. 5(H)



**TO:** Honorable Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

**DATE:** June 16, 2020

**FROM:** Abigail Price-Williams  
County Attorney

**SUBJECT:** Resolution approving, after a public hearing, an amendment to the Omni Redevelopment District Community Redevelopment Plan in accordance with section 163.361, Florida Statutes; accepting Assessment of Need Study; approving the extension of the life of the Omni CRA and the Omni Redevelopment District Community Redevelopment Agency and the Omni Community Redevelopment area until July 7, 2047; approving of and authorizing the County Mayor to execute the Second Amendment to the Interlocal Cooperation Agreement by and among Miami-Dade County, the City of Miami and the Omni Redevelopment District Community Redevelopment Agency and to exercise all provisions contained therein not reserved by the Board; and waiving Resolution Nos. R-1382-09 and R-499-16 which require that Interlocal Cooperation Agreements between the County and a Community Redevelopment Agency must include a provision that allows a member of this Board or a representative appointed by this Board to serve on the Board of Commissioners of a Community Redevelopment Agency

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Chairwoman Audrey M. Edmonson.

  
\_\_\_\_\_  
Abigail Price-Williams  
County Attorney 

APW/lmp

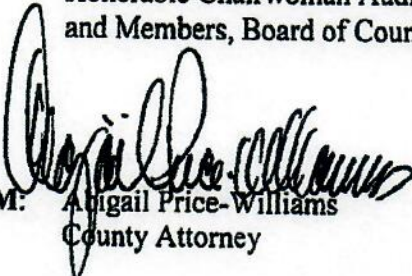


## MEMORANDUM

(Revised)

TO: Honorable Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

DATE: June 16, 2020

FROM:   
Abigail Price-Williams  
County Attorney

SUBJECT: Agenda Item No. 5(H)

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
- ☐ Statement of social equity required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☒ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ 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(H)  
6-16-20

RESOLUTION NO. \_\_\_\_\_

RESOLUTION APPROVING, AFTER A PUBLIC HEARING, AN AMENDMENT TO THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT PLAN IN ACCORDANCE WITH SECTION 163.361, FLORIDA STATUTES; ACCEPTING ASSESSMENT OF NEED STUDY; APPROVING THE EXTENSION OF THE LIFE OF THE OMNI COMMUNITY REDEVELOPMENT AGENCY AND THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY AND THE OMNI COMMUNITY REDEVELOPMENT AREA UNTIL JULY 7, 2047; APPROVING OF AND AUTHORIZING THE COUNTY MAYOR OR THE COUNTY MAYOR'S DESIGNEE TO EXECUTE THE SECOND AMENDMENT TO THE INTERLOCAL COOPERATION AGREEMENT BY AND AMONG MIAMI-DADE COUNTY, THE CITY OF MIAMI AND THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN NOT RESERVED BY THE BOARD; AND WAIVING RESOLUTION NOS. R-1382-09 AND R-499-16 WHICH REQUIRE THAT INTERLOCAL COOPERATION AGREEMENTS BETWEEN THE COUNTY AND A COMMUNITY REDEVELOPMENT AGENCY MUST INCLUDE A PROVISION THAT ALLOWS A MEMBER OF THIS BOARD OR A REPRESENTATIVE APPOINTED BY THIS BOARD TO SERVE ON THE BOARD OF COMMISSIONERS OF A COMMUNITY REDEVELOPMENT AGENCY

**WHEREAS**, the Florida Legislature enacted the Community Redevelopment Act 1969, which is presently codified in the Florida Statutes as part III of Chapter 163, sections 163.330 through 163.450 (the "Act"); and

**WHEREAS**, on July 7, 1987, this Board adopted Resolution No. R-825-87, which approved a finding of necessity study, established the need for a community redevelopment agency known as the Omni Redevelopment District Community Redevelopment Agency ("Omni CRA"),



established the boundaries of the Omni CRA Redevelopment Area ("Area"), and declared such area to be slum or blighted; and

**WHEREAS**, on July 7, 1987, this Board also enacted Ordinance No. 87-47, which approved the Omni CRA Redevelopment Plan (the "Plan") and created a funding mechanism for implementing the activities set forth in the Plan (the "Trust Fund"); and

**WHEREAS**, Miami-Dade County (the "County"), the City of Miami (the "City") and the Omni CRA entered into an Interlocal Cooperation Agreement ("Interlocal"), dated June 24, 1996, which was subsequently amended by that certain First Amendment to the Interlocal, dated December 31, 2007; and

**WHEREAS**, pursuant to the Interlocal the County, as a home rule county, delegated certain of its powers to the City and the Omni CRA; and

**WHEREAS**, on December 31, 2007, the County, the City, the Southeast Overtown Park West Community Redevelopment Agency ("SEOPW CRA"), and the Omni CRA entered into another Interlocal Agreement by and among the City, the County, the SEOPW CRA, and the Omni CRA to provide funding for major projects for the benefit of all parties; and

**WHEREAS**, on January 21, 2010, this Board adopted Resolution No. R-07-10, which approved an amendment to the Plan for the Area and extended the Omni CRA's life until March 31, 2030; and

**WHEREAS**, the Omni CRA and the wish to extend the life of the Omni CRA and the Area until July 7, 2047, which would give the Omni CRA 15 additional years to complete its redevelopment activities to address the pervasive slum and blight conditions plaguing the Area as well as to create much needed affordable housing as required by the Act and the Plan; and



**WHEREAS**, in furtherance of seeking this extension, the Omni CRA is required to prepare an Assessment of Need Study (“Study”) in accordance with this Board’s Resolution Nos. R-611-15 and R-499-16, before this Board will consider extending the life of the Omni CRA and amending the Plan and the Interlocal to accomplish same; and

**WHEREAS**, on February 19, 2019, the Board of Commissioners of the Omni CRA (“CRA Board”) adopted Resolution No. CRA-R-19-0004, which is attached hereto as Attachment “A” and incorporated herein by reference; and

**WHEREAS**, Resolution No. CRA-R-19-0004 approved the Study, which is attached hereto as Attachment “B” and incorporated herein by reference, to, in part, substantiate the need for an extension of the life of the Omni CRA and the Area until July 7, 2047; and

**WHEREAS**, on May 9, 2019, the City of Miami Board of Commissioners (“City Commission”) adopted Resolution No. 19-0180, which is attached hereto as Attachment “C” and incorporated herein by reference, approving the Study; and

**WHEREAS**, on June 13, 2019, the CRA Board adopted Resolution No. CRA-R-19-0012, which is attached hereto as Attachment “D” and incorporated herein by reference, approving an amendment to the Plan, which was prepared by PMG Associates, Inc.; and

**WHEREAS**, the proposed amendment to the Plan included an expansion of the Omni CRA boundaries to include the West Grove area; and

**WHEREAS**, on June 13, 2019, the CRA Board also adopted Resolution No. CRA-R-19-0013, which is attached hereto as Attachment “E” and incorporated herein by reference, approving the execution of the second amendment to the Interlocal; and

**WHEREAS**, on June 13, 2019, the City Commission adopted Resolution No. R-19-0237, which is attached hereto as Attachment “F” and incorporated herein by reference, approving the

amendment to the Plan and the submission by the Omni CRA of same to the County for this Board's approval; and

**WHEREAS**, on June 13, 2019, the City Commission adopted Resolution No. R-19-0238, which is attached hereto as Attachment "G" and incorporated herein by reference, approving the Second Amendment, authorizing the City Manager to execute same, and authorizing the Omni CRA to transmit the Second Amendment to the County for approval by this Board; and

**WHEREAS**, on April, 9, 2020, the CRA Board adopted Resolution No. CRA-R-20-0003, which is attached hereto as Attachment "H" and incorporated herein by reference, directing the City Manager to cease all negotiations with the County and the City regarding the expansion of the Area to include the West Grove area, and further directing the City Manager to remove all references to the West Grove area expansion from the proposed amendment to the Plan and the second amendment to the Interlocal; and

**WHEREAS**, on April, 23, 2020, the City Commission adopted Resolution No. R-20-0131, which is attached hereto as Attachment "I" and incorporated herein by reference, also approving the removal of the West Grove area from the Plan, and directing the City Manager to forward a copy of any and all required documents to this Board for its approval; and

**WHEREAS**, the proposed amendment to the Plan ("Amended Plan") and the second amendment to the Interlocal ("Second Amendment") of which the Omni CRA and the City seek approval from this Board are attached hereto as Attachments "J" and "K", respectively, and are incorporated herein by reference; and

**WHEREAS**, the Second Amendment proposes to (i) fund the Performing Arts Center Construction Bonds Debt Service, (ii) fund the Port Tunnel Debt Service, (iii) provide funding to the County to fund museums and cultural attractions within the Area, (iv) provide funding to the



County for the Beach Corridor rapid transit route of the Strategic Miami Area Rapid Transit Plan, (v) provide funding to the City for Maurice Ferré Park, (vi) provide funding for the Underdeck Green Space, (vii) provide community benefits packages and assist in the redevelopment of Miami-Dade School Board properties within the Area, and (viii) providing loans and grants to small businesses within the Area; and

**WHEREAS**, the Second Amendment further requires that (i) the Omni CRA shall provide a refund to the County of 35 percent of the Omni CRA's revenue through the life of the Omni CRA and the Area (ii) the Omni CRA shall pay the County one and a half percent administrative fees for the life of the Omni CRA and the Area to cover the County's costs associated with administering the Interlocal, programs funded through the Interlocal, and related matters; and (iii) the County shall approve all debt issuance; and

**WHEREAS**, further, the Second Amendment includes all but one the requirements set forth in this Board's resolutions, Resolution Nos. R-1382-09, R-871-11, R-611-15 and R-499-16, more specifically, the inclusion of a provision that allows a member of this Board or a representative appointed by this Board to serve on the CRA Board; and

**WHEREAS**, this Board wishes to waive the requirement set forth in Resolution Nos. R-1382-09 and R-499-16 related to the requirement that the Interlocal includes a provision that allows a member of this Board or a representative appointed by this Board to serve on the CRA Board; and

**WHEREAS**, this Board finds that it is the best interest of the County and its residents to approve the Amended Plan, approve an extension of the life of the Omni CRA and the Area until July 7, 2047, and authorize the execution of the Second Amendment,

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

**Section 1.** The foregoing recitations are incorporated in the body of this resolution by reference.

**Section 2.** This Board accepts the Assessment of Need study, attached hereto as Attachment "B" and incorporated herein by reference.

**Section 3.** In accordance with section 163.361, Florida Statutes, this Board approves, after a public hearing, the Amendment to the Omni Redevelopment District Community Redevelopment Agency ("Omni CRA") and the Omni Redevelopment District Community Redevelopment Area Community Redevelopment Plan, in substantially the form attached hereto as Attachment "J" attached hereto and incorporated herein by reference. This Board further approves the extension of the life of the Omni CRA and the Omni CRA Redevelopment Area until July 7, 2047.

**Section 4.** This Board approves the terms of and authorizes the County Mayor or the County Mayor's designee to execute the Second Amendment to the Interlocal Cooperation Agreement by and among Miami-Dade County, the City of Miami and the Omni CRA, in substantially the form attached hereto as Attachment "K" and incorporated herein by reference. This Board further authorizes the County Mayor or the County Mayor's designee to exercise all provisions contained therein not reserved by this Board.

**Section 5.** This Board hereby waives the requirement set forth in Resolution Nos. R-1382-09 and R-499-16 related to the requirement that the Interlocal includes a provision that allows a member of this Board or a representative appointed by this Board to serve on the Omni CRA Board of Commissioners.



**Section 6.** If any one or more provisions of this resolution should be contrary to law or invalid or ineffective for any reason, such provision shall be deemed severable from, and shall not affect the validity of, the remaining provisions of this resolution.

The Prime Sponsor of the foregoing resolution is Chairwoman Audrey M. Edmonson. It 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:

Audrey M. Edmonson, Chairwoman	
Rebeca Sosa, Vice Chairwoman	
Esteban L. Bovo, Jr.	Daniella Levine Cava
Jose "Pepe" Diaz	Sally A. Heyman
Eileen Higgins	Barbara J. Jordan
Joe A. Martinez	Jean Monestime
Dennis C. Moss	Sen. Javier D. Souto
Xavier L. Suarez	

The Chairperson thereupon declared this resolution duly passed and adopted this 16<sup>th</sup> day of June, 2020. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the 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  
FL**

**ADOPTED**  
Feb 19, 2019 5:00 PM

**OMNI CRA Resolution  
CRA-R-19-0004**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("CRA"), WITH ATTACHMENT(S), ACCEPTING AND APPROVING THE ASSESSMENT OF NEED STUDY PREPARED BY PMG ASSOCIATES, INC., ATTACHED AND INCORPORATED AS EXHIBIT "A" ("STUDY"), FOR THE EXTENSION OF LIFE OF THE CRA; FINDING THAT THE STUDY AREA CONSTITUTES A SLUM OR BLIGHTED AREA AS DEFINED IN SECTION 163, FLORIDA STATUTES; FINDING THAT THERE IS A SHORTAGE OF HOUSING AFFORDABLE TO RESIDENTS OF LOW OR MODERATE INCOME, INCLUDING THE ELDERLY; AND FINDING THAT THE REBUILDING, REHABILITATION, CONSERVATION, AND REDEVELOPMENT OF THE STUDY AREA IS NECESSARY AND IS IN THE BEST INTEREST OF THE PUBLIC HEALTH, SAFETY, MORALS, AND WELFARE OF THE RESIDENTS OF THE CITY OF MIAMI ("CITY") AND MIAMI-DADE COUNTY ("COUNTY"); FURTHER DIRECTING THE EXECUTIVE DIRECTOR TO TRANSMIT A COPY OF THE STUDY TO THE CITY AND THE COUNTY FOR FURTHER LEGISLATIVE ACTION.**

Information

<b>Department:</b>	OMNI Community Redevelopment Agency	<b>Sponsors:</b>
<b>Category:</b>	Other	

Attachments

[Agenda Summary and Legislation](#)  
[5128 Exhibit A 2018-11-14](#)  
[5128 Exhibit A](#)

Body/Legislation

WHEREAS, the Omni Redevelopment District Community Redevelopment Agency ("CRA") is responsible for carrying out community redevelopment activities and projects within its Redevelopment Area in accordance with the 2009 Omni CRA Redevelopment Plan ("Plan"); and

WHEREAS, pursuant to Section 163.356, Florida Statutes, the City of Miami ("City") and Miami-Dade County ("County") created the CRA; and

WHEREAS, on October 23, 1986, the Miami City Commission adopted Resolution No. 86-868 approving the Plan; and

WHEREAS, on July 7, 1987, the Board of County Commissioners adopted Resolution No. R-825-87 approving the Plan; and

WHEREAS, on December 31, 2007, the City, the County, the CRA, and Southeast Overtown/Parkwest Community Redevelopment Agency entered into an Interlocal Agreement to provide for, among other things, the expansion of the CRA's Redevelopment Area and the extension of the CRA's life to 2030; and

WHEREAS, Section 163.355, Florida Statutes, requires a finding of necessity by a county or municipality, supported by data and analysis, which makes a legislative finding that conditions in the area meet the criteria of a slum area or a blighted area as defined by Section 163.340, Florida Statutes; and

WHEREAS, the Board of County Commissioners adopted Resolution No. R-611-15 establishing guidelines regarding the CRA's potential extension of its life; and

WHEREAS, the Assessment of Need Study prepared by PMG Associates, Inc., attached and incorporated as Exhibit "A" ("Study"), found that the CRA's Redevelopment Area has 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, as required by Section 163.355(1), Florida Statutes; and

WHEREAS, the Study also found the rehabilitation, conservation, or redevelopment, or a combination thereof, of the Redevelopment Area, including 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 the CRA's Redevelopment Area as required by Section 163.355(2), Florida Statutes; and

WHEREAS, the Study further supports the finding that within the CRA's Redevelopment Area, there are (1) deteriorated structures, (2) taxable values lagging behind other properties throughout the City, (3) unsanitary or unsafe conditions, (4) deterioration of sites or other improvements, (5) higher incidences of crime, (6) higher proportionate amount of fire and emergency medical service calls to the area, (7) a greater number of violations of the Florida Building Code, and (8) diversity of ownership or defective/unusual conditions of title and faulty lot layouts; and

WHEREAS, the Board of Commissioners of the CRA wishes to accept and approve the Study and direct the Executive Director to transmit a copy of the same to the City and the County to make legislative findings that the conditions in the CRA's Redevelopment Area meet the criteria described in Section 163.340(7) or (8), Florida Statutes;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Board of Commissioners of the CRA accepts and approves the Study, attached and incorporated as Exhibit "A," demonstrating the need to extend the life of the CRA.

Section 3. The Board of Commissioners of the CRA finds that there continue to be existing slum or blighted conditions in the CRA's Redevelopment Area as defined in Section 163.340, Florida Statutes, and found in the Study, attached and incorporated as Exhibit "A."

Section 4. The Board of Commissioners of the CRA finds one or more slum or blighted areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exists in the CRA's Redevelopment Area.

Section 5. The Board of Commissioners of the CRA finds that the rehabilitation and development of housing affordable to residents of low or moderate income, including the elderly, continues to be necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City and the County.

Section 6. The Board of Commissioners of the CRA finds that the Study, attached and incorporated as Exhibit "A," supports the findings that within the CRA's Redevelopment Area, there are (1) deteriorated structures, (2) taxable values lagging behind other properties throughout the City, (3) unsanitary or unsafe conditions, (4) deterioration of sites or other improvements, (5) higher incidences of crime, (6) higher proportionate amount of fire and emergency medical service calls to the area, (7) a greater number of violations of the Florida Building Code, and (8) diversity of ownership or defective/unusual conditions of title and faulty lot layouts.

Section 7. The Board of Commissioners of the CRA finds that it is necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City and the County to extend the life of the CRA.

Section 8. The Executive Director is directed to transmit a copy of said Study, attached and incorporated as Exhibit "A," to the City and the County to make legislative findings that the conditions in the CRA Redevelopment Area continue meet the criteria described in Section 163.340(7) or (8), Florida Statutes.

Section 9. This Resolution shall become effective immediately upon its adoption.

## Meeting History

**Feb 19, 2019 5:00 PM**

**OMNI  
Community  
Redevelopment  
Agency** **Regular Meeting**

Chair Russell: RE.6 is the -- approving the Assessment of Need Study that has been carried out. There are representatives here, if you have any questions about that. But basically, it is saying that there is still an ongoing need in the Omni Community Redevelopment Agency to continue our work, with an extension.

Board Member Reyes: This is for an extension of life of the Omni?

Chair Russell: Correct.

Board Member Reyes: For the CRA (Community Redevelopment Agency)?

Chair Russell: Correct.

Board Member Reyes: And if -- my --

Chair Russell: It doesn't approve it; it simply accepts the finding of -- the Assessment of Need Study; accepts the work that the group has done -- the contracted group has done to assess the area; that the need still exists.

Board Member Reyes: I have not read that assessment. I would like to be more informed, because you know that the -- my opinion on extending CRAs, you see, I think that CRAs -- the purpose of CRAs is just promote development, and once the development occurs -- eliminate blight, and once blight has been eliminated and development has taken place, they should sunset, and --

Chair Russell: Agreed.

Board Member Reyes: -- then -- because if they keep on going, then what you're doing -- what we are doing -- not this -- I'm not talking about this or anything, and neither one in particular -- but what you're doing is, all the additional funds stay within the area, and other areas that need also some funds, they are being deprived of additional funds that are needed for their streets, for their extra police officers, et cetera, et cetera.

Chair Russell: Yes.

Board Member Reyes: You see. That's why I want to make -- be very sure that it is worth it to extend the life of the CRA.

Chair Russell: Absolutely. And so, we need to be careful about it. The life, as it stands, has another 13 years left on it?

Jason Walker (Executive Director/Omni Community Redevelopment Agency): Yes, sir.

Chair Russell: Approximately.

Board Member Reyes: Chairman, 229 -- 2000 -- I mean --

Mr. Walker: 2030.

Board Member Reyes: 2030, as it is today?

Mr. Walker: Yes, sir.

Chair Russell: Right.

Board Member Reyes: But I don't see the need that we take -- make a decision of extending it beyond that without knowing what we're going to do, so.

Mr. Walker: And that's --

Chair Russell: So the -- if I could. So the current assessment -- the current life span of the CRA and the funds available to it to do the job it should do are completely restricted by the agreements that it made in the global agreement and before.

Board Member Reyes: Yes. I know.

Chair Russell: We do not have the funds to move forward and fulfill our redevelopment plan. So the blight that you see out there now cannot be addressed over this next 13 years, unless we are able to do extend and do a financing plan that can then bring in those funds.

Board Member Reyes: I -- sir --

Chair Russell: He's right here.

Board Member Reyes: -- with all due respect, I (UNINTELLIGIBLE) Little Havana has more blight than this --



Chair Russell: You --

Board Member Reyes: -- and they need --

Chair Russell: -- are correct. You are correct.

Board Member Reyes: You see? And they need funds from the CRA. Why don't we wait, and let's analyze this further. I won't vote on this.

Chair Russell: So --

Board Member Reyes: Table this. I won't vote on it. I talked to you about it --

Chair Russell: Yes, sir.

Board Member Reyes: -- and my position has been from day one --

Mr. Walker: Yes, sir.

Board Member Reyes: -- that I am totally against extending the life of the CRA. We have until 2000 -- I mean, 2029, right?

Mr. Walker: Yes, sir. 2030.

Board Member Reyes: And the -- I'm not convinced with the arguments that are being presented that we need it in order to develop the lots by the school buildings --

Chair Russell: Yeah.

Board Member Reyes: -- or by the school administration buildings. And if we're going to do a major redevelopment there that is going to be almost -- oh, yeah, you know how I am. I'm a straight shooter. I'm concerned that if we make a major low-income redevelopment there and build eight -- I mean, how many apartments? A thousand apartments, 2,000 apartments, we are creating the same type of projects that failed in Chicago, failed in the Bronx, and failed in all those places, and I want to make sure that we don't do that.

Chair Russell: No, absolutely not.

Board Member Reyes: Okay.

Chair Russell: And the redevelopment plan would be done in a responsible way. I spoke with County Commissioners as well, who are interested in the Little Havana concept; that there are other areas of need that are not getting City attention, nor County attention, that could be worthy of CRA, and I am absolutely --

Board Member Reyes: Sir --

Chair Russell: -- open to it. I am absolutely open to it.

Board Member Reyes: -- the CRA -- many people say that, "No. We're to build a CRA." A CRA in Flagami won't work, because we don't have the potential of building the buildings that you have built here, and the tax base have increased substantially.

Chair Russell: Yeah.

Board Member Reyes: You see? We don't have the potential. Why the CRA Overtown/Parkwest Redevelopment Project and the CRA was created? Because we -- if we have -- would have done it only with Overtown, it would -- nothing would have happened, but being -- I mean, Over -- Parkwest had the potential of development and the demand to create --

Chair Russell: Correct. That's it.

Board Member Reyes: -- the type of buildings and the type of development. The Omni was the same way.

Chair Russell: Yeah.

Board Member Reyes: So saying that we're going to have a CRA in Little Havana or in Flagami or (UNINTELLIGIBLE) --

Chair Russell: I misunderstood. I thought that's what you were asking.

Board Member Reyes: No, no, I'm not asking for that, because that wouldn't do anything to it --

Chair Russell: Understood.

Board Member Reyes: -- because there is not the potential for development there, as there was a potential here. You create a CRA where there is potential for development, so the tax base -- I mean, that the increment of that -- of those development are reinvested in order to create more development in that area --

Chair Russell: Yeah.

Board Member Reyes: -- that will increase the tax base; and that tax base, once they -- I mean, sunset, that tax base -- that additional tax base that was created, it is used in the whole City, you see? That's --

Chair Russell: Understood. So this is a philosophy on CRAs in general, and I assume you feel the same way about the Overtown/Parkwest CRA, which is --? Because our timing issue is we're trying to work in tandem with the Overtown/Parkwest CRA in their extension as well.

Board Member Reyes: But their extension, it is -- it's sort of different. Overtown has a different reality than what we have here.

Chair Russell: What's the difference?

Board Member Reyes: The difference is that we have more blight, we have more poverty, we have more need for --

Chair Russell: In Overtown?

Board Member Reyes: In Overtown.

Chair Russell: There are 10 empty lots --

Board Member Reyes: That's why they need that -- there is development in Parkwest, because that development -- you see, most of the --

Chair Russell: Yeah.

Board Member Reyes: -- funds that comes to Overtown comes from Parkwest.

Chair Russell: Yes.

Board Member Reyes: You see?

Chair Russell: Yes. And I --

Board Member Reyes: And Omni, all the funds that you get, it is from the development that has occurred around this area. You see?

Chair Russell: Okay. I'd like you to give me a shot to convince you. I'd like you to give me a shot.

Board Member Reyes: Sir, we have to sit down --

Chair Russell: This is the moment. This is our moment.

Board Member Reyes: No, no, no. This is (UNINTELLIGIBLE).

Chair Russell: We are quite -- I would just like to make the case to you --

Board Member Reyes: Oh, make the case.

Chair Russell: -- of why we do have the need here in a very similar way to what Overtown has, because what we have -- the same engine that -- all the development that's happening in Overtown/Parkwest with World Center, et cetera, is creating an engine that can help the rest of the district, and they've done that throughout. In our CRA, it has the engine; it never spent it where it was supposed to. We never spent -- there are 10 blocks of blighted residential poverty, people who need our help, and we don't have the muscle to do it. We don't have the budget to do it. We don't have the funds. Since -- in the last three years, we've turned around, and Jason has literally found money to make money and start affordable housing projects, but we are a drop in the bucket from what we need to do for this community. We have failed it as a CRA. We have a chance to redeem ourselves, and I need your help. I can't do it without you in this moment. And we're trying to go in tandem with the Overtown/Parkwest CRA, which has the exact same situation that we do. Many, many good projects are depending on an extension, or the School Board property cannot be developed, or the Biscayne Park property cannot be developed properly. There's so much blighted area in here. Just the FDOT (Florida Department of Transportation) underdeck that we want to make a connection between Overtown and the water, we want to be a big help in that. There's an item on here where we will be helping --

Board Member Reyes: Is that the thing that --?

Chair Russell: It is. It is.

Board Member Reyes: You see, I do understand what you're saying, but -- I mean, unfortunately, unfortunately, the funds of this CRA has been used as a piggybank --

Chair Russell: Yep.

Board Member Reyes: -- as a piggybank that -- then you use it for a tunnel, you use it for whatever, and now that -- you are in this predicament --

Chair Russell: Yes.

Board Member Reyes: -- but that has hurt the rest of the other --

Chair Russell: We have a chance to fix that now.

Board Member Reyes: No, you don't have a chance to fix that, because if you extend this after 2029, that means that until next century, not a neighborhood in the City of Miami is going to receive the proceeds from here.

Mr. Walker: Commissioner -- Mr. Chairman?

Chair Russell: Yes.

Mr. Walker: Commissioner Reyes and I had a long discussion about this item, and I think you started out by saying that this assessment of need is only the acceptance of the study. This is not the official extension. We have to come back to you with two other documents; one is the interlocal and one is the redevelopment plan.

Board Member Reyes: Yes. I understand.

Mr. Walker: That creates -- So the concerns that you raise, sir, are valid concerns, and all of that -- all of those concerns, especially the giveback to the City -- because for the 15 extension years that we're requesting, we don't have to take 100 percent back; we can give 50 percent back to the City, 50 percent back to the County, but all of those details are worked out in the interlocal agreement, which triggers maybe the 15-year extension, but this document only accepts the report.

Board Member Reyes: I think that -- you see, I won't tacitly agree on the extension by accepting the report, you see, because by me accepting the report tacitly, what I'm doing is, I'm saying, "Yes, I'm in favor of the extension." You see?

Mr. Walker: Yes, sir.

Board Member Reyes: And I said it day one that I was in a Commission meeting -- you and I had an argument about this my first Commission meeting, you see. And I want everybody to know that I was the economist for the Overtown/Parkwest Redevelopment Project, you see. The first CRA that was created was the Overtown Redevelopment, and I was the economist of that; I know what I'm talking about, you see. I know what I'm talking about. And I want everybody to know where I come from. It is not that I am against the CRA. I know what I'm talking about, and I know the purpose of creating a CRA, you see. We cannot create a CRA in perpetuity for that particular neighborhood. We can't.

Chair Russell: But --

Board Member Reyes: We can't, because that is not the purpose of the CRA.

Chair Russell: So --

Board Member Reyes: It is not the purpose. What I want to do -- There is no rush for this, sir; we have until 2029, and we have many days ahead that we can talk.

Chair Russell: We --

Board Member Reyes: I wouldn't vote in favor of this.

Chair Russell: I understand. I --

Mr. Walker: Commissioner?

Chair Russell: -- would like to say a couple of things. One, we can do a lot of good right now with this extension. Even though the extension starts then, the future TIF (Tax Increment Fund) we can now borrow against that to do really good for a community that needs it right now. We have a plan. We have a redevelopment plan. Everything we're trying to do depends on it. I can hear that you're not against CRAs in general, because if you're in favor of the Overtown/Parkwest extension, I need to understand the specific difference with this CRA that you have an issue with.

Board Member Reyes: It's very easy, sir. Very easy. This CRA was created to promote development in the Omni area, which was -- most of the development that has created here is (UNINTELLIGIBLE) in, and they have provided the City with additional revenue --



Chair Russell: What has?

Board Member Reyes: -- which is tax -- of all of this development that has --

Chair Russell: The waterfront.

Board Member Reyes: The waterfront --

Chair Russell: Right.

Board Member Reyes: -- that have been created. Fine, it was created. And most of the blighted areas have been eliminated, and I think we have to -- still have time to eliminate it. Now, that was created. It has fulfilled its purpose, you see. And since it has fulfilled its purpose, and it has been mismanaged -- not by you, not by you. I'm not blaming you guys. It has been managed [sic], but unfortunately, it has been mismanaged, and unfortunately, because of that, you see, now it doesn't -- I mean, when it -- they sunset, because this has been extended before.

Chair Russell: Understood.

Board Member Reyes: You see? It was extended, and then now we want another extension, and when are the rest of the neighborhoods in the City of Miami will be able to obtain some benefit from all the benefits that have been created here? Never. You see?

Chair Russell: All right. Commissioner Gort, did you want to --?

Board Member Gort: Yes. First of all, I'd like to say, a lot of the increase of funding that have come through the Omni CRA has been for the work that we've done in the past, because let me tell you, nobody wanted to live in Buena Vista, nobody wanted to build in Buena Vista, nobody wanted to go into Biscayne Boulevard. Thanks for the job that was done by former CRA -- sorry about that -- you can see the fundings that coming in today. Now, the one thing that I'd like to see, because when you (UNINTELLIGIBLE) right off your target, you're talking about create -- clear slum and blight as a goal, right? The second paragraph says, "Create employment opportunities." That's what I'd like to see, a plan where you have mixed use. We created, through East Little Havana CDC (Community Development Corporation), where I was president at the time, an apartment building on Southwest 1st Avenue and 9th Street, a block away from Miami Avenue and two blocks away from Brickell; 170 units, 102 affordable housing, because we have tax credit, and 70 rental. The 70 -- what do you call them? Normal rent.

Mr. Walker: Market.

Board Member Gort: Market rate, which means you mix the community, because whenever you create a lot of affordable housing, what happens to those small business in the area? The buying power does not exist there; they cannot maintain the existing business. This is where we have to combine the whole thing. Yes, I think affordable housing is very important, but we can use mixed housing, too --

Board Member Reyes: Yep.

Board Member Gort: -- which is very important also.

Board Member Reyes: And another thing, sir --

Board Member Gort: And going back to -- the first CRA was created because the City fund it.

Board Member Reyes: Yeah.

Board Member Gort: That's why, later on, they had to pay back the City, because the City is the one that funded most everything.

Chair Russell: Would you be in favor of this item, accepting the finding of necessity, the --?

Board Member Gort: I would have to look at it, but I would like to see a plan, really --

Board Member Reyes: Yeah.

Board Member Gort: -- where I can see the benefit, if employment is going to be created, because what happens right now, every time you have someone that wants to come with a great project for an area that is abandoned, it's non-existent, people come against it; "No, no. We want affordable housing. We don't want this." Where there's opportunity to create jobs, educate people, we need to do that.

Board Member Reyes: Yep.

Board Member Gort: What good is it if you give him a home, but you don't give him a job?

Chair Russell: Understood.

Board Member Gort: They're going to live for the rest of their life in affordable housing?

Chair Russell: Understood. So, Commissioner Gort, would you be open to making a motion on this item specifically, hearing from what that plan is, so that we can pass this item and be in conjunction with the Overtown CRA in our timeline?

Board Member Gort: I don't have any problem in voting for it. I have not looked at it, and I'll be frank with you; I haven't had an opportunity to look at it, but I would make sure it can be amended, because I'd like to see more of not only affordable housing; I'd like to see what kind of employment we're going to create, what kind of mixed use we're going to have, because we don't want to create ghettos. We want to give people an opportunity to really come up.

Chair Russell: Thank you. So that -- is that a motion on RE.6, please?

Board Member Gort: Yeah, I'll move it.

Chair Russell: Thank you. Seconded by the Chair. Open for discussion.

Board Member Reyes: Besides -- and let me tell you something, you can use also some of the funds that we're going to receive for affordable housing to create additional housing here, okay? You're going to receive -- if it is divided, you're going to receive over \$13 million, you see, and -- but I don't see the -- I will not vote for an extension, because I think that there are other needs I know that has been created. Most of the revenues that have been produced, they are being earmarked to pay the bonds, and -- for the way that was -- that the money was used before, you see. And most of those funds are being -- I mean, they cannot be used.

Board Member Gort: Well, wait a minute. You're saying this study, it's giving the opportunity to do a bond issue based on what is going to come up?

Chair Russell: I'm sorry; I couldn't understand.

Board Member Gort: Before you can do a bond issue, that has to be approved by the County and by the City.

Chair Russell: This is completely separate of the bond.

Board Member Gort: This is just a study?

Chair Russell: It's just a study and (UNINTELLIGIBLE).

Board Member Gort: And can be amended?

Chair Russell: Yes, it can, and it needs County approval, which they can --

Board Member Gort: Okay.

Chair Russell: -- disagree. And then beyond that, an actual MOU (Memorandum of Understanding) would need to be put together, an interlocal, of how everything is decided that we have planned. Everything could change. This is simply accepting the need -- study that says, "We still have blight. We still have poverty. This is not mission accomplished; we have more work to do." That's all it says.

Board Member Gort: But I find we have a lot of property owners that would like to maintain and stay there.

Board Member Reyes: Yep.

Chair Russell: Yes.

Board Member Gort: Are we helping those people to keep their homes? Because one of the biggest problems we have, we have an elder citizens. One of the things that's happening in some of our neighborhood, the kids are moving back in, the young people are moving back in. Their parents are no longer there; they take over the houses, but they were -- that's what keeps the neighborhoods going, ownership.

Chair Russell: Two of --

Board Member Gort: If you don't have ownership --

Board Member Reyes: That's right.

Chair Russell: So two of our biggest investments to date have to do with affordability for those who live here now; not about attracting new folks that are coming. But the ground-breaking we had last -- two weeks ago is 45 units that we will phase development in it. Everybody who lives there now can move within the development while we redevelop; then they move back into their apartment, brand-new, same rent; they get to stay there. Now, as for ownership, which is very, very important, this -- one of the items on here, the purchase of land, we could absolutely do that for ownership, because not enough of our bond or CRA plans have (UNINTELLIGIBLE) be ownership. We're always talking rent, rent, rent, but really --

Board Member Reyes: No, and --

Chair Russell: -- giving people equity is the greatest gift we can do, and that's not, "Here's a fish for the day"; that's, "Here's your investment for your life."

Board Member Reyes: Mr. Chair?

Chair Russell: Yes, sir.

Board Member Reyes: I have been talking about homeownership --

Chair Russell: You're absolutely right.

Board Member Reyes: -- since the first day that I had been -- I've been to Overtown/Parkwest Redevelopment CRA, and I've talked about ownership. I'm a firm believer in ownership, firm believer in ownership.

Chair Russell: Let's do more of it. Let's do it together.

Board Member Reyes: That's right, but I don't want you -- I don't want this CRA to be in perpetuity. That's what he's trying to do.

Mr. Walker: No, no, no, no.

Board Member Reyes: No, no. Yes, sir. Yes, sir. And let me tell you something.

Chair Russell: (UNINTELLIGIBLE).

Board Member Reyes: Listen to me. Right now, with the folks that you are pertaining, you are promoting certain development, right?

Chair Russell: What do you mean?

Board Member Reyes: You said that you value -- developing how many units?

Chair Russell: Well, the one project that we ground-broke two weeks ago is 45 -- 44 units.

Mr. Walker: 44.

Board Member Reyes: 44 units.

Chair Russell: 44 units.

Board Member Reyes: Where the money came from?

Mr. Walker: We went out last year and got a loan for \$25 million, which is the maxed capacity that we have until 2030.

Board Member Reyes: And when are you going to be paying those -- how long before you pay that money?

Mr. Walker: Over the next 13 years.

Board Member Reyes: And after you meet all your needs, how much money you'll have left?

Mr. Walker: It's probably -- we give grant money out to businesses like this to come into the neighborhood and open up. Probably a million or two a year to do --

Board Member Reyes: Million or two a year.

Mr. Walker: -- grant business. I want to point out one thing that shouldn't go unnoticed. Two years ago, three years ago, the County Mayor sent out a memo to the County Commissioners, endorsing -- frankly, suggesting that the Overtown CRA and the Omni CRA be extended. In that memo, there's a number. The number that the tax will be generated from the additional 15 years was \$780 million in new tax money, but what we've done, and what we've failed to mention to you now, which will be, Commissioner Gort, a part of our redevelopment plan, is that we've been working with government property owners in the area, which include the School Board that has 10 acres; the City of Miami that has 7 acres. That's 17 acres right now of untaxed property. So that means that the City's not getting that money, the County's not getting that money.

Board Member Reyes: I do under --

Mr. Walker: If this is extended just for -- and we did the analysis, a financial analysis by Lambert, the same people that did the soccer stadium on Melreese. They said -- we did it before the Melreese, but --



Board Member Reyes: The same people that did the (UNINTELLIGIBLE).

Board Member Gort: (UNINTELLIGIBLE).

Mr. Walker: The financial --

Board Member Reyes: Well, say no more. That is a (UNINTELLIGIBLE).

Mr. Walker: No.

Board Member Gort: No.

Board Member Reyes: No. That's a (UNINTELLIGIBLE); say no more.

Chair Russell: All right.

Mr. Walker: No. Listen, listen, listen, we did it before. We did this study three years ago.

Board Member Reyes: Oh, man.

Mr. Walker: We did this study three years ago, before the -- before that was hired -- before they were hired for that project. The point is that on that 17 acres of current untaxed land, you would realize a \$500 million taxable value for construction on that land, so.

Board Member Reyes: But, sir, let me interrupt you. You think that -- if the School System, they want to sell those lots they have, they could sell it tomorrow.

Mr. Walker: The Chairman --

Board Member Reyes: They could sell it tomorrow, you see.

Mr. Walker: -- met with the Superintendent.

Board Member Reyes: I used to work at the School System. I used to be in charge of all the revenues that they received in the Budget Department. They could sell it tomorrow. There is -- hasn't been a will of -- from the School System to sell those properties. They are not developed; not because the CRA has not been part of the development process. They have not been developed because the School System has not tried to sell it and develop it, you see.

Chair Russell: Correct. I --

Board Member Reyes: So don't tell me that it won't be developed --

Chair Russell: No.

Board Member Reyes: -- unless you have the money to do it.

Chair Russell: Right. No. They -- the worst thing they could do is just sell them off to development. I believe our best opportunity with such an assemblage is to serve the community with education opportunities, housing opportunities, mixed-use opportunities. That would not happen if the School Board just simply sold those properties; they will go market rate, high-end luxury development that will not service this Omni community for what -- the needs that it has. It will displace more people.

Board Member Reyes: From what I heard, sir, what they wanted to do is a major, major low-income development in that area. I want to develop -- I mean, I want to foster development of low-income housing, but not to the extent that you are creating a project.

Chair Russell: Oh, no.

Board Member Reyes: If we don't learn from our past mistakes, we're going to -- we're -- I mean, we're condemned to repeat them. I lived in Chicago, I lived in New York, and I know what happened in Chicago.

Chair Russell: Agreed.

Board Member Reyes: And I am -- I will be totally opposed to a development like that, and that's what I heard. And if you're going to extend this CRA to provide -- make a development over there, which, by the way, you don't have the commitment from the School System to buy there -- to sell it there.

Chair Russell: We have a memo of understanding (UNINTELLIGIBLE).

Board Member Reyes: The memo of understanding, but you don't have a commitment.

Chair Russell: (UNINTELLIGIBLE).

Board Member Reyes: I mean --

Chair Russell: Absolutely, yeah.

Board Member Reyes: -- you don't -- you do?

Chair Russell: We have an agreement.

Board Member Reyes: Well, that is -- how much are you going to pay for it?

Chair Russell: No, we're not buying it from the School Board.

Board Member Reyes: Oh.

Chair Russell: We are helping the School Board, through our ability as a CRA, to incentivize the right type of development; hold their feet to the fire to do what the School Board needs and what we believe the community needs.

Board Member Reyes: And you know what the school needs -- the School Board needs? I mean, I haven't seen that. I haven't seen anything like that. I mean, I haven't talked to people in the School System to ask about their plans, and things like that.

Chair Russell: Yeah.

Board Member Reyes: You see, I need more information; and my position, it won't waiver.

Chair Russell: Well, I appreciate that. And I hope, as you get more information that you will see this CRA as important as the other CRA. So with that in mind, we have a motion from Commissioner Gort, second from the Chair. We'll close discussion. All in favor of the item, say "aye."

Board Member Gort: Aye.

Chair Russell: Aye.

Chair Russell: Any opposed?

Board Member Reyes: Yes.

Chair Russell: Motion passes. Thank you. It is a fruitful discussion, but I do hope to win you over.

<b>RESULT:</b>	<b>ADOPTED [2 TO 1]</b>
<b>MOVER:</b>	Wifredo (Willy) Gort, Board Member, District One
<b>SECONDER:</b>	Ken Russell, Chair, District Two
<b>AYES:</b>	Ken Russell, Wifredo (Willy) Gort
<b>NAYS:</b>	Manolo Reyes
<b>ABSENT:</b>	Keon Hardemon, Joe Carollo

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# **City of Miami OMNI CRA Assessment of Need For Extension of Time Frame for the District**



**PMG Associates, Inc.  
3880 NW 2 Court  
Deerfield Beach, Florida 33442  
(954) 427-5010**





This analysis will be conducted in the same manner as the FON for a CRA area.

The OMNI CRA has made significant improvements over the years and will use the extension of time to further the progress in the CRA area.

## **SUCSESSES OF THE OMNI CRA**

### **Dorsey Library**

Built in 1941, Dorsey Memorial Library was the first City-built library in Miami, and one of the only libraries to allow black patrons to sit and read. Although it had various uses for many years, it has sat empty since the 1980s due to a funding shortfall. Although it has been declared an historic structure, it has not been preserved or protected, and it has not fulfilled its mission as a free and public library. In 2016 the Omni CRA pledged \$850k to leverage the City's commitment to rehabilitate this historic structure, and has met with the community to determine character of use, and the nature of what a 21<sup>st</sup> century library serving the neighborhood from an historic building would entail.

### **Citizen's Bank Building**

Omni CRA is under contract to purchase the historic Citizen's Bank building on 14th Street and Miami Avenue, to rehab and turn into an active and lively retail, dining or cultural venue. With paired Corinthian columns and arched entrances, this Neoclassical building is sited on a major intersection in the Omni CRA. The prominent Citizens Bank represents a fashionable architectural trend in 1920s South Florida of classically-inspired building designs. Constructed during the Land Boom years, this building is a reminder of a time when local architects were seeking to create a visual identity for the young city.

### **The Miami Entertainment Complex ( MEC )**

The recently completed Miami Entertainment Complex (MEC) features two fully operational sound stages of 15,000 square feet each with a 50-foot roof as well as about 15,000 square feet of offices, editing suites and even a school for when kids need to be on set. The MEC is now called VIACOM INTERNATIONAL STUDIOS, after its Operating Film and Television production firm. Viacom shoots much of its Latin American television at these studios and employs hundreds of workers when they are filming a show. They have also brought the community of local filmmakers and media creatives in for tours of the facility and technical workshops.

A review of the projects identified in the 2010 Redevelopment Plan update follows:

#### Completed Projects

- Baywalk
  - Woman's Club
  - Museum Park
- Streets
  - NE 2nd Ave.
  - NE/NW 14th Street
  - NE 17th Street
  - NE 17th Terrace
  - Bayshore Drive
  - NE 2nd Ave
  -
- Port Miami Tunnel (paying Debt Service)
- Neighborhood Greenspace
  - Land Acquisition
  - Fire Station #2 Park
  - PAC North
  - PAC South
  - Margaret Pace Park
  - Museum Park
    - Environmental remediation
    - Construction of Park
- Historic Preservation

#### On-Going Projects

- Zoning Strategies
  - Zoning Amendments
  - Workforce Housing Incentives
  - Parking Reductions
- Historic Preservation
  - Miami City Cemetery
  - S&S Restaurant
  - Fire Station No. 2

#### Citizens Bank Completed Projects

- Baywalk
  - Woman's Club
  - Museum Park



- Streets
  - NE 2nd Ave.
  - NE/NW 14th Street
  - NE 17th Street
  - NE 17th Terrace
  - Bayshore Drive
  - NE 2nd Ave
  -
- Port Miami Tunnel (paying Debt Service)
- Neighborhood Greenspace
  - Land Acquisition
  - Fire Station #2 Park
  - PAC North
  - PAC South
  - Margaret Pace Park
  - Museum Park
    - Environmental remediation
    - Construction of Park
- Historic Preservation

#### Planned Projects

- Miami Herald Properties
  - Infrastructure & Streetscapes
- School Board Properties
  - New School Facilities
  - Workforce and Affordable Housing Development
  - Arsht Center Parking
  - Entertainment District Expansion
- Design Guidelines
  - Media Entertainment District Noise Abatement Guidelines
  - PAC Area Guidelines
  - Biscayne Boulevard Design Guidelines
  - NE 2nd Ave Design Guidelines
- 2 Way Streets
  - N. Miami Ave.
  - NE 17th Street
  - Trinity Cathedral
  - Miami Woman's Club
  - Dorsey Library

- Streetscapes
  - Improved Sidewalks
  - Lighting
  - Landscaping
  - Street Furniture
- 17<sup>th</sup> Street FEC crossing
- Water and Sewer Upgrades
- Infrastructure

## **CHARACTERISTICS OF THE DISTRICT**

The population of the OMNI CRA area is estimated at 8,509 in 2018. There are 4,416 dwelling units in the area. The entire City of Miami maintains a population of 467,872 within 205,175 dwelling units. Other facilities in the study area include:

### **Parks**

- Museum Park
- Omni Park
- Dorsey Park
- Biscayne Park
- Margaret Pace Park

### **Schools**

- Phyllis Wheatley Elementary

### **Important Facilities**

- Philip and Patricia Frost Museum of Science
- Perez Art Museum
- Knight Concert Hall
- Adrienne Arsht Center for the Performing Arts
- Art Miami
- Dorsey Memorial Library
- City of Miami Cemetery

## **1.2 METHODOLOGY**

The Assessment of Need as defined in R-611-15 will follow the provisions of State Statutes concerning the determination of slum and blight. Consistent with State Law, process examines the character of the area and measures statistics and other documentation to determine if the conditions of slum and blight have been met, as described in Florida Statutes 163. Part III section 163.340 (7)(8). This analysis will examine each of the criteria and determine if the OMNI CRA area meets these conditions.

The analysis of the conditions that exist in the OMNI CRA area was conducted using data available from documented sources throughout the community. Agencies within the City of Miami and Miami-Dade County were contacted and data was supplied to examine the characteristics of the community. Additional research was conducted through field observations and photographic evidence to underscore the findings.

Each of the criteria as established by State Law will be discussed separately and the data sources used for the analysis will be described in each section.

## **1.3 LEGAL REQUIREMENTS**

The requirements of the determination of slum and blight are established in Section 163.340 of the Florida Statutes and are described as follows:

### Slum Determination 163.340 (7)

“Slum area” is defined as an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;
- (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
- (c) The existence of conditions that endanger life or property by fire or other causes.

### Blight Determination 163.340 (8)

“Blighted Area” is defined as an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Inadequate and outdated building density patterns;
- (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- (h) Tax or special assessment delinquency exceeding the fair value of the land;
- (i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- (j) Incidence of crime in the area higher than in the remainder of the county or municipality;
- (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.



## SECTION 2 SLUM CONDITIONS

### 2.1 ANALYSIS OF SLUM CONDITIONS

The conditions that define “Slum” as outlined in Florida State Statutes 163.340(7) in the potential CRA area are found in the following factors. In order for an area to qualify as having slum conditions, the area must have at least one of three factors.

**(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;**

The conditions of inadequate housing can be categorized through the determination of “Unsafe Structures” as determined by the Florida Building Code. Data collected from the City of Miami reveals that the OMNI CRA area has 11 “Unsafe Structures” designated within its borders. These citations cover the full range of conditions including inadequate ventilation, substandard housing and improper maintenance of the buildings. These 11 structures represent 1.38% of all structures in the district.

City-wide, Miami has 1,328 cases of Unsafe Structures which represents .65% of the total number of structures in the City.

The listing of Unsafe Structures is provided in Table 2-1

**TABLE 2-1  
LISTING OF UNSAFE STRUCTURES BY ADDRESS**

124 NW 14 Street	555 NE 15 Street
1400 Biscayne Boulevard	1440 NW 1 Avenue
1425 NE 2 Avenue	1558 NW 1 Avenue
2115 N Miami Avenue	1614 NW 1 Court
2127 N Miami Avenue	270 NW 23 Street
2141 N Miami Avenue	

## Examples of Unsafe Structures



**Exhibit 2-1, 1558 NW 1 Avenue**



**Exhibit 2-2, 124 NW 14 Street**



**Exhibit 2-3, 1425 NE 2 Avenue**



**Exhibit 2-4, 2141 N. Miami Avenue**



**Exhibit 2-5, 1440 NW 1 Avenue**



**Exhibit 2-6, 1614 NW 1 Court**

**(b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code.**

Density patterns can be measured by the amount of developed acres of land or by the amount of population per square mile. The City of Miami covers approximately 35.87 square miles within its boundaries. Based on a population of 467,872, the density of persons per acre in the City of Miami is 20.38.

For the OMNI CRA area, the population of 8,509 lives within approximately 503 acres for a density of 16.92 persons per acre.

**(c) The existence of conditions that endanger life or property by fire or other causes.**

A review of the data from the City of Miami Fire Rescue Department reveals that in 2017, the Omni CRA area had a total of 2,117 calls for fire and emergency service. Based on the population of 8,509, this equates to 274.06 calls per one thousand population. For the entire service area of the City of Miami Fire Rescue during the same time, the population of 467,872 generated 100,583 calls for fire service, which is 214.98 calls per one thousand population.

## **2.2 RESULTS OF ANALYSIS**

The OMNI CRA area meets criteria (a) and (c) of section 163.340(7) of the State Statutes.

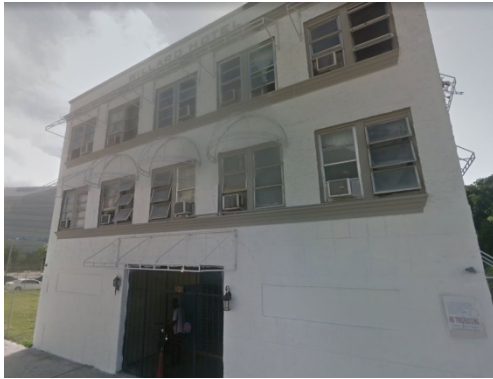
## **SECTION 3 BLIGHT CONDITIONS**

### **3.1 ANALYSIS OF BLIGHT CONDITIONS**

The requirements under State Statutes 163.340(8) for designation as “Blighted” note that the area must have a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property.

One method of illustrating “Blight” is through photographic evidence. Field observations were used to examine the area and photographs were taken of the conditions. Exhibits 3-1 through 3-20 are a representative sample of the conditions in the area.

#### **Deteriorated Residential**



**Exhibit 3-1**

#### **Deteriorated Mixed Use**



**Exhibit 3-2**



**Exhibit 3-3**



## Deteriorated Commercial



**Exhibit 3-4**



**Exhibit 3-5**



**Exhibit 3-6**

## Deteriorated Fences



**Exhibit 3-7**



**Exhibit 3-8**



**Exhibit 3-9**



**Exhibit 3-10**

## Deteriorated Drainage



**Exhibit 3-11**



**Exhibit 3-12**

## Deteriorated Roadways



**Exhibit 3-13**



**Exhibit 3-14**



**Exhibit 3-15**

### **3.2 Blight Criteria Analysis (Must meet 2 of the 14 items)**

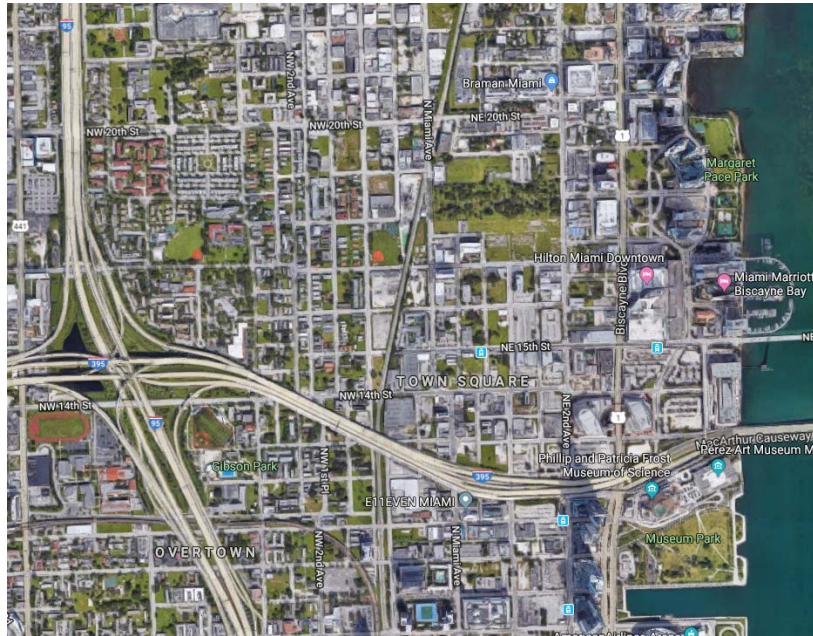
Each of the 14 criteria will be examined in this section.

#### **(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;**

For economic purposes, the street layout should enable customers to reach businesses easily and for trade among business to be conducted directly and efficiently. The most significant roadway is Dixie Highway which bisects the district. The diagonal nature of the road separates the commercial properties from the east and the west side of the Highway.



**EXHIBIT 3-16**  
**TYPICAL GRID PATTERN IN DISTRICT**



Source: Google Maps

Public Transit is provided through thirteen Miami-Dade Transit System fixed routes that serve the area. In addition, the MetoMover system runs through the district with three stations located within the boundaries

**(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;**

Data from the Miami-Dade County Property Appraiser's Office was obtained to examine the change in Taxable Value for the properties located in the OMNI CRA area and compare them to the entire City's experience.

**TABLE 3-1**  
**CHANGE IN TAXABLE VALUES - POTENTIAL CRA AREA AND CITY OF MIAMI**

Value	OMNI CRA Area	City of Miami
2013 Taxable Value	\$1,319,024,659	\$32,735,569,577
2018 Taxable Value	\$2,093,021,640	\$53,357,105,033
Rate of Change	58.68%	62.99%

Source: Miami-Dade County, City of Miami

**(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;**

Most of the streets in the district are in a grid pattern that form square or rectangular blocks. The exception is US 1 which runs diagonally through the area generating odd shaped parcels. However, this situation is not extremely prevalent and does not pose a significant problem..

**(d) Unsanitary or unsafe conditions;**

The City of Miami Building Code Division has determined that 11 buildings in the potential area are “Unsafe Structures” and have cited these properties for the condition of the buildings. Table 2-1 lists the properties designated as Unsafe Structures.

**(e) Deterioration of site or other improvements;**

Listed in Table 3-2 are the necessary improvements to the infrastructure within the potential area boundaries. These improvements total approximately \$12.6 million.

**TABLE 3-2**  
**INFRASTRUCTURE IMPROVEMENT NEEDS (estimates)**

Item	LF Road	Quantity	Unit	Cost	Total
Install Sidewalk	17052.9	9474	SY	75	\$ 710,537
Install Curb and Gutter	16454.6	16454.6	LF	35	\$ 575,911
Replace Driveway Turnouts		11796	SY	75	\$ 884,665
Asphalt Overlay	39675.2	88167.1	SY	50	\$ 4,408,353
Drainage Structures		24	EA	5000	\$ 120,000
Drainage Pipe	3500	4000	LF	150	\$ 600,000
Road Rebuild	4200	9333.3	SY	100	\$ 933,333
Side Street Parking	4600	10222.2	SY	75	\$ 766,667
Striping	45000	90000	LF	5	\$ 450,000
Street Lights		14	EA	15000	\$ 210,000
Design and Contingency 30%					\$ 2,897,840
<b>TOTAL IMPROVEMENTS</b>					<b>\$ 12,557,307</b>

Source: Florida Technical Consultants



**(f) Inadequate and outdated building density patterns;**

Density patterns can be measured by the amount of developed acres of land or by the amount of population per square mile. The City of Miami covers approximately 35.87 square miles within its boundaries. Based on a population of 467,872, the density of persons per acre in the City of Miami is 20.38.

For the OMNI CRA, the population of 8,509 lives within approximately 503 acres for a density of 16.92 persons per acre.

**(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;**

Lease rates have not been declining and are generally on a par with other similar areas of the City of Miami. Three data sources were used to determine the lease rates and the real estate activity in the area. These sources are:

- Trulia.com
- MLS
- Loop.net

Additionally, the information was verified through field investigation.

**(h) Tax or special assessment delinquency exceeding the fair value of the land;**

The Miami-Dade Tax Collectors Office is the source of the Tax Delinquency figures for all of Miami-Dade County including the potential area. Data representing the tax delinquencies for the past year were acquired and analyzed for this study.

One of the questions regarding the designation of blight is if the area has property with tax delinquencies that exceed the fair value of the properties within the boundary. The analysis indicates that there are only a few delinquent tax files in the area.

**(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;**

Overall, there are relatively few vacancies in the potential area and these rates are not more extensive than through the remainder of Miami-Dade County. Three data sources were used to determine the vacancy rates and the Real Estate activity in the area. These sources are:

- Trulia.com
- MLS
- Loop.net

Additionally, the information was verified through field investigation.

**(j) Incidence of crime in the area higher than in the remainder of the county or municipality;**

Crime data was obtained from the City of Miami Police Department who maintains statistics for municipal boundary. Data from Part 1 and Part 2 crimes that encompass the OMNI CRA area as well as the entire City were obtained to determine the incidence of crime.

For the past year, the total number of Emergency and Priority calls for the potential CRA area was derived from the posted statistics. To better compare these numbers, they were divided by the population to arrive at a per capital figure of calls per one thousand population. Table 3-3 provides the analysis.

**TABLE 3-3  
POLICE CALLS PER CAPITA**

Area	Police Calls	Population	Calls/1,000
OMNI CRA Area	15,177	8,509	1,783.64
City of Miami	102,320	467,872	218.69

Source: City of Miami Police Department

**(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;**

A review of the data from the City of Miami Fire Rescue Department reveals that in 2017, the OMNI CRA area had a total of 2,117 calls for fire and emergency service. Based on the population of 8,509, this equates to 274.06 calls per one thousand population. For the entire service area of the City of Miami Fire Rescue during the same time, the population of 467,872 generated 100,583 calls for fire service, which is 214.98 calls per one thousand population.

**(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;**

The City of Miami Code Enforcement Division is responsible for overseeing the monitoring and enforcement of the Building Codes and other regulations regarding the use of property. Data for the past year was obtained and reviewed to assess the number of Code violations within the OMNI CRA boundary and the total for the City of Miami.

Table 3-4 lists the figures and analysis for the Code violations in the area.

**TABLE 3-4  
CODE VIOLATION**

Area	Violations	Parcels	Percentage of Parcels
OMNI CRA Area	251	1,236	20.3%
City of Miami	17,924	250,215	7.2%

Source: City of Miami Code Enforcement

**(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area,**

Currently there are 26 Vacant Parcels in the OMNI CRA area. Most of these properties are designated for Single Family Residential use. The ownership of these parcels is diverse and does not provide an apparent opportunity to assemble properties.

**(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity,**

The entire area is within the City of Miami Brownfield area as defined by Miami-Dade County. However, there are no specific sites described as environmental hazards in the area.

### **3.3 RESULTS OF ANALYSIS**

The OMNI CRA area meets the following criteria of section 163.340(8) of the State Statutes.

- Deteriorated Structures
- Section b, Taxable Value lagging behind the City results
- Section d, Unsanitary or unsafe conditions
- Section e, Deterioration of site or other improvements
- Section j, Incidence of crime in the area higher
- Section k, Fire and emergency medical service calls to the area proportionately higher
- Section l, A greater number of violations of the Florida Building Code
- Section m, Diversity of ownership or defective/unusual conditions of title

## SECTION 4 SUMMARY AND RECOMMENDATIONS

### 4.1 SUMMARY

Sections 2 and 3 of this report identify the criteria for designation as “slum” and “blight” based on Florida Statutes. Each of the criteria was examined individually to assess the conditions and determine if the requirements under State law has been satisfied. Tables 5-1 and 5-2 the criteria for slum and blight found in the potential area.

**TABLE 4-1  
SLUM CRITERIA**

Criteria	Description	Finding
(a)	Inadequate provision for ventilation, light, air, sanitation, or open spaces	Meets criteria
(b)	High density of population	Does not meet criteria
(c)	The existence of conditions that endanger life or property by fire or other causes	Meets criteria

**TABLE 4-2  
BLIGHT CRITERIA**

Criteria	Description	Finding
<b>Deteriorated Strictures</b>		Meets criteria
(a)	Predominance of defective or inadequate street layout	Does not meet criteria
(b)	Assessed values of real property in the area have failed to show any appreciable increase	Meets criteria
(c)	Faulty lot layout	Does not meet criteria
(d)	Unsanitary or unsafe conditions	Meets criteria
(e)	Deterioration of site or other improvements	Meets criteria
(f)	Inadequate and outdated building density patterns	Does not meet criteria
(g)	Falling lease rates per square foot of office, commercial, or industrial space	Does not meet criteria
(h)	Tax or special assessment delinquency exceeding the fair value of the land	Does not meet criteria
(i)	Residential and commercial vacancy rates higher in the area than in the remainder of the City	Does not meet criteria
(j)	Incidence of crime in the area higher	Meets criteria
(k)	Fire and emergency medical service calls to the area proportionately higher	Meets criteria
(l)	A greater number of violations of the Florida Building Code	Meets criteria
(m)	Diversity of ownership or defective/unusual conditions of title	Meets criteria
(n)	Governmentally owned property with adverse environmental conditions	Does not meet criteria

This summary notes that the potential area meets two of the three of the “Slum” criteria and 7 of the 14 specific “Blight” criteria. In addition, the potential area has a substantial number of deteriorated structures as evidenced by Exhibits 2-1 through 2-6, and 3-1 through 3-15.

## **4.2 RECOMMENDATIONS**

The OMNI CRA area meets the criteria established under Resolution R-611-15 that the area continues to meet the standards of slum and blight under Chapter 163.340 (7))8) of the Florida Statutes”. The area meets two of the three of the criteria to be designated as slum (one is required), and seven of the criteria to be designated as “blight” (only two are required). The area also meets the “blight” requirement of existence of deteriorated structures.





**Miami  
FL**

**Resolution  
R-19-0180**

**ADOPTED**  
May 9, 2019 9:00 AM

**A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ACCEPTING AND APPROVING THE ASSESSMENT OF NEED/FINDING OF NECESSITY ("AON") PREPARED BY PMG ASSOCIATES, INC., ATTACHED AND INCORPORATED AS EXHIBIT "A," FOR THE EXTENSION OF LIFE OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("OMNI CRA"); FINDING THAT THE STUDY AREA CONSTITUTES A SLUM OR BLIGHTED AREA AS DEFINED IN SECTION 163, FLORIDA STATUTES; FINDING THAT THERE IS A SHORTAGE OF HOUSING AFFORDABLE TO RESIDENTS OF LOW OR MODERATE INCOME, INCLUDING THE ELDERLY; FINDING THAT THE REBUILDING, REHABILITATION, CONSERVATION, AND REDEVELOPMENT OF THE STUDY AREA IS NECESSARY AND IS IN THE BEST INTEREST OF THE PUBLIC HEALTH, SAFETY, MORALS, AND WELFARE OF THE RESIDENTS OF THE CITY OF MIAMI AND MIAMI-DADE COUNTY AND THAT THE LIFE OF THE OMNI CRA SHOULD BE EXTENDED AS PROVIDED HEREIN; FURTHER AUTHORIZING THE EXECUTIVE DIRECTOR OF THE OMNI CRA TO TRANSMIT A COPY OF THE AON TO THE MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS FOR LEGISLATIVE ACTION.**

## Information

<b>Department:</b>	Commissioners and Mayor	<b>Sponsors:</b>	Vice Chair, District Two Ken Russell
<b>Category:</b>	Elected Official Item		

## Attachments

[Agenda Summary and Legislation](#)  
[5836 Exhibit A](#)

## Body/Legislation

WHEREAS, the Omni Redevelopment District Community Redevelopment Agency ("Omni CRA") is responsible for carrying out community redevelopment activities and projects within its Redevelopment Area in accordance with the 2009 Omni CRA Redevelopment Plan; and

WHEREAS, pursuant to Section 163.356, Florida Statutes, the City of Miami ("City") and the Miami-Dade County ("County") created the Omni CRA; and

WHEREAS, pursuant to Resolution No. 86-868 adopted on October 23, 1986, the City Commission approved the Omni CRA's Redevelopment Plan; and

WHEREAS, pursuant to Resolution No. R-825-87 adopted on July 7, 1987, the Miami-Dade County Board of County Commissioners ("County Commission") approved the Omni CRA's Redevelopment Plan; and

WHEREAS, on December 31, 2007, the City, the County, the Omni CRA, and the Southeast Overtown Park West Community Redevelopment Agency ("SEOPW CRA") entered into an Interlocal Agreement providing for, among other things, the expansion of the Omni CRA's Redevelopment Area and the extension of its life to 2030; and

WHEREAS, Section 163.355, Florida Statutes, requires a Finding of Necessity by a county or municipality, supported by data and analysis, which makes a legislative finding that conditions in the area meet the criteria of a slum area or a blighted area as defined by Section 163.340(7) or (8), Florida Statutes; and

WHEREAS, pursuant to Section 163.355(1), Florida Statutes, 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 the Omni CRA's Redevelopment Area; and

WHEREAS, pursuant to Section 163.355(2), Florida Statutes, the rehabilitation, conservation, 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 the Omni CRA Redevelopment Area; and

WHEREAS, pursuant to Resolution No. R-611-15 adopted on June 30, 2015, the County Commission established guidelines identifying the data and analysis required for the Omni CRA requesting an extension of its life and that of the Omni CRA Redevelopment Area to provide an Assessment of Need Study; and

WHEREAS, PMG Associates, Inc. and the Omni CRA prepared an Assessment of Need Report/Finding of Necessity, attached and incorporated as Exhibit "A" ("AON"), in accordance with Section 163.355, Florida Statutes, and County Commission Resolution No. R-611-15; and

WHEREAS, pursuant to Omni CRA Resolution No. CRA-R-19-0004 adopted on February 19, 2019, the Board of Commissioners of the Omni CRA approved the AON; and

WHEREAS, the AON supports the findings that within the Omni CRA Redevelopment Area, there are (1) deteriorated structures, (2) taxable value lagging behind the City's, (3) unsanitary or unsafe conditions, (4) deterioration of site or other improvements, (5) incidence of crime in the area higher than the City, (6) fire and emergency medical service calls to the area proportionately higher than the City, (7) a greater number of violations of the Florida Building Code, and (8) diversity of ownership or defective/unusual conditions of title and faulty lot layout; and

WHEREAS, the City Commission wishes to accept and approve the AON, attached and incorporated as Exhibit "A," and authorizes the Executive Director of the Omni CRA to transmit a copy of the same to the County to make a legislative finding that the conditions in the Omni CRA Redevelopment Area meet the criteria described in Section 163.340(7) or (8), Florida Statutes;

NOW, THEREFORE, BE IT RESOLVED BY COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The City Commission accepts and approves the AON, attached and incorporated as Exhibit "A," for the extension of life of the Omni CRA.

Section 3. The City Commission finds that there are still existing slum or blighted conditions in the Omni Redevelopment Area as defined in Section 163.340, Florida Statutes.

Section 4. The City Commission finds one or more slum or blighted areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly in the Omni Redevelopment Area.

Section 5. The City Commission finds that the rehabilitation and development of housing affordable to residents of low or moderate income, including the elderly, is necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City and the County.

Section 6. The City Commission finds that the AON, attached and incorporated as Exhibit "A," supports the findings that within the Omni CRA Redevelopment Area, there are (1) deteriorated structures, (2) taxable value lagging behind the City's, (3) unsanitary or unsafe conditions, (4) deterioration of site or other improvements, (5) incidence of crime in the area higher than the City, (6) fire and emergency medical service calls to the area proportionately higher than the City, (7) a greater number of violations of the Florida Building Code, and (8) diversity of ownership or defective/unusual conditions of title and faulty lot layout.

Section 7. The City Commission finds that it is necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City and the County to extend the life of the Omni CRA.

Section 8. The Executive Director of the Omni CRA is authorized to transmit a copy of this Resolution and said AON, attached and incorporated as Exhibit "A," to the County Commission to make a legislative finding that the conditions in the Omni CRA Redevelopment Area meet the criteria described in Section 163.340(7) or (8), Florida Statutes.

Section 9. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.<sup>[1]</sup>

<sup>[1]</sup> If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.

## Meeting History

**May 9, 2019 9:00 AM**

**City  
Commission**

**Regular Meeting**

**RESULT:** **ADOPTED [3 TO 2]**  
**MOVER:** Keon Hardemon, Commissioner, District Five  
**SECONDER:** Wifredo (Willy) Gort, Commissioner, District One  
**AYES:** Ken Russell, Wifredo (Willy) Gort, Keon Hardemon  
**NAYS:** Joe Carollo, Manolo Reyes

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**Miami  
FL**

**OMNI CRA Resolution  
CRA-R-19-0012**

ADOPTED WITH  
MODIFICATION(S)  
Jun 13, 2019 9:00 AM

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("CRA"), WITH ATTACHMENTS, ACCEPTING THE AMENDED 2019 OMNI REDEVELOPMENT PLAN, ATTACHED AND INCORPORATED AS EXHIBIT "A" ("AMENDED 2019 PLAN"), PREPARED BY PMG ASSOCIATES, INC.; FURTHER AUTHORIZING THE EXTENSION OF LIFE OF THE CRA TO 2047; AUTHORIZING THE NON-CONTIGUOUS EXPANSION OF THE BOUNDARIES OF THE CRA TO INCLUDE THE WEST GROVE AREA; DIRECTING THE EXECUTIVE DIRECTOR TO TRANSMIT THE AMENDED 2019 PLAN AND THE CRA'S RECOMMENDATION FOR APPROVAL TO THE MIAMI CITY COMMISSION AND THE MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS FOR FURTHER APPROPRIATE ACTION.**

### Information

<b>Department:</b>	OMNI Community Redevelopment Agency	<b>Sponsors:</b>
<b>Category:</b>	Other	

### Attachments

[Agenda Summary and Legislation](#)  
[5957 Exhibit-SUB](#)  
[5957 Exhibit 2019-05-30](#)  
[5957 Submittal-Chair Russell-Letters of Support](#)  
[5957 Submittal-Chair Russell-CRA Maps](#)  
[5957 Submittal-Renita Ross Samuel-Dixon-Draft Petition](#)

### Body/Legislation

WHEREAS, the Omni Redevelopment District Community Redevelopment Agency ("CRA") is responsible for carrying out community redevelopment activities and projects within the Redevelopment Area in accordance with its approved Redevelopment Plan; and

WHEREAS, on December 31, 2007, the City of Miami ("City"), Miami-Dade County ("County"), the Southeast Overtown/Park West Community Redevelopment Agency, and the CRA entered into an Interlocal Agreement, which provided, among other things, for the expansion of the boundaries of the Redevelopment Area and the extension of the CRA's life ("Interlocal Agreement"); and

WHEREAS, the CRA had previously engaged PMG Associates, Inc. ("PMG") to prepare an Assessment of Need Report ("AON") and provide an update to the 1986 Omni Redevelopment Plan that was amended in 2010; and

WHEREAS, the Board of Commissioners of the CRA adopted Resolution No. CRA-R-19-0004 on February 19, 2019 approving the AON as required by the County pursuant to Resolution No. R-611-15; and

WHEREAS, both the CRA and the City have previously adopted the Finding of Necessity Report ("FON") finding the West Gove Area to be slum and blighted and that (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 the West Grove Area; and (2) the rehabilitation, conservation, redevelopment, or a combination thereof of the West Grove Area, 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 the West Grove Area, the City, and the County; and

WHEREAS, the CRA has also prepared an updated 2019 Amended Redevelopment Plan, attached and incorporated as Exhibit "A" ("Amended 2019 Plan"), outlining projects to be completed throughout the current life and proposed extension of life of the CRA to 2047; and

WHEREAS, the Amended 2019 Plan, attached and incorporated as Exhibit "A," was created by PMG in cooperation with the CRA and input of stakeholders of the Redevelopment Area; and

WHEREAS, the Board of Commissioners of the CRA wishes to authorize the non-contiguous expansion of the boundaries of the Redevelopment Area to include the West Grove Area; and

WHEREAS, the Amended 2019 Plan, attached and incorporated as Exhibit "A," addresses the requirements of Section 163.362, Florida Statutes, including but not limited to general design standards, zoning and planning changes, land uses, demolition and removal of structures, improvements, redevelopment, rehabilitation, and identification of funding through possible public and/or public/private partnerships; and

WHEREAS, the Board of Commissioners of the CRA has reviewed the Amended 2019 Plan, attached and incorporated as Exhibit "A," and pursuant to Section 163.361, Florida Statutes, adopts and approves the Amended 2019 Plan; and

WHEREAS, the Board of Commissioners of the CRA further directs the Executive Director to transmit the Amended 2019 Plan, attached and incorporated as Exhibit "A," and the CRA's recommendation for approval to the City and the County for appropriate action;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Board of Commissioners of the CRA accepts the Amended 2019 Plan, attached and incorporated as Exhibit "A," prepared by PMG.

Section 3. The Board of Commissioners of the CRA authorizes the extension of life of the CRA to 2047.

Section 4. The Board of Commissioners of the CRA authorizes the non-contiguous expansion of the boundaries of the Redevelopment Area to include the West Grove Area.

Section 5. The Executive Director is directed to transmit the Amended 2019 Plan, attached and incorporated as Exhibit "A," and the CRA's recommendation for approval to the City and the County for appropriate action.

Section 6. This Resolution shall become effective immediately upon its adoption.

## Meeting History

**Jun 13, 2019 9:00 AM**

### **OMNI Community Redevelopment Agency** **Regular Meeting**

Note for the Record: For additional minutes referencing Item RE.1, please see "Public Comment On Agenda Items."

Board Member Reyes: Mr. Chairman?

Chair Russell: Yes. Commissioner Reyes.



Board Member Reyes: I know you were expecting me. I know you were expecting. I must congratulate you. You did a wonderful speech; very emotional, appealed to the emotion; still, some guilty -- some guilt in the people's -- in the voters' mind that we don't care if we don't vote in favor. And also, you mentioned that this and -- that there was a resolution that was unanimously passed by this board, and that is not totally correct. When that motion, which is RE.3, 2916, when it was presented, I was opposed by the same reasons that I am going to express in a little while. And what we voted for -- my vote was for a study, because I presented -- it said, "Note for the record: A motion was made by Commissioner Reyes, seconded by Commissioner Carollo, and was passed unanimously, directing the City Manager to begin an in-house analysis to determine which areas within City will qualify for inclusion within the expansion of the Omni CRA boundaries; further, directing the finance to be presented to the City Commission within 30 days of the review" -- "for review." I have a memorandum, an interoffice memorandum from the City Manager in which it concludes that by looking at all the census tract, 80 percent of the City of Miami apply -- I mean, qualifies for an expansion based on slum and blight, or need, or more on income -- see? -- on income; 87 percent. And says, "Therefore, in theory, if the West Grove area is dividing line between what will be, and will not be eligible for inclusion in CRA, a point that could be debated, then 87 percent of the entire City could be designated eligible." So I wanted to clarify that point, because you made it as if we made a decision, and then we will -- if we don't vote your way, we are going to be going against our own decision. It wasn't so, I mean. So it was not totally factual, what you were saying. Now, you know how I feel about CRAs. And if -- I have said it many times; I was part of the first CRA that was established in the City of Miami, and probably say that that CRA still in place, because it's needed, because the reason for a CRA is to promote development; it is not to perpetrate itself, and provide a piggy bank for the district Commission to redirect the funds to other places. It is made to be born and sunset once the -- what was expected from it is fulfilled. The Omni CRA at this moment, it is very, very rich. It has been misused before, but extending it to another area, in the first place, I don't see -- I don't think yet that it will be approved either by the State or by the County. So I think that it's wrong to raise hopes that -- the people that are hoping to receive immediately -- when the CRA is extended, you're going to receive some funds. That's not the case; it is not. It is very, very popular and populace [sic] to say that, but that's not the case. That is not the case. I want to make sure that everybody understand that the extension of the life of a CRA has to go through a process. That process is first the City Commission, and then the County have to accept it, and the State has to accept it, also. You see? I want you to understand that. Also, when we are -- we are using slum and blight very loose. A parking lot -- a surface parking, it is not slum and blight; it's a parking lot, like they wanted us to believe that exist in -- next to the school system. An empty lot that is very well kept, it is not slum and blight. See? Now, if we are going to extend the CRA to West Coconut Grove, because it is under development pressure, there is no other area in the City of Miami that is more under development pressure than Little Haiti. We have right now three -- at least three SAPs (Special Area Plans) that they are going to displace, and they are going to -- I mean, development, it is tremendous, tremendous, and it's going to affect all the character of that region. Also, I want everybody to understand what is happening here. The CRA, what it does, takes all the tax increment that has been generated by additional development and keeps it for further investment in infrastructure, and making the area more attractive for development; that boundary that has been placed around it, so they keep reinvesting in the same place. What happens? Those additional taxes remains within those boundaries. And those additional taxes, they will not do what every other part of the City does; that they distribute the taxes according to the needs of the other neighborhoods. You see? Everything remains there. Now, that doesn't give the Commissioner or anybody else the right to take those additional taxes and direct it within their district, and try to develop or invest in their district -- his or her district at the expense of the other areas that they also needs it. See? I think that we shouldn't set that precedent here, because if another CRA comes in, and the Commissioner says, "Well, it's my own piggy bank." It's not to be used as a piggy bank. Nobody owns that. That's people's money. Now, I do understand, and I do understand that the West Grove is in need of help in assistant, development, and all of that, but I'm going to read some statistics that is going to prove that there are other areas, that they need those funds, also, but that's why I am against extending the life of the CRA, because I think that the role of a city is for affluent areas to help the less affluent areas; building better roads, better police protection, and increasing the quality of life of the rest of the population. The West Grove, according to -- and I'm going to show the -- I'll present this -- the census tract. It has a population of 2,907 people. The median income is 55.47; the poverty rate is 34.7; unemployment rate, 22.40. But then we have another area that has been totally neglected also that needs a lot -- not (UNINTELLIGIBLE) -- needs more help and needs a lot of help that is called -- (UNINTELLIGIBLE) many people tend to forget that is called Liberty City, Liberty City. And listen to this. Liberty City, it has an unemployment rate of 30 percent; it has a poverty rate of 64.30 percent; and the median income is \$18,000 -- see? -- with a population of 4,101. Then we have other areas as Auburndale, which was picked randomly, which is -- for those of you is in the middle of Little Havana, it is on Flagler, between 27th and 37th. And that Auburndale, it has an -- unemployment rate is 21 percent; a poverty rate of 36 percent more than Coconut Grove, and medium income of 47,000 -- see? -- a population of 6,868. Allapattah, which is another of our neighbors -- neighborhoods, Allapattah. You see? It has an unemployment rate of 18.70 percent; a poverty rate of 39.80, close to 40 percent; a medium income of 47,000, and population of 5,413. And Little Havana, Little Havana -- see? -- which is another of our neighborhoods that needs assistant [sic] and needs help, and we be deprived from the funds of the CRA that is going to be kept there and to be used at the will of the Commissioner or the board. You see? That is my opposition to it. If we go to Little Havana, with a population of 6,435, there is a medium income of 32.01, and a poverty rate of 53.50 percent. You see? That is very telling. You see, what I'm trying to say is this: If you believe that by extending the life of the CRA and extending it to Coconut Grove that your quality of life is going to improve tremendously and you're going to receive cash, that's not the case. I don't know if it is legal to transfer funds from one CRA that is established to one that you want -- I mean, you want to increase the boundaries of the CRA. I don't know if it is legal. The last time that I read, it says that if you want to extend the boundary of the CRA, you have to start the process all over. And if the process is going to be started all over in that area, which is the Omni area, it won't qualify now for a CRA, because there is no blight and slum there; just a little tiny bit that should be included into the Overtown CRA. I know, sir, that you are laughing, because I know what you want. You want this piggy bank to be yours and you do as you please, and you do -- I mean, you use this pulpit in order to appeal to the motions [sic] and make us feel guilty. I'm talking facts. I'm talking facts. The money that is -- that's -- remains in that area of the Omni area, those funds are funds that they are not used in other areas of need. And the purpose of a CRA, it is to foster and promote development, and the development at the -- in the Omni area at this moment, it is market driven. You can do or you can say whatever you want, but those are the facts. And these areas has as much right as -- to have some of those funds as Coconut Grove, as Liberty City -- see? -- Little Havana; all of them should be taken care of. And that's why I cannot support this. I cannot support the extension of the CRA. I cannot support it, because I think that goes against the principle of the CRA. I think it is going to be misused. And I believe that other people that live in a high-poverty areas, where the level of poverty, it is substantially higher, that they deserve, too, a little share of the wealth.

Chair Russell: Thank you, Commissioner Reyes. I absolutely agree with you on the need in other parts of the City, and it is very true, and I look forward to working with you on how we address that. And I apologize for my smile. I was simply just hearing the facts and recognizing that the facts are wrong. Noncontiguous expansions of CRAs are well-precedented and documented and legal within the State of Florida, and the Redevelopment Plans of those CRAs create separate chapters on how those budgets can be shared,

transferred, created. Pompano CRA: multiple CR -- one CRA, noncontiguous expansion; Key West CRA, one CRA, noncontiguous expansion.

Board Member Reyes: I said (UNINTELLIGIBLE).

Chair Russell: The West Palm Beach CRA -- Please, let me finish.

Board Member Reyes: Long time ago.

Chair Russell: West Palm Beach CRA, separate areas, because under one body, under one body of management and one budget, you can address separate areas. You don't want it contiguous where it includes parts that don't deserve to be in that CRA, because then some of the misuse can start to happen. And finally, this one is in Tampa, where you can see they've recognized and pinpointed where the need is, and they have a noncontiguous expansion of the CRA. And the other fact that is incorrect is that there is not remaining blight and slum in the Omni area of this current CRA that requires extension. This CRA did not do its job for decades. Until this new board was formed that we are on now, that Omni CRA did not produce one unit of affordable housing in all of its time. It must have its extension to do the job that it did not do before. And if you drive through there, despite the wealth on the east side, there are many, many blocks of complete blight, of slum; single-family and duplex homeownership that need help. There are historic properties that need help. And so, this Omni is certainly is one to (UNINTELLIGIBLE), and that would be my argument. I only bring your attention to the Miami Herald Editorial Board's call to action this past week. The need is there, but the resources are not. HUD (Department of Housing and Urban Development) has failed us. CDBG (Community Development Block Grant) has failed us. The Sadowski Fund has failed us. What will cities do to step up and do what they can? This is us getting out of our comfort zone and taking action on affordable housing. And so, that's why I believe this is the right thing to do. Further discussion, gentlemen?

Board Member Carollo: Chairman?

Chair Russell: Yes. Commissioner Carollo.

Board Member Carollo: How many years does the present CRA have?

Chair Russell: If you could speak up, Commissioner Carollo, the Executive Director will address your question.

Board Member Carollo: Okay. How many more years do we have before the CRA time frame expires, since we have (UNINTELLIGIBLE)? Is it '29 or --?

Mr. Walker: 2030.

Board Member Carollo: 2030.

Mr. Walker: Yes, sir.

Board Member Carollo: So we have about 11 more years.

Mr. Walker: We have about 11 more years, but the capacity for borrowing has been maxed out with the Miami Tunnel and with the Performing Arts Center, and some of the -- we're doing the last --

Board Member Carollo: Don't forget Maurice Ferré Park, the little \$2 million a year that you seem to forget.

Mr. Walker: Yeah. We addressed that in the plan.

Board Member Carollo: The -- well, you mentioned that you owe it, but you don't mention how you're going to pay it.

Mr. Walker: If the extension is granted today until 2047, that opens up the capacity to borrow money to pay for it.

Board Member Carollo: Commissioner, are you in favor of that?

Chair Russell: Yes, sir. The current Redevelopment Plan, as drafted before -- not the current -- the draft Redevelopment Plan sets aside \$10 million specifically for Maurice Ferré Park; am I correct, Mr. Executive Director?

Mr. Walker: Correct, sir.

Board Member Gort: \$10 million, yes.

Mr. Walker: It's \$10 million.

Board Member Carollo: That's what you owe, but there's a total of 30 million altogether in the deal that was done between the County, the CRA, and the City. 2 million a year --

Mr. Walker: And that was on -- that was based on a \$68 million park being built.

Board Member Carollo: Yeah.

Chair Russell: So -- and just so I could address that, Commissioner Carollo. You're absolutely correct. The board of the CRA chose to redirect those funds toward affordable housing, with the \$100 million obligation as a policy decision, which has not been taken up by this board at the City, and this document today and our actions today could actually settle that disagreement. That would put \$10 million toward that park, which I believe is sufficient to really address that park, and then the remainder would go toward affordable housing.

Board Member Carollo: Well, first of all -- and I'm trying to work with you. I don't want to give you a hard time.

Chair Russell: Thank you.

Board Member Carollo: I really don't. So that's why you see me asking questions very low, even though my other colleague, you know, gave a pretty strong argument for another point of view. But as you said, it was a 60 million not -- which was 30 years, per 2 million per year, correct?

Mr. Walker: The initial deal was -- the City of Miami would build a \$68 million park by 2012. And after that \$68 million park was built in 2012, the CRA would then contribute \$2 million a year after that for the capital improvement of that park.

Board Member Carollo: Right. For how --

Chair Russell: 15 years, though --

Board Member Carollo: -- many years?

Chair Russell: -- for 30 million.

Mr. Walker: For the end of the CRA at 2030, so it would be -- it wouldn't -- the park --

Board Member Carollo: It would have been for 15 years.

Mr. Walker: -- was not completed in 2012. The park was CO'd (Certificate of Occupancy), I would say, in 2015. So it would have been from 2015 to 2030, which would be \$2 million a year; \$30 million.

Board Member Carollo: \$30 million, okay. So we're talking about the same thing, 30 million. How many years are you in arrears right now?

Mr. Walker: We're at four years -- well, we sent over 2 million three years ago -- or two years ago.

Board Member Carollo: Well, the problem with 2 million, for the most part, it's been parked in the City's coffers. It doesn't get sent over there.

Mr. Walker: Yeah. The agreement is to transfer it to the City.

Board Member Carollo: And then the City wants to hold onto it, for whatever reason. But what I'm looking to do is -- you heard Maurice Ferré himself, the last time he addressed us, say that he was in favor of filling in that slip so that that park cannot only become bigger, another 10 acres, but that you could actually then make it into a workable park with the museums; it would connect to Parcel "B", to Bayside, to the Arena, to Bayfront Park; and then, with the amendment that we passed recently, underneath the bridge; we're connected to the Omni, and then it could be all connected through the Miami River, but that slip right now is preventing all that to happen, and it's preventing that whole park to being opened up, just like it did for years; that's why Bicentennial Park failed when we created it here years ago. And on top of that, it's going to give us about nine and a half more acres; then you got two little inlets on the side that will give us another half-acre, so we're gaining 10 acres of prime waterfront property that will be for parkland and parkland only that we need, so we could make that into a grand park. So that's one of the reasons that I'm pushing for those dollars, so that all of us could leave that for this generation of Miamians, and frankly, greater Miami, because Maurice Ferré Park, together with Bayfront Park, these are the prime regional parks that we have not just for Miamians and downtown Miami, but for greater Miami, all of Miami-Dade County, and this is a legacy that we could live for future generations. Sir.

Mr. Walker: Yes, sir. And I'm glad you brought that point up. We listened to you. We were watching that meeting in our office, and one of the things that we added in the redevelopment -- this draft Redevelopment Plan, if you see on Page 72 of the Redevelopment Plan, there's actually a full paragraph on the FEC (Florida East Coast) slip, and it says that, "This area south of Maurice Ferré Park, which was once a deep-water slip, is currently underutilized. The CRA should work with the City to determine the slip's future, and should participate in any costs associated with filling in the slip or activating the area," and it goes on. So that -- funds -- we put that in there so that future funds can be dedicated, if need be, for that purpose.

Board Member Carollo: And my question is -- I heard the Chairman say and you, that you put \$10 million, but right now I think what's owed is maybe 6 to 8. I don't have the exact amount before me, and my memory's not as good as it used to be. I'm not as young as I used to be. But the -- and Gort's laughing here -- are you anticipating to be able then to pay off the monies that are due us and then \$2 million a year so that, if need be, we could borrow money to do whatever we need to do to finish that park based upon the monies that we will get?

Mr. Walker: Correct. And the \$10 million, we hope to just get rid of that off the top, and that would not be included in any -- we're not anticipating that. That's a part of the FEC --

Board Member Carollo: Okay. And then the other, you will be paying on a yearly basis (UNINTELLIGIBLE) 2 million?

Mr. Walker: No. We -- our anticipation with the Redevelopment Plan is to pay the 10 million upfront, I believe, after this plan is passed.

Board Member Carollo: The 10 million, yeah, but --

Mr. Walker: Yes.

Board Member Carollo: -- the whole deal was for 30, and all that we've gotten ever is 2 million transferred --

Mr. Walker: Well, that's --

Board Member Carollo: -- and only a fraction of that has been sent over.

Mr. Walker: -- 2 million, plus the 15 million in environmental remediation that was done prior to that. So actually, the CRA has almost spent \$30 million in the park.

Board Member Carollo: Are you -- you know, you're going to have to forgive me; I didn't take my smart pill today. Your mom, ask her, she'll tell you what that is. So you're going to have to outline that for me in writing to really get me to fully understand this. Look, I know that at the end, if we approve this, it depends on others to also approve it. So that's out of our hands, whether they do or whether they don't, if this is approved. I know that in my district, in portions of it, like Commissioner Reyes pointed out in Little Havana, the needs are huge. And that's an area that's been ignored for so long. I'd like to take you, Commissioner, so you could see how some of our parks are. Jose Marti Park -- that for Cuban-Americans, that's like having a park named after George Washington, Martin Luther King; great American patriots -- that park is deplorable; grass dying all over the place, tiles in the main outdoor facility all broken, the walls unpainted and stuff coming out of them. I mean, deplorable conditions. I come here in Coconut Grove, and I see parks that -- I mean, they're storybook parks. Why do we have parks like that in one side of the tracks, then the other side, where you basically have people now that are new immigrants --? -- the Cuban population is not as large as it used to be. You basically have the elderly Cubans, new Cuban arrivals, but then you have a huge -- which is a majority of the population -- Central American population; a lot of them are not here with legal papers; they don't understand our language and much other, so they can't defend themselves, like other parts of our City. And now you have a newly -- emigration of Venezuelans that are coming into that area of Little Havana, fleeing tyranny. And just because those people can't defend themselves, we should not give them parks or service like that, and these are the problems that I have. Look, I don't want to take from one area that's in need just to give to another. So, you know, we're throwing a piece of meat, and we're all going to be fighting over it. I don't think that's right. But we also have to look at other areas that are in vital need. From the numbers that I was hearing from Commissioner Reyes, that -- I don't doubt Liberty City is the area that is most need; Little Havana is second, and not all that far behind Liberty City. So we have to find a way to help these other areas also in the City of Miami. But what I really need so that I could feel a lot better in sticking my neck out on this one, I need for you to lay out for me in writing the financial part of what -- how you're going to resolve the agreement that's still in force, because you would require not just the CRA, but the City of Miami and the County, most of all, to open it up again and change it; otherwise, it's a binding agreement. I want to see -- I heard 10 million, but we also know that there's another 30 million. Then I heard a lot of talk that got me confused. So I want it in writing, because I'm somewhat good still at math. I could add two plus two and get four. When I don't get four is when I have problems. And I'm not seeing the four after the two plus two here. So I want to see that in writing for me to be able to go forward with this. I'm not asking for much.

Chair Russell: I understand. No, the --

Board Member Carollo: You could bring it back if you like. I just need to see what we're really getting out of here for that expansion.

Chair Russell: And I'll clarify it for you. The two that's already been given, the 10 that will be -- come from this --

Board Member Carollo: Yeah.

Chair Russell: -- will leave a \$17 million shortfall from the \$30 million obligation that you're speaking about, so it's a \$17 million difference.

Board Member Carollo: No, no, no, no.

Board Member Reyes: No, no, no.

Chair Russell: Am I wrong?

Board Member Carollo: 2 plus 10 is 12; it's 18; \$18 million shortfall. You lost a million there.

Chair Russell: I was trying. No, you're right; bad math.

Board Member Carollo: I (UNINTELLIGIBLE).

Chair Russell: I apologize. But yes, that's the difference. And this is an offered compromise, because we don't believe more than 10 million is probably needed from the CRA to make Ferré Park what it needs to be. What the Executive Director was saying, that if the City decides to move forward with action FEC slip, that would be above and beyond the 10 million that's being promised for Ferré Park.

Board Member Reyes: May I make another comment, please?

Chair Russell: Yes, Commissioner Reyes.

Board Member Reyes: You see, I was referring myself to the need for -- from other areas. And I said, infrastructure, streets, and -- I got my map here. This map. This is all the streets of the City of Miami. And if you look at the streets of the City of Miami, this area over here has Flagami. You see those orange streets [sic]? They are in dire need of resurfacing; full of holes; but, you see, Coconut Grove, they don't have it. You see? Omni doesn't have it; they're all green. You see? What I'm saying is that we need those funds to spread the wealth. Let's help the other areas that they are in need. Liberty City. Look at Liberty City. You see? That is what I'm referring when we don't have enough funds to provide with a better quality of life to our residents in areas that they are low income, because all these -- the areas that I referred to are low income, and we are using the CRA as a piggy bank that it could be used and the funds directed to projects and all of that. I am --

Chair Russell: Thank you.

Board Member Reyes: -- totally opposed to that.

Chair Russell: Thank you.

Board Member Reyes: I think that we have to think about the City of Miami as a whole.

Chair Russell: Thank you. Commissioners, I'd like to take a break for a moment; we have to recognize several State legislators who have come today to address us. They had a time certain of 10:30 a.m. to give us an update on their efforts in the State on behalf of the City of Miami, and I certainly want to thank them for their efforts with regard to CRAs. They've helped CRAs survive and become better and -- rather than be abolished. Mr. Clerk, what do we need to do to hear from these representatives in terms of the tape and the record?

Todd B. Hannon (Clerk of the Board): We need to recess the Omni CRA and go back to the regular City Commission meeting.

Chair Russell: Is the will of this Commission all right for that?

Board Member Carollo: There's a motion.

Chair Russell: All right. I will -- no motion necessary, but we'll recess this meeting for the moment. We'll open --

Mr. Hannon: Give me two minutes.

Chair Russell: -- the City meeting just to take up the --

Later...

Chair Russell: Thank you very much.

Later...

Chair Russell: Which leaves us with Items 1 and 2, the extension and expansion of the Omni CRA. We've heard from the public, and we've had somewhat of discussion from half the dais. I'd like to feel where our body is, and then take action, so we can move forward. Thank you.

Vice Chair Hardemon: One thing I will say, Mr. Chairman, is that Commissioner Reyes brings forth an interesting argument in the sense that he said that about 85 percent or so of the City would qualify for a CRA; and certainly, that's not the intent of this body, to create a CRA for 80 -- if you created a CRA for 85 percent, essentially you've created another (UNINTELLIGIBLE) -- Let me just keep it to myself. But I will say that that wouldn't be the intention. There are certainly other areas in the City of Miami that need significant improvement; you know, investment in housing, investment in streets and infrastructure. Part of the reason, for instance, on 7th Avenue that we don't have enough restaurant space is because of the infrastructure. And who's coming first? I mean, is a small business owner going to come first? Probably not, because he can't afford to make the sort of investment in the infrastructure and start a new business, and construct a building, and, and, and. And so, when I think about areas like the Grove, I don't think about an area that's necessarily in need of a significant investment from the private sector for commercial spaces or restaurant spaces, et cetera. The people that live in the Grove have easy access to the Grove area, where there's a significant amount of restaurants that I love to travel to that is unlike places in Overtown, for instance, which makes me think about why we did the whole bond passage. You know, part of the bond passage was about investing dollars in real estate; especially affordable housing, economic development, in all of our districts, where it made sense, because that immediately gave us some funds, capital that we can invest in those spaces, because we realize that creating a CRA in all these areas was not the most opportunistic thing to do, or feasible. And so, here we are talking about an expansion into an area where the property values are significant, where there is high ownership of properties. It's not like a high rental area that the people who live there, who are, for instance, the people that we're trying to assist -- I always think about the people -- when we say we're trying to assist people from a community, I think about the people who actually live



there, so either who own property or rent property in the area. And so, the question is, how does a CRA become beneficial to a resident who's been there for -- their family's been there for a hundred years, like some of the individuals that are here? What can a CRA offer them? Well, we know that CRAs can renovate properties that are in dire need of renovation, but so can the bond issuance. We know that the CRAs can help create new affordable housing, especially if they own land. I don't think we own any land -- the City owns any land there. So it -- we're kind of bootstrapped with this, but I will tell you, though, I admire the effort. I think that a lot of the people who live in the Grove as well -- especially the property owners there -- are or have access to people that are savvy enough to take equity out of their properties to make renovations as well. I mean, the -- even just the value of the land is significant in the Grove area. You know, I've been a fighter for CRAs for -- since -- well, since the time I've come in, and we've been persecuted for that. And I'm happy now to have a Chairman in the Omni that believes in pushing the envelope; you know, doing what he can within the State Statute to make it something that these areas can benefit from. When I think about areas like -- as was described earlier -- Little Haiti and Liberty City, there -- I mean, in Little Havana. I mean, (UNINTELLIGIBLE) -- I mean, there's significant need. When you actually go to these homes, knock on the doors, walk down the streets, you realize the needs that are in these areas. And so, it makes -- you know, these are hard decisions when it comes to, "Do you expand the boundaries of a CRA to include areas in one way, and others where you do not?" And it is true that the Overtown CRA was expanded, but it wasn't quite expanded in the same way. (UNINTELLIGIBLE) the new area that it was added, of course, as a tax burden to Overtown, which means that that it actually -- it doesn't add any more benefit necessarily to the space. It's not giving us an increase in TIF revenue that is significant, as if we were adding -- for instance, if we were adding a more revenue-producing area. But I will say that, even still, adding -- the one thing about expanding the boundaries of a CRA is that it will collect tax revenue, and the board is going to decide where that money is going to be spent, and that's the part that brings me a bit more comfort in understanding that -- you know, I hear residents saying, "Well, what's the plan? What's the plan?" And I remember when we were passing the bond issuance, and the first thing I used to say was, "Well, the first plan is to get the money, and then the second plan is to get the money." And what that means for an area like this is that first you have to secure the expansion of the boundaries. And once you're able to say, "Okay. Well, these are the dollars that are going to be used to help revitalize [sic] the extended boundaries of the CRA," then you have to decide again, "Okay. What portion of those dollars or new dollars, or whatever dollars you already have, are you going to use to bring a spark to that space? And what does that spark mean?" And I think those are all discussions that are going to have to be had right here on this dais in the Omni CRA meetings. And I think those are very important discussions to have, because as we know it, not one red cent is going to be spent unless we all come -- well, unless there's an agreement from the majority of the board members sitting here that this is how the money should be spent in these areas. And so, I'm sure that there will be an influx of ideas on how to spend the money. I don't think we're going to outpace private -- the private sector, though, so if you're -- if the goal is to outpace the private sector and who's buying and selling properties and how they make their renovations, I don't think that Government is equipped to outpace them. It's just not set up that way. But it certainly would -- this -- if we are to expand it, it will create the funding necessary to assist existing homeowners, to assist existing businesses, or even -- you have some churches that may own lots of property and may want to create some affordable housing. They could -- and so they could encroach on some of their property to create housing options for those in the community. That certainly is something that can be done in many different ways through the CRA; also through the bond issuance, but the bond issuance may be a little bit slower, because it's implemented in phases. So because of the nature of what the ask is and what we're trying to do, and understanding that this immediate action does not guarantee the funding being spent a certain type of way, I'm willing to support the expansion of the boundaries to include the West Grove area, but I -- you know, I'm just like everyone else in the sense that we're a bit skeptical in the sense of how -- where we're going with things. But then also, just that sense of feeling I think that the other Commissioners feel, which is, why not my space? Why not this space? Why not that space? And I mean, that was your argument, Commissioner Reyes, when you made -- regarding parks in your area a few meetings ago, so -- and, you know, you wanted some money for it, and I understand that. I understand when someone says, "Hey, man, I have a really big need here," and I think that we as colleagues have to do whatever we can to kind of assist in that need. But I would tell you -- and just because I -- I'm speaking in truth, right? -- that the Grove is a funny area. I mean, it has homeownership. It has some nice housing. It has some housing that's not so nice. The people who were there are proud people. Many of them don't sell their property; many of them do. All have the right to choose one way or the other. And part of the discussion that we have here as a Commission is -- that really alarms me, I think that all the Commissioners speak to is how far does the Government go in infringing upon their right to renovate their existing properties, setbacks, et cetera? And these are discussions that we've already had. And I think, you know, that's -- that discussion is more alarming and shocking and worthy of more due consideration than necessarily this. And so, you know, I'm willing to do this, because I realize that there may be some opportunities that may -- that become available. And if there are, we take advantage of them. If there are not, then we do not. The one thing I will say is that these CRAs will come to an end, and hopefully, we will have made an impact in them. And I just don't think that we're going to make an impact in an area like that that is -- that outpaces the private sector, because if I could get some people to move into -- if I can get market rate people to move into Overtown, that would be something special, because it's something that the area needs. So that's all I have to say.

Chair Russell: Thank you, Commissioner Hardemon. At the moment, the motion that's happening -- a movement that's coming into the West Grove is mostly on the northern and eastern side; the devastation, the displacement, and the land banking is happening throughout, but the market hasn't felt comfortable to go be -- much beyond McDonald Avenue, where the CVS is. So they're making a long play to just grab the land now, demolish the homes now, and people are getting, you know, under-valued offers for their property. And so, because of their own financial situations, they take those. It's not necessarily that they're having a successful payday, cash out lottery ticket. We're not in that situation yet in the Grove. And as you can see if you drive down Grand Avenue, it looks like Sarajevo. I mean, just bombed out buildings getting knocked down. Many of the people that weren't here today were here in the first round a year and a half ago to speak on behalf of this effort, and they're not here today, because they've been evicted, and they've gone into the County housing system, and they've been scattered with the winds, they've been split from their families; they have to commute now to their job and to get their kids to school. There is an urgency here, and I know those faces that we're missing today, and I know where they are now. So I'm dedicated to this. This was -- The very first thing that I said to anyone that asked me from the press when I became a Commissioner, on the very first interview, that I wanted to reform CRAs, and I wanted to bring one to Coconut Grove, and I believe there is a need, and I believe we have a chance. So I thank you, hopefully, for your support here today.

Vice Chair Hardemon: And Mr. Chairman, if I can, before you -- just something really quick.

Chair Russell: Yeah.

Vice Chair Hardemon: The -- and that's the part as well. It's like a lot of the people that we discuss when we talk about being moved out of areas, many of them are renters. And, you know, when you sign a lease, you sign a lease for a year. And in these areas -- I mean, I have family in Liberty City that they've signed low-cost rents, and they've done it for 22 years. And there's a -- and these are not people who are necessarily -- they're not poor people. They have pension that's going to be coming to them. They have jobs. They just made the -- I -- what I think, in the circumstances and the facts pertaining to them, a poor decision when it came to their housing. And so, if we're talking about creating affordability in rental, you know, rental units with, for instance, the churches, then I think that's something that we should talk about, because then you can actually touch the people who were moved out and bring them back, if that's the goal. But certainly, you know, once a property is sold, and it's up to that homeowner now if they want to rent it or if they want to actually live there.

Chair Russell: Thank you. Commissioner Reyes.

Board Member Reyes: Commissioner Hardemon, I think you hit it right on the head -- the nail right on the head when you said, on 7th Avenue, we don't have that many businesses. You see? I remember back in the -- when it was -- the Commission seat was citywide. I -- one of the many campaigns -- and I had many -- for City of Miami Commission, I opened up a headquarters on 7th Avenue and 53rd Street -- no, 55th Street, just by (UNINTELLIGIBLE), just by (UNINTELLIGIBLE). I opened up a headquarter there, and I walked all Liberty City. I did walk, and I knock on all the doors. And one thing that really bothered me that if a lady wanted to buy a nice dress, you have to go, at that time, to the Omni; that was the next shopping center, or go downtown Miami, because at the time, they had store there. And I always said, "Why?" Why don't we have a movie theater? Why? And that was my concern. Why? Because we have not developed the infrastructure. And what I want to see is that those funds that are now generated -- that are being generated by the development in the Omni area, as well as Biscayne Boulevard, that we use that -- those funds to improve the infrastructure in 7th Avenue; improve the infrastructure in Northwest 17th Avenue or in Little Havana or the streets of Flagami. See? What you said, "Well, it's going to be generating." If we are going to carve only out what is called the "Black Grove," and that's going to be the extension, they're not going to produce any additional money. But it's going to be a transfer, a total transfer, of the revenues or the additional -- or the TIF money from the Omni area directly to that, and that's what I am opposed. See?

Chair Russell: That's not the plan.

Board Member Reyes: It's not the plan? Well, the only way that you will do that is if you say, "Not a single penny from the Omni is going to go there." And if that is the case, you won't have any money there. You see? I mean, that is what it is going to be, and I think it is wrong. I think that it's wrong. I really want to help the Grove. I want to help Liberty City and also Little Havana and Flagami and Allapattah, but I think that we will have -- we have to use those funds in a way that -- where they are most needed. I think they are more needed in areas that they have a higher poverty level. You see? Not that we are going to turn our back there. See? And when you talk -- that the market pressure builders -- there's no place in Miami that is more pressured by developers than Little Haiti, than Little Haiti --

Chair Russell: Thank you.

Board Member Reyes: -- with all those huge developments that they're going to come there. So that's why I cannot --

Chair Russell: I understand. And --

Board Member Gort: Mr. Chairman?

Chair Russell: -- I would just like to address -- just a moment, please -- this -- There's a misconception that this is only being created as a vehicle to transfer funds from the Omni area down to the Grove. That is absolutely incorrect. The Grove section of this CRA will be able to stand on its own two feet. It cannot on day one, and if left to its own devices as a separate CRA, it would not generate the TIF in time to address the needs that we have. But the goal is not to bring down the funds of the Omni CRA and drain that account. Anything that transfers down to kick start this area will go back, and I believe will go back tenfold, because as Douglas Road, Grand Avenue, and US 1 develop, and the Bird Road area develops, there will be significant TIF developed within the Grove area to make sure the books are balanced. Commissioner Gort.

Board Member Gort: I'm sorry. You guys weren't here when I spoke, but I'm going to try to be brief, because we've been at this for a long time. But I think you have to recall, I was the first elected citywide in 1993. Before I was elected, I was able to create a lot of affordable housing in Little Havana and Allapattah through non-for-profits; I was able to do -- maintain ownership. And the one thing we talked about -- we have to remember -- you remember it, because you were a part of the first CRA that was done in Overtown -- it could not stand by itself.

Board Member Reyes: No.

Board Member Gort: We had to expand it, and utilize the west side, because that's where the building where they're creating that. So what's important is the Omni CRA, the first original funds was allocated according to where the people wanted at that time. The people wanted to see the tunnel. The people wanted to see the park. The people -- and we can see the improvement, because you guys know the neighborhoods, what Biscayne Boulevard used to look like; what Biscayne Boulevard looks today; how many buildings has been built there that producing the funds to help other locations. So that's the reason why -- And going back to -- I was part of the -- back in the '80s, as was stated here before, I was part of the Gibson Foundation. And the Gibson Foundation, through the help of all of us in creating a good team, was able to create a facility that's got education, that's got health, and it's got affordable housing, and this is the things that we need to do. We are working -- the whole City, we all know all the problems that we had, and we're trying -- the main thing we have to maintain is homeownership and create jobs and train people, because let me -- the industry changes constantly, because a new (UNINTELLIGIBLE) that come out, people has to be trained for the changes that are taking place in the industry. A lot of individuals are not qualified for -- that's why I put a lot of my money in education; not only college education,

but trade school. A lot of trade schools that make a lot more money than Bachelor. So that's the reason I'm going to (UNINTELLIGIBLE) first. I think I'm going to vote for it, because I think it could be the right thing to do.

Board Member Reyes: The only thing, if I can answer --

Chair Russell: Commissioner Reyes.

Board Member Reyes: -- what I want to correct is that the CRA -- the Omni CRA was developed just like the Overtown/Park West Redevelopment was created. We included Park West, because Park West was the vehicle that -- I mean was -- where the -- development was most logical that there was going to happen, and use that tax increment fund in -- with Overtown, which was the most needed place at the time, the most needed place for the development; we use it. But what we're doing here is -- and the Omni CRA was created to promote -- I mean, to provide the infrastructure for development in that area. Yes, sir. They had been used in many, many ways. I know you -- take Northeast 2nd Avenue, it's totally different than it was before. Yes, it has accomplished its goal; accomplished its goal. Now it is not fair to just say, "Okay. I'm the Commissioner of this CRA. Now I'm going to expand it to whatever I want, so I am going to use the tax increment funds in another part of my district," and that makes me very --

Chair Russell: Thank you. Let's focus --

Board Member Reyes: --very, very --

Chair Russell: -- because we have repeated this point --

Board Member Reyes: No. We have --

Chair Russell: -- quite often.

Board Member Reyes: -- to spread the wealth. No.

Chair Russell: Thank you. All right. So let's bring this to a close. Is there a motion on Items 1 and 2 of the Omni CRA?

Board Member Carollo: Purpose of discussion, is there a second? Second.

Chair Russell: There's been a motion by Commissioner Carollo; second by Commissioner Gort.

Barnaby Min (Deputy City Attorney): Just a reminder, Commissioner, I believe RE.1 is to be as amended with the Redevelopment Plan for additional funding to the Bayside Foundation.

Board Member Gort: Yeah. I requested --

Chair Russell: Yes. We have a few -- probably a few amendments will --

Board Member Gort: -- (UNINTELLIGIBLE).

Chair Russell: -- come into play, so.

Board Member Carollo: Whoa, whoa, whoa, whoa, whoa. What funding would -- where's the funding going?

Mr. Walker: On Item Number 1 --

Chair Russell: It was an ask of Commissioner Gort. He'll explain it.

Board Member Carollo: Okay.

Mr. Walker: -- for a small business grant program, Section 4-47. This is on Item Number one. The CRA shall make an annual contribution of \$250,000 to the Miami Bayside Foundation for an ongoing small business (UNINTELLIGIBLE).

Board Member Carollo: What foundation is that?

Mr. Walker: Miami Bayside.

Board Member Carollo: Bayside. Okay.

Mr. Walker: Grant program for use as assistant to businesses within the Omni CRA boundaries. And the other amendment we would like to do is in Item Number 2, on Section "F," Maurice Ferré Park. Instead of the \$10 million that's there, the Omni CRA shall provide funding to the City of Miami in a total amount not to exceed \$28 million at that location.

Board Member Carollo: Not to exceed? Okay. But will provide funding, \$28 million --

Mr. Walker: For Maurice Ferré Park.

Board Member Carollo: Yeah. Minimum, 28 million.

Board Member Reyes: You know, this is a piñata. What's --

Board Member Carollo: But not --

Board Member Reyes: That's what it is.

Board Member Carollo: That's what it is.

Board Member Gort: Yeah.

Board Member Reyes: (UNINTELLIGIBLE) piñata, you know.

Board Member Carollo: That's what it is. Minimum -- well, the -- I was just trying to put back the candle that was always there in my piñata that's really countywide. The -- so if we could rephrase that to say, "minimum 28 million"; that will not exceed that amount.

Chair Russell: How about we do it this way, and this would be my suggestion, to basically honor the original obligation that was there. We've already paid two. The total was -- it was an exact total of 28 million.

Board Member Carollo: I like that better.

Chair Russell: In that way, it's finite.

Board Member Carollo: And this would make it a lot easier for me to vote on budgets from here on, because --

Chair Russell: It has been an issue.

Board Member Carollo: -- you know, I think you knew my position; that we were not meeting the requirement of State laws. I know that there was a difference of opinion, and I'm not bringing this up to be argumental [sic] with you at all.

Chair Russell: Understood.

Board Member Carollo: But that gives me a relief. The rest is up to the State, it's up to the County, if they want to go along with it.

Chair Russell: Thank you.

Board Member Carollo: That I can't do anything about.

Chair Russell: Commissioner Gort.

Board Member Carollo: Now, having said that --

Chair Russell: Sorry.

Board Member Carollo: -- Commissioner Reyes put a lot of things on the record that are right on target, and, you know, I think that we should not forget his words here today, because I was impressed of the presentation he made. He brought many things that are accurate. And let me say this further to my colleagues: Just like we're going out now and helping one area that's depressed in the West Grove, not an area that is depressed as Liberty City or Little Havana, or even Wynwood. I want to be upfront. I'm going to be bringing to this Commission a plan that I'm not going to be asking for money to not bring back to the Commission; in other words, just to spend. I'm going to be asking to have this Commission do a pilot program that we could all participate in that will begin in Little Havana. I'm going to be asking for money that will be returned within a very short period after; two, two and a half years at best; that if you see that it works, like I am sure that it's going to, we could extend that everywhere within the City. So I'm letting you guys know that I'm coming up with something that I'm going to be asking for funds -- borrowing, borrowing; that you're going to get it back, so that this is the way that other areas that don't have a CRA can get a benefit without the City's general fund suffering.

Chair Russell: I look forward to it. Thank you.

Board Member Carollo: Okay?

Chair Russell: Thank you.

Board Member Carollo: So that's for another discussion.

Chair Russell: Commissioner Gort.

Board Member Gort: Let me clarify. What I requested from Miami Bayside, I support them because they give a lot of scholarship. There's a lot of people that been able to get an education. So it's not only for small businesses, to help small business; for

scholarship for college or trade school. All right? Let's make sure.

Board Member Carollo: Yeah.

Board Member Gort: All right? Okay.

Board Member Carollo: Can you do me a favor, since I think you could be more helpful than I in this? Can you speak to Pam to see if she'll give Bayfront Park one of those scholarships for the New Year Eve's celebration; that they've cut back on it, and they benefit from it the most.

Board Member Gort: Well, I think the Bayside -- not the Foundation, but the property owners can do it.

Board Member Carollo: Well, I think you know what I'm talking about. So if, you know, you could be our master to that.

Chair Russell: Thank you. There's been a motion and a few amendments. I believe the City Attorney had one other amendment with regard to the ability for the Manager to negotiate beyond this point.

Mr. Min: That would be for the City Commission item. I don't know --

Chair Russell: From the City Commission item. It doesn't need to be changed here.

Board Member Reyes: How about a suggestion?

Chair Russell: All right.

Board Member Reyes: How about a suggestion? How about that those areas that they don't have a CRA, when we are dividing the revenues from the bonds or from the general fund, that we have additional funding or a percentage more than what it is given to us? Because, you see, I'm not part of this piñata.

Board Member Carollo: Well --

Board Member Reyes: My district is not part of this piñata, and I wouldn't be part of it.

Board Member Gort: Excuse me.

Chair Russell: All right.

Board Member Gort: Excuse me. Commissioner, this piñata is for the benefit of the people in the --

Board Member Reyes: Sir, but I'm looking --

Board Member Gort: -- (UNINTELLIGIBLE).

Board Member Reyes: -- my -- excuse me, Mr. --

Board Member Gort: I understand.

Board Member Reyes: -- Commissioner Gort.

Chair Russell: All right. Let's bring it back.

Board Member Reyes: This piñata --

Chair Russell: Just a moment, please, please.

Board Member Reyes: -- what I'm saying is that I want this to be fair; that everybody be fair, and I don't think that it's fair right now.

Board Member Gort: I understand, and --

Board Member Reyes: Okay.

Board Member Gort: -- I think that -- I don't have any problem with that either, so.

Chair Russell: Thank you.

Board Member Carollo: Well --

Chair Russell: Commissioner Reyes, that would be a different item at a different time. We're here now to vote on this item. We have a motion and a second and amendments. I'd like to bring it to a close. Is there any further discussion? Hearing none, all in favor of the item, as amended, say "aye."

Board Member Carollo: Aye.

Chair Russell: Aye. Any opposed?

Board Member Reyes: "No."

Chair Russell: Motion passes, 4-1, and that is for Items 1 and 2. We're closing the CRA meeting, gentlemen.

**RESULT:** **ADOPTED WITH MODIFICATION(S) [4 TO 1]**  
**MOVER:** Joe Carollo, Board Member, District Three  
**SECONDER:** Wifredo (Willy) Gort, Board Member, District One  
**AYES:** Ken Russell, Keon Hardemon, Wifredo (Willy) Gort, Joe Carollo  
**NAYS:** Manolo Reyes

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**Miami  
FL**

**OMNI CRA Resolution  
CRA-R-19-0013**

ADOPTED WITH  
MODIFICATION(S)  
Jun 13, 2019 9:00 AM

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("CRA") AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE AN INTERLOCAL AGREEMENT, IN SUBSTANTIALLY THE ATTACHED FORM, BETWEEN THE CRA, THE CITY OF MIAMI, AND MIAMI-DADE COUNTY; FURTHER AUTHORIZING THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE ANY AND ALL OTHER DOCUMENTS NECESSARY, ALL IN A FORM ACCEPTABLE TO THE CHIEF LEGAL OFFICER, FOR THE PURPOSES STATED HEREIN.**

## Information

<b>Department:</b>	OMNI Community Redevelopment Agency	<b>Sponsors:</b>
<b>Category:</b>	Other	

## Attachments

[Agenda Summary and Legislation](#)  
[5958 Exhibit-SUB](#)  
[5958 Interlocal Agreement 2019-05-30](#)  
[5958 Submittal-Chair Russell-Letters of Support](#)  
[5958 Submittal-Chair Russell-CRA Maps](#)  
[5958 Submittal-Renita Ross Samuel-Dixon-Draft Petition](#)

## Body/Legislation

WHEREAS, the Omni Redevelopment District Community Redevelopment Agency ("CRA") is responsible for carrying out community redevelopment activities and projects within its Redevelopment Area in accordance with its approved Redevelopment Plan; and

WHEREAS, the Miami-Dade County Board of County Commissioners, by Ordinance No. 87-47, approved the creation of the CRA; and

WHEREAS, on June 24, 1996, Miami-Dade County ("County"), formerly known as Metropolitan Dade County, and the City of Miami ("City") executed the Interlocal Cooperation Agreement regarding the creation of the CRA ("1996 Interlocal Agreement"); and

WHEREAS, in 2007, the County, the City, and the CRA entered into certain amendments to the 1996 Interlocal Agreement ("First Amendment") amending certain terms and provisions of the 1996 Interlocal Agreement; and

WHEREAS, the CRA adopted Resolution No. CRA-R-19-0004 approving and adopting the Assessment of Need Report as required by County, finding that slum and blighted conditions are still in existence in the Redevelopment Area; and

WHEREAS, both the CRA and the City have previously adopted the Finding of Necessity ("FON") finding the West Gove Area to be slum and blighted; and

WHEREAS, the Board of Commissioners of the CRA wishes to authorize the non-contiguous expansion of the boundaries of the Redevelopment Area to include the West Grove Area; and

WHEREAS, the CRA has prepared an updated 2019 Amended Redevelopment Plan outlining projects

to be completed throughout the current life and proposed extension of life of the CRA to 2047; and

WHEREAS, this Resolution authorizes the execution of a 2019 Interlocal Agreement, attached and incorporated as Exhibit "A," between the CRA, the City, and the County, thereby amending and replacing the 1996 Interlocal Agreement, expanding the boundaries of the Redevelopment Area to include the West Grove, and extending the life of the CRA to 2047; and

WHEREAS, the Board of Commissioners wishes to authorize the Executive Director to negotiate and execute the 2019 Interlocal Agreement and all other documents necessary, all in a form acceptable to the Chief Legal Officer;

NOW, THEREFORE, BE IT RESOLVED, BY THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble of this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Executive Director is authorized to negotiate and execute the 2019 Interlocal Agreement, substantially the attached form, between the CRA, the City, and the County to implement and fund certain projects of benefit to all parties, expand the boundaries of the Redevelopment Area to include the West Grove Area, and extend the life of the CRA.

Section 3. The Executive Director is further authorized to negotiate and execute any and all other necessary documents, all in a form acceptable to the Chief Legal Officer, for the purposes stated herein.

Section 4. This Resolution shall become effective immediately upon its adoption.

## Meeting History

**Jun 13, 2019 9:00 AM** **OMNI Community Redevelopment Agency Regular Meeting**

Note for the Record: For minutes referencing Item RE.2, please see "Public Comment On Agenda Items" and Item RE.1.

**RESULT:** **ADOPTED WITH MODIFICATION(S) [4 TO 1]**  
**MOVER:** Joe Carollo, Board Member, District Three  
**SECONDER:** Wifredo (Willy) Gort, Board Member, District One  
**AYES:** Ken Russell, Keon Hardemon, Wifredo (Willy) Gort, Joe Carollo  
**NAYS:** Manolo Reyes

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**Miami  
FL**

**Resolution  
R-19-0237**

ADOPTED WITH  
MODIFICATION(S)  
Jun 13, 2019 9:00 AM

**A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ACCEPTING THE AMENDED 2019 OMNI REDEVELOPMENT PLAN, ATTACHED AND INCORPORATED ("2019 REDEVELOPMENT PLAN"), AS PREPARED BY PMG ASSOCIATES, INC.; FURTHER AUTHORIZING THE EXTENSION OF LIFE OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("OMNI CRA") TO 2047; AUTHORIZING THE NON-CONTIGUOUS EXPANSION OF THE BOUNDARIES OF THE OMNI CRA TO INCLUDE THE WEST GROVE; FURTHER FINDING THAT THE REBUILDING, REHABILITATION, CONSERVATION, AND REDEVELOPMENT OF THE OMNI REDEVELOPMENT AREA INCLUDING THE EXPANDED WEST GROVE AREA IS NECESSARY AND IN THE BEST INTEREST OF THE PUBLIC HEALTH, SAFETY, MORALS, AND WELFARE OF THE RESIDENTS OF THE CITY OF MIAMI AND MIAMI-DADE COUNTY; FURTHER AGREEING THAT THE OMNI AND THE WEST GROVE REDEVELOPMENT AREAS CONSTITUTE A SLUM OR BLIGHTED AREA AS DEFINED IN SECTION 163, FLORIDA STATUTES; AUTHORIZING THE OMNI CRA EXECUTIVE DIRECTOR TO TRANSMIT THE 2019 REDEVELOPMENT PLAN, THE OMNI CRA'S RECOMMENDATION FOR APPROVAL, AND THIS RESOLUTION TO THE MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS FOR REVIEW, APPROVAL, AND ACCEPTANCE.**

Information

<b>Department:</b>	Commissioners and Mayor	<b>Sponsors:</b>	Vice Chair, District Two Ken Russell, Mayor Francis X. Suarez
<b>Category:</b>	Elected Official Item		

Attachments

[Agenda Summary and Legislation](#)  
[6019 Exhibit SUB](#)

Body/Legislation

WHEREAS, pursuant to Part III, Chapter 163, Florida Statutes, there was created by action of Miami-Dade County ("County") and the City of Miami ("City") the Omni Redevelopment District Community Redevelopment Agency ("Omni CRA"); and

WHEREAS, the Omni CRA is responsible for carrying out community redevelopment activities and projects within the Redevelopment Area in accordance with its approved Redevelopment Plan; and

WHEREAS, on December 31, 2007, the City, the County, the Southeast Overtown/Park West Community Redevelopment Agency, and the Omni CRA entered into an Interlocal Agreement, which provided, among other things, for the expansion of the boundaries of the Redevelopment Area and the extension of the Omni CRA's life ("Interlocal Agreement"); and

WHEREAS, the Omni CRA had previously engaged PMG Associates, Inc. ("PMG") to prepare an Assessment of Need Report ("AON") and provide an update to the 1986 Omni Redevelopment Plan that was previously amended in 2010; and

WHEREAS, the Omni CRA adopted Resolution No. CRA-R-19-0004 on February 19, 2019 approving the AON as required by the County pursuant to Resolution No. R-611-15; and

WHEREAS, both the Omni CRA and the City have previously approved and adopted the Finding of Necessity Report ("FON") finding the West Gove Area to be slum and blighted and that (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 the West Grove Area; and (2) the rehabilitation, conservation, redevelopment, or a combination thereof of the West Grove Area, 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 the West Grove Area, the City, and the County; and

WHEREAS, the Omni CRA has also prepared an updated 2019 Amended Redevelopment Plan, attached and incorporated as Exhibit "A" ("2019 Redevelopment Plan"), outlining projects to be completed throughout the current life and proposed extension of life of the Omni CRA to 2047; and

WHEREAS, the City Commission wishes to authorize the non-contiguous expansion of the boundaries of the Redevelopment Area to include the West Grove Area; and

WHEREAS, the 2019 Redevelopment Plan, attached and incorporated, was created by PMG in cooperation with the Omni CRA and input of stakeholders of the Redevelopment Area; and

WHEREAS, the 2019 Redevelopment Plan, attached and incorporated as Exhibit "A," addresses the requirements of Section 163.362, Florida Statutes, including but not limited to general design standards, zoning and planning changes, land uses, demolition and removal of structures, improvements, redevelopment, rehabilitation, and identification of funding through possible public and/or public/private partnerships; and

WHEREAS, the City Commission has reviewed the 2019 Redevelopment Plan, attached and incorporated as Exhibit "A," and pursuant to Section 163.361, Florida Statutes, adopts and approves the 2019 Redevelopment Plan; and

WHEREAS, the City Commission further authorizes the Omni CRA Executive Director to transmit the 2019 Redevelopment Plan, attached and incorporated as Exhibit "A," the CRA's recommendation for approval, and this Resolution to the County for appropriate action;

NOW, THEREFORE, BE IT RESOLVED BY COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The City Commission accepts the 2019 Redevelopment Plan, attached and incorporated as Exhibit "A," authorizing the extension of life of the Omni CRA to 2047.

Section 4. The City Commission further authorizes<sup>[1]</sup> the non-contiguous expansion of the boundaries of the Redevelopment Area to include the West Grove Area.

Section 5. The Omni CRA Executive Director is authorized to transmit the 2019 Redevelopment Plan, attached and incorporated as Exhibit "A," the Omni CRA's recommendation for approval, and this Resolution to the County for appropriate action.

Section 6. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.<sup>[2]</sup>

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<sup>[1]</sup> The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

<sup>[2]</sup> If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.

## Meeting History

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**Jun 13, 2019 9:00 AM****City  
Commission****Regular Meeting**

**RESULT:** **ADOPTED WITH MODIFICATION(S) [4 TO 1]**  
**MOVER:** Joe Carollo, Commissioner, District Three  
**SECONDER:** Ken Russell, Commissioner, District Two  
**AYES:** Ken Russell, Wifredo (Willy) Gort, Joe Carollo, Keon Hardemon  
**NAYS:** Manolo Reyes

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**Miami  
FL**

**Resolution  
R-19-0238**

ADOPTED WITH  
MODIFICATION(S)  
Jun 13, 2019 9:00 AM

**A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE THE SECOND AMENDMENT TO THE 1996 INTERLOCAL AGREEMENT, IN SUBSTANTIALLY THE FORM ATTACHED AS EXHIBIT "A" ("2019 INTERLOCAL AGREEMENT"), BETWEEN THE CITY OF MIAMI ("CITY"), MIAMI-DADE COUNTY ("COUNTY"), AND THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("OMNI CRA") IN ORDER TO EXPAND THE BOUNDARIES OF THE REDEVELOPMENT AREA TO INCLUDE THE WEST GROVE, IMPLEMENT AND FUND CERTAIN PROJECTS, AND EXTEND THE LIFE OF THE OMNI CRA TO 2047; AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE ANY AND ALL NECESSARY DOCUMENTS, ALL IN A FORM ACCEPTABLE TO THE CITY ATTORNEY, IN ORDER TO ACCOMPLISH THE INTENT AS STATED HEREIN; FURTHER AUTHORIZING THE OMNI CRA EXECUTIVE DIRECTOR TO TRANSMIT THE 2019 INTERLOCAL AGREEMENT TO THE COUNTY FOR REVIEW, CONSIDERATION, AND APPROVAL.**

### Information

<b>Department:</b>	Commissioners and Mayor	<b>Sponsors:</b>	Vice Chair, District Two Ken Russell, Mayor Francis X. Suarez
<b>Category:</b>	Elected Official Item		

### Attachments

[Agenda Summary and Legislation](#)  
[6016 Exhibit SUB](#)

### Financial Impact

N/A

### Body/Legislation

WHEREAS, the Miami-Dade County Board of County Commissioners, by Ordinance No. 87-47, approved the Omni Redevelopment District Community Redevelopment Agency ("Omni CRA") and tax increment financing for the Omni Redevelopment Area; and

WHEREAS, on June 24, 1996, Miami-Dade County ("County"), formerly known as Metropolitan Dade County, and the City of Miami ("City") executed the Interlocal Cooperation Agreement ("1996 Interlocal Agreement"); and

WHEREAS, in 2007, the County, the City, and the Omni CRA entered into certain Amendments to the 1996 Interlocal Agreement ("First Amendment") amending certain terms and provisions of the 1996 Interlocal Agreement; and

WHEREAS, as of December 31, 2007, the County, the City, the Southeast Overtown Park West Community Redevelopment Agency ("SEOPW CRA"), and the Omni CRA entered into another Interlocal Agreement between the City, the County, the SEOPW CRA, and the Omni CRA to provide funding for major projects for the benefit of all parties ("2007 Interlocal Agreement"); and



WHEREAS, in furtherance of seeking the extension of the life of the Omni CRA to 2047, the Omni CRA is required to prepare an Assessment of Need Study ("AON"), amend its current Redevelopment Plan, and amend the 1996 Interlocal Agreement with its two (2) taxing authorities, the City and the County; and

WHEREAS, the Omni CRA generated an AON to substantiate the extension of the life of the Omni CRA until 2047; and

WHEREAS, the Board of Commissioners of the Omni CRA adopted the Amended Redevelopment Plan prepared by PMG Associates, Inc. ("PMG") on June 13, 2019; and

WHEREAS, on February 19, 2019, the Board of Commissioners of the Omni CRA adopted Resolution No. CRA-R-19-0004 approving the AON as required by the County pursuant to Resolution No. R-611-15; and

WHEREAS, on June 13, 2019, the Board of Commissioners of the Omni CRA adopted Resolution No. CRA-R-19-0012 approving the Amended Redevelopment Plan; and

WHEREAS, on June 13, 2019, the Board of Commissioners of the Omni CRA adopted Resolution No. CRA-R-19-0013 accepting and adopting the execution of the amendment to the 1996 Interlocal Agreement between the City, the County, and the Omni CRA; and

WHEREAS, the City Commission wishes to accept and adopt the Second Amendment to the 1996 Interlocal Agreement ("Second Amendment") between the City, County, and the Omni CRA; and

WHEREAS, both the Omni CRA and the City have previously approved and adopted the Finding of Necessity Report ("FON") finding the West Gove Area to be slum and blighted and that (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 the West Grove Area; and (2) the rehabilitation, conservation, redevelopment, or a combination thereof of the West Grove Area, 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 the West Grove Area, the City, and the County;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Second Amendment to the 1996 Interlocal Agreement, in substantially the form attached as Exhibit "A," is approved.

Section 3. The City Manager is authorized<sup>[1]</sup> to execute the Second Amendment to the 1996 Interlocal Agreement between the City, the County, and Omni CRA, in substantially the form attached as Exhibit "A."

Section 4. The City Manager is further authorized<sup>1</sup> to negotiate and execute any and all documents necessary, all in a form acceptable to the City Attorney, in order to accomplish the intent as stated herein.

Section 5. The City Commission further authorizes<sup>1</sup> the Omni CRA Executive Director to transmit the Second Amendment to the Board of County Commissioners for their further review, consideration, and approval and to the County Mayor and Clerk of the County Commission.

Section 6. This Resolution shall become effective immediately upon its adoption.<sup>[2]</sup>

---

[1] The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

[2] If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.

**Jun 13, 2019 9:00 AM****City  
Commission****Regular Meeting**

**RESULT:** **ADOPTED WITH MODIFICATION(S) [4 TO 1]**  
**MOVER:** Joe Carollo, Commissioner, District Three  
**SECONDER:** Ken Russell, Commissioner, District Two  
**AYES:** Ken Russell, Wifredo (Willy) Gort, Joe Carollo, Keon Hardemon  
**NAYS:** Manolo Reyes

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**Miami  
FL**

**ADOPTED**  
Apr 9, 2020 9:00 AM

**OMNI CRA Resolution  
CRA-R-20-0003**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("CRA"), WITH ATTACHMENTS, DIRECTING THE EXECUTIVE DIRECTOR TO CEASE ALL NEGOTIATIONS WITH MIAMI-DADE COUNTY AND/OR THE CITY OF MIAMI (COLLECTIVELY, "PARTIES") CONCERNING THE EXPANSION OF THE CRA INTO THE AREA KNOWN AS WEST GROVE; AUTHORIZING THE EXECUTIVE DIRECTOR TO CONTINUE NEGOTIATING WITH THE PARTIES ABOUT ALL OTHER POTENTIAL AMENDMENTS TO THE INTERLOCAL AGREEMENT AND ALL OTHER AGREEMENTS INCLUDING BUT NOT LIMITED TO EXTENDING THE LIFE OF THE CRA (COLLECTIVELY, "AGREEMENTS"); FURTHER AUTHORIZING THE EXECUTIVE DIRECTOR TO AMEND THE CRA'S REDEVELOPMENT PLAN ("PLAN") CREATED BY PMG ASSOCIATES, INC. AND ANY AND ALL OTHER NECESSARY DOCUMENTS WITHOUT THE WEST GROVE PORTION; FURTHER DIRECTING THE EXECUTIVE DIRECTOR TO TRANSMIT THE UPDATED AGREEMENTS AND PLAN FOR APPROVAL TO THE MIAMI CITY COMMISSION AND MIAMI-DADE COUNTY COMMISSION FOR APPROPRIATE ACTION.**

Information

<b>Department:</b>	OMNI Community Redevelopment Agency	<b>Sponsors:</b>
<b>Category:</b>	Other	

Attachments

[Agenda Summary and Legislation](#)  
[7370 Exhibit A](#)  
[7370 Exhibit B](#)

Body/Legislation

WHEREAS, the Omni Redevelopment District Community Redevelopment Agency ("CRA") is responsible for carrying out community redevelopment activities and projects within the Redevelopment Area in accordance with its approved Redevelopment Plan; and

WHEREAS, on December 31, 2007, the City of Miami ("City"), Miami-Dade County ("County"), the Southeast Overtown/Park West Community Redevelopment Agency, and the CRA entered into an Interlocal Agreement, which provided, among other things, for the expansion of the boundaries of the Omni Redevelopment Area and the extension of the CRA's life ("Interlocal Agreement"); and

WHEREAS, the CRA had previously engaged PMG Associates, Inc. ("PMG") to prepare an Assessment of Need Report ("AON") and provide an update to the 1986 Omni Redevelopment Plan that was amended in 2010; and

WHEREAS, the CRA adopted Resolution No. CRA-R-19-0004 on February 19, 2019 approving the AON as required by Miami-Dade County ("County") pursuant to County Resolution No. R-611-15 for a modification of the CRA's boundaries; and

WHEREAS, as a result, an Amended Redevelopment Plan ("Plan") has been drafted for consideration of the Board of Commissioners of the CRA ("Board") pursuant to the requirements of Chapter 163, Florida Statutes; and

WHEREAS, the Plan addresses the requirements of Section 163.362, Florida Statutes, including but not limited to general design standards, zoning and planning changes, land uses, demolition and removal of

structures, improvements, redevelopment, rehabilitation, and identification of funding through possible public and/or public-private partnerships; and

WHEREAS, the Board has reviewed the Plan and pursuant to Section 163.361, Florida Statutes, which governs the modification of community redevelopment plans, approves the Plan except for the previous proposed expansion of the CRA into the area known as the West Grove; and

WHEREAS, the Board directs the Executive Director to cease all negotiations and attempts to expand the CRA into the West Grove; and

WHEREAS, the Board directs the Executive Director to modify all appropriate documents including but not limited to the Plan and any proposed modification to the Interlocal Agreement consistent with the purposes stated herein, specifically by removing any reference of a proposed expansion into the West Grove; and

WHEREAS, the Board of Commissioners of the CRA authorizes the Executive Director to continue negotiating with the City and the County concerning the extension of life of the CRA; and

WHEREAS, the Board of Commissioners of the CRA further directs the Executive Director to transmit the Plan and proposed modification to the Interlocal Agreement without the West Grove portions for approval to the Miami City Commission and the Board of County Commissioners for appropriate action;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Board approves an amendment to the Plan prepared by PMG by removing any proposed expansion into the West Grove.

Section 3. The Executive Director is directed to cease all negotiations regarding the expansion of the CRA into the West Grove.

Section 4. The Executive Director is directed to modify and update any and all relevant documents including but not limited to the Plan and the proposed modifications to the Interlocal Agreement by removing any reference of a proposed expansion into the West Grove.

Section 5. The Executive Director is further directed to transmit the Plan and the proposed modification to the Interlocal Agreement without the West Grove portions for approval to the Miami City Commission and Board of County Commissioners for appropriate action.

Section 6. The Executive Director is authorized to negotiate with all relevant parties for the extension of life of the CRA.

Section 7. The Executive Director is further directed to transmit a copy of this Resolution and any other relevant documents to the Miami City Commission and the Board of County Commissioners.

Section 8. This Resolution shall become effective immediately upon its adoption.

## Meeting History

**Apr 9, 2020 9:00 AM**

### **OMNI Community Redevelopment Agency** **Regular Meeting**

 **Draft**

**RESULT:** **ADOPTED [UNANIMOUS]**  
**MOVER:** Ken Russell, Board Member, District Two  
**SECONDER:** Joe Carollo, Vice Chair, District Three  
**AYES:** Alex Diaz de la Portilla, Joe Carollo, Ken Russell, Keon Hardemon  
**ABSENT:** Manolo Reyes

Select Language ▼

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**Miami  
FL**

**Resolution  
R-20-0131**

ADOPTED WITH  
MODIFICATION(S)  
Apr 23, 2020 9:00 AM

**A RESOLUTION OF THE MIAMI CITY COMMISSION RATIFYING, ACCEPTING, AND SUPPORTING THE ACTIONS TAKEN BY THE BOARD OF COMMISSIONERS OF THE OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY ("OMNI CRA") IN RESOLUTION NO. CRA-R-20-0003 ADOPTED ON APRIL 9, 2020 FOR THE REMOVAL OF THE NON-CONTIGUOUS EXPANSION OF THE OMNI CRA INTO THE AREA KNOWN AS THE WEST GROVE AND ALL OTHER FINDINGS; AUTHORIZING THE CITY MANAGER TO TAKE ANY AND ALL ACTIONS NECESSARY CONSISTENT WITH RESOLUTION NO. CRA-R-20-0003 AS IT RELATES TO THE REMOVAL OF THE NON-CONTIGUOUS EXPANSION OF THE OMNI CRA INTO THE WEST GROVE; CLARIFYING THAT THIS RESOLUTION AND ITS FINDINGS, DIRECTIVES, AND ACTIONS SHALL SUPERSEDE ANY AND ALL OTHER FINDINGS, DIRECTIVES, AND ACTIONS IN PRIOR CITY OF MIAMI ("CITY") RESOLUTIONS THAT ARE INCONSISTENT WITH THIS RESOLUTION; FURTHER CLARIFYING THAT ANY AND ALL PRIOR RESOLUTIONS THAT ARE NOT INCONSISTENT WITH THIS RESOLUTION SHALL REMAIN UNAFFECTED; FURTHER DIRECTING THE CITY MANAGER TO TAKE ANY AND ALL NECESSARY ACTIONS TO ADVANCE THE PROCESS OF CREATING A COMMUNITY REDEVELOPMENT AGENCY WITHIN THE WEST GROVE ("WEST GROVE CRA") PURSUANT TO REQUIREMENTS OF THE COMMUNITY REDEVELOPMENT ACT OF 1969 AS IS NECESSARY AND IN THE BEST INTEREST OF THE PUBLIC'S HEALTH, SAFETY, MORALS, AND WELFARE OF THE RESIDENTS OF THE CITY AND MIAMI-DADE COUNTY; FURTHER AUTHORIZING THE CITY MANAGER TO EXECUTE ANY AND ALL NECESSARY DOCUMENTS, INCLUDING BUT NOT LIMITED TO A REDEVELOPMENT PLAN FOR THE WEST GROVE CRA, IN A FORM ACCEPTABLE TO THE CITY ATTORNEY, FOR SAID PURPOSES; FURTHER DIRECTING THE CITY MANAGER TO SUBMIT ANY AND ALL NECESSARY DOCUMENTS, INCLUDING BUT NOT LIMITED TO A COPY OF THIS RESOLUTION TO THE MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS FOR REVIEW, APPROVAL, AND ACCEPTANCE.**

## Information

<b>Department:</b>	Commissioners and Mayor	<b>Sponsors:</b>	Vice Chair, District Two Ken Russell
<b>Category:</b>	Elected Official Item		

## Attachments

[Agenda Summary and Legislation  
7382 Exhibit A](#)

## Body/Legislation

WHEREAS, pursuant to Part III, Chapter 163, Florida Statutes, there was created by action of Miami-Dade County ("County") and the City of Miami ("City") the Omni Redevelopment District Community Redevelopment Agency ("Omni CRA"); and

WHEREAS, on June 24, 1996, the County, formerly known as Metropolitan Dade County, and the City executed an Interlocal Cooperation Agreement ("1996 Interlocal Agreement"); and



WHEREAS, as of December 31, 2007, the County, the City, the Southeast Overtown Park West Community Redevelopment Agency ("SEOPW CRA"), and the Omni CRA entered into an alternative Interlocal Agreement between the City, the County, the SEOPW CRA, and the Omni CRA to provide funding for major projects for the benefit of all parties ("2007 Interlocal Agreement"); and

WHEREAS, in furtherance of seeking an additional extension of the life of the Omni CRA, the Omni CRA is required to prepare an Assessment of Need Study ("AON"), to amend its current Redevelopment Plan, and to amend the 1996 Interlocal Agreement with its two (2) taxing authorities, the City and the County; and

WHEREAS, on February 19, 2019, the Board of Commissioners of the Omni CRA adopted Resolution No. CRA-R-19-0004 approving the AON to substantiate the extension of the life of the Omni CRA until 2047 as required by the County pursuant to Resolution No. R-611-15; and

WHEREAS, on June 13, 2019, the Board of Commissioners of the Omni CRA adopted Resolution No. CRA-R-19-0012 approving the Amended Redevelopment Plan prepared by PMG Associates, Inc. ("PMG"); and

WHEREAS, on June 13, 2019, the Board of Commissioners of the Omni CRA adopted Resolution No. CRA-R-19-0013 accepting and adopting the execution of a second amendment to the 1996 Interlocal Agreement between the City, the County, and the Omni CRA; and

WHEREAS, on June 13, 2019, the City Commission adopted Resolution No. R-19-0237 accepting and authorizing, among other things, the Amended Redevelopment Plan and the extension of the life of the Omni CRA to 2047; and

WHEREAS, on June 13, 2019, the City Commission adopted Resolution No. R-19-0237 approving and authorizing the City Manager to execute the Second Amendment to the 1996 Interlocal Agreement ("Second Amendment") between the City, the County, and the Omni CRA; and

WHEREAS, on April 9, 2020, the Board of Commissioners of the Omni CRA adopted Resolution No. CRA-R-20-0003 amending the Amended Redevelopment Plan to remove the non-contiguous expansion of the Omni CRA into the area known as West Grove and directing the Executive Director to modify and update any and all documents to reflect the removal of the non-contiguous expansion of the Omni CRA into the West Grove; and

WHEREAS, the West Grove is a historically Bahamian, approximately sixty-five (65) block, half-square-mile section of Coconut Grove within the City having an eclectic and rich history known for its culture, architecture, arts, and festivals; and

WHEREAS, the West Grove, however, has been plagued by economic blight and a lack of affordable housing, which has resulted in the displacement of many longtime residents; and

WHEREAS, on August 14, 2017, the City entered into an Expert Consultant Agreement with PMG to generate a Finding of Necessity Report ("Report"), attached and incorporated as Exhibit "A", pursuant to the requirements of Chapter 163, Florida Statutes, to create a Community Redevelopment Area in the West Grove; and

WHEREAS, the Report concluded that the West Grove boundaries as provided and incorporated in the Report met two (2) of three (3) criteria for slum designation and eight (8) of fourteen (14) criteria for blight designation as defined in Chapter 163, Florida Statutes; and

WHEREAS, on January 11, 2018, the City Commission accepted, approved, and adopted Resolution No. 18-0010, which included the Report and finding the West Grove to be slum and blighted and that (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 the West Grove and (2) the rehabilitation, conservation, redevelopment, or a combination thereof for the West Grove, including, if appropriate, the development of housing which residents of low or moderate income, including elderly, can afford, is necessary, and is in the interest of the public's health, safety, morals, or welfare of the residents of the West Grove, in the City, and the County; and

WHEREAS, a finding of necessity is required prior to the exercise of any authority under the provisions of Chapter 163, Florida Statutes; and

WHEREAS, the City wishes to exercise the powers and duties conferred upon municipalities by the Community Redevelopment Act of 1969, as amended, in order to eradicate existing slum and blighted conditions in the West Grove area by creating the West Grove Community Redevelopment Agency ("West Grove CRA"); and

WHEREAS, the City Commission wishes to ratify, accept, and support the adoption of Resolution No. CRA-R-20-0003 by the Board of Commissioners of the Omni CRA and the removal of the non-contiguous expansion of the Omni CRA into the West Grove from the Amended Redevelopment Plan; and

WHEREAS, the City Commission directs the City Manager to take any and all necessary steps to advance the process of creating the West Grove CRA pursuant to the requirements of Chapter 163, Florida Statutes, and the Code of Miami-Dade County, Florida;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The City Commission hereby ratifies, accepts, and supports the removal of the non-contiguous expansion of the Omni CRA into the West Grove and all other findings and actions taken in Resolution No. CRA-R-20-0003.

Section 3. The City Manager is authorized[1] to take any and all actions necessary and consistent with this Resolution as it relates to the removal of the non-contiguous expansion of the Omni CRA into the West Grove.

Section 4. The City Commission hereby accepts and approves the Report prepared by PMG, attached and incorporated as Exhibit "A", and finds a necessity exists for the rehabilitation, conservation, or redevelopment of slum and blight in the West Grove area within the City.

Section 5. The City Manager is directed to take any and all necessary steps to advance the process of creating the West Grove CRA pursuant to Chapter 163, Florida Statutes, and the Code of Miami-Dade County, Florida.

Section 6. This Resolution and its findings, directives, and actions shall supersede any and all other findings, directives, and actions in prior City Resolutions that are inconsistent with this Resolution. All other findings, directives, and actions in prior City Resolutions that are not inconsistent with this Resolution shall remain unaffected.

Section 7. The City Manager is directed to forward a copy of any and all required documents, including but not limited to this Resolution to the Miami-Dade County Board of County Commissioners for review, approval, and acceptance.

Section 8. This Resolution shall become effective immediately upon its adoption.[2]

[1] The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

[2] If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.

## Meeting History

**Apr 23, 2020 9:00 AM**

**City  
Commission**

**City Commission Meeting**

 **Draft**

**RESULT: ADOPTED WITH MODIFICATION(S) [UNANIMOUS]**

**MOVER:** Joe Carollo, Commissioner, District Three

**SECONDER:** Manolo Reyes, Commissioner, District Four

**AYES:** Keon Hardemon, Ken Russell, Alex Diaz de la Portilla, Joe Carollo, Manolo Reyes

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*DRAFT*

*Prepared by PMG Associates, Inc.*



**Omni**  
COMMUNITY REDEVELOPMENT AGENCY

*OMNI REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT AGENCY*

## 2019 UPDATE OF REDEVELOPMENT PLAN



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<i>Map &amp; Description of 2010 Boundaries</i>	<i>Appendix A</i>



## Introduction

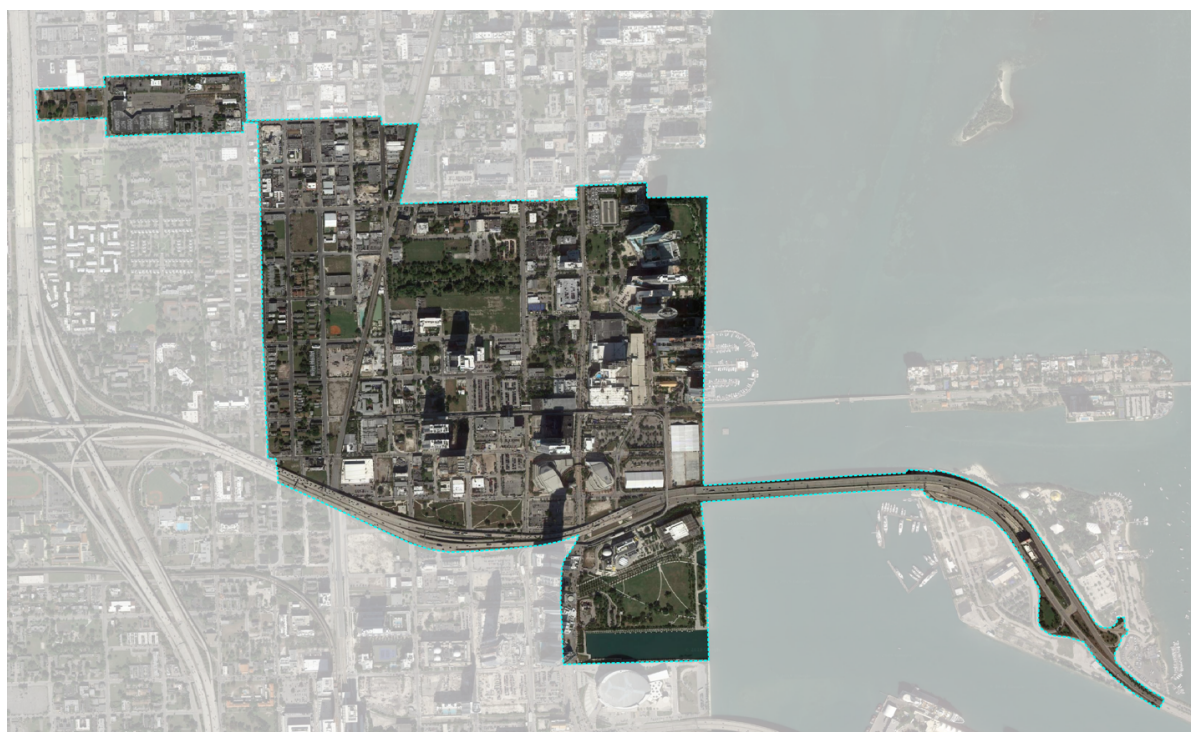
### Mission

The Omni CRA's mandate is governed by Florida Statutes, Chapter 163, Part III. The Omni CRA's goal is to revitalize the Omni CRA Redevelopment Area, through the targeted and leveraged investment of the Tax Increment collected there, and to aid in successful development projects of both the public and private sector, alleviating conditions contributing to Slum and Blight and encouraging the creation of housing attainable to all.

The Omni CRA is committed to the preservation and enhancement of property values and neighborhood amenities, stimulating the creation of new economic opportunities for residents, preserving history and culture, and improving the quality of life of those who reside, visit, work, or spend time in the neighborhoods of the Omni CRA.

### Vision

The vision for the Omni CRA's Redevelopment Area is a set of 24-hour walkable neighborhoods with wide active sidewalks and pedestrian-friendly streets that function as a platform for creative productivity and vibrant living. The Omni neighborhood as a central connection between arts, culture, history, business, media and entertainment. The CRA envisions a connected and collaborative neighborhood where everyone can afford to live, work, and make an impact in improving the quality of their city.



*Exhibit 1-0 – 2010 Omni CRA Boundary Map*

*Source: Omni CRA*

### Legal Description

See Exhibit A

## This Redevelopment Plan

The Omni CRA has made significant improvements over the years and will use the extension of time to further the progress in the CRA area.

The Omni Redevelopment Area Community Redevelopment Agency (the Omni CRA) was originally formed in 1987. The Finding of Necessity (FON) for the original Omni CRA was completed in 1987 and the district has received several updates and expansions over the years.

## Assessment of Need

The CRA and the City of Miami have requested an extension of time for Omni based on Miami-Dade County Board of County Commissioners Resolution #R-611-15 which requires an assessment that demonstrates that slum and blight still exist within the designated Community Development Agency. The analysis of the Assessment of Need (AON) for the extension of the time frame for the Omni (CRA) in the City of Miami has been prepared and is part of a formal request to extend timeframe of the Omni CRA for an additional 15 years until the year 2047.

## Extension of Life

The Omni Redevelopment Area Community Redevelopment Agency is requesting an extension of time in which to complete the redevelopment activities contemplated for the Omni Area. In 2018, the CRA prepared an Assessment of Need (AON) that showed there is a continued need for redevelopment activities to take place to address the pervasive slum and blight conditions plaguing the Omni Area as well as to create badly needed housing affordability. If granted, the CRA would have an additional fifteen years (15) years through year 2047 to complete the redevelopment activities.

## Chapter 1 History of Omni CRA

### Omni Neighborhoods

The 2010 Omni Redevelopment Area is comprised of six distinct areas or neighborhoods (See Exhibit 1-2) that represent a different nature to the community. The neighborhoods are Omni, Northeast Overtown, South Wynwood, South Edgewater, and small portions of Park West and Watson Island.

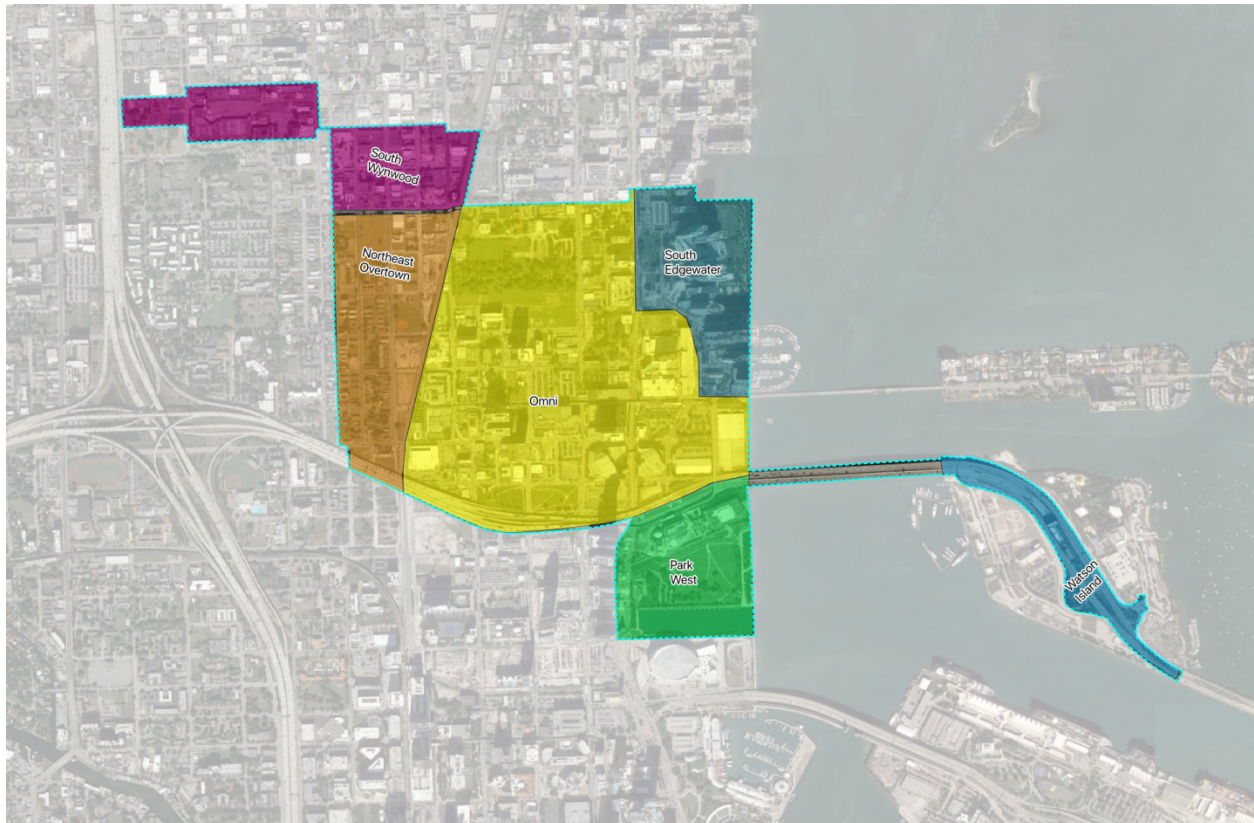


Exhibit 1-2 - Omni CRA Neighborhoods

Source: Omni CRA

### History of the Neighborhoods

#### Omni

What is today known as the Omni Neighborhood or the Arts & Entertainment District—just north of the Central Business District of downtown Miami, extending from Biscayne Boulevard to the FEC tracks, and I-395 to 17<sup>th</sup> Street—first rose as a mercantile district serving the booming Miami downtown in the 1920s and 1930s. Large and small retailers built stores in the mercantile district there but many eventually failed due to a dwindling customer base and competition with suburban malls. Large-scale urban renewal created the Omni Mall and I-395 which both further deteriorated the neighborhood. The Omni CRA chose to spend their initial revenue on several catalytic projects in this neighborhood: Margaret Pace Park, the Adrienne Arsht Center for the Performing Arts (PAC), and the Miami Entertainment Center (MEC).

The Omni neighborhood sits at a crossroads of Miami and has a unique opportunity to develop in ways that no other neighborhood in Miami will. The height and density allowed here will almost definitely deliver

thousands of new units of development in towers, and the CRA is poised to create opportunities for true mixed-income neighborhood, supporting residents from all walks of life.

## South Edgewater

Edgewater began as a low-density residential neighborhood north of downtown along Biscayne Bay, which faced the same problems as the Omni area in the post-war era and it went largely undeveloped for many decades. The proximity to Miami Beach and the permissive densities of the zoning code have allowed the area to be built up over time with many luxury condominium developments lining the waterfront. The CRA invested in a catalytic project—the Adrienne Arsht Center for the Performing arts which is a regional destination to this day. Improvements to Margaret Pace Park, and later environmental remediation and infrastructure for Maurice Ferré Park and the creation of the Port Tunnel have further improved the quality of life in the area. Development in the South Edgewater neighborhood has seen a great boom, however most building has been restricted to mainly high-end market rate condominiums, and residents are concerned over access and amenities.

The southern portion of Edgewater is within the Omni CRA's boundaries.

## Northeast Overtown

Overtown was one of only a few areas in the segregated City of Miami where black residents were allowed to live or operate businesses. Because Overtown had to serve all the needs for its residents, it developed with a variety of different building types, along with a dense mixed-use land use. Overtown suffered from overcrowding and many problems related to poverty, but it was also successful and was known as the "Harlem of the South." After the passage of the 1964 Civil Rights Act, and the discriminatory urban renewal projects to create I-95 and I-395 through Overtown, the population began to diminish. A number of housing programs from HUD to various local CDCs have aspired to improve living conditions but it continues to face many problems. Today the historic black community of Overtown faces enormous pressure from speculative buying, demolition, and neglected properties as values in Wynwood, Edgewater and Downtown continue to increase. The northeastern portion of Overtown is within the Omni CRA's boundaries.

The CRA's programs in residential rehabs, job creation, historic preservation, housing affordability, and home ownership will preserve and enhance the culture of Overtown, enabling residents to stay and enjoy a heightened quality of life.

## South Wynwood

The warehouse portion of Wynwood was a fashion manufacturing and wholesale district for central Miami. Its large boxy warehouses, truck traffic, and treeless streets left it mostly neglected except for a few art galleries. In the early 2000s with the advent of Art Basel and Wynwood rapidly became an art destination and a worldwide name. Retail prices have skyrocketed pushing out small businesses, galleries, artists, and long-time residents of the neighborhood as new retail opens up.

South Wynwood has been slower to develop than the rest of the arts district, due to a number of industrial and institutional uses, but property values continue to increase and affordable rents for businesses and housing are an ongoing concern.



## Past Successes of the OMNI CRA

### Catalytic Projects

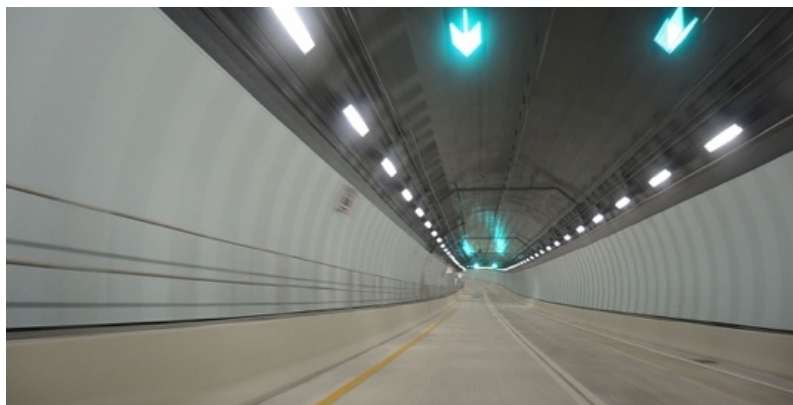


Photo 1 Port Miami Tunnel

#### *Port Miami Tunnel*

The Port Miami Tunnel is a multi-agency public private partnership opened to the public in 2014. has removed a number of large and damaging trucks from the streets of the Omni CRA and downtown Miami, preventing conflicts between pedestrians and up to 16,000 vehicles that use the tunnel each day.

#### *Adrienne Arsht Center for the Performing Arts*

The Adrienne Arsht Center for the Performing Arts of Miami-Dade County (PAC) has become one of the world's leading performing arts organizations and venues. Since opening in 2006, the Arsht Center, a 501C3 non-profit organization, has emerged as a leader in presenting innovative programming that mirrors South Florida's diversity as well as a catalyst for billions of dollars in new development in the downtown area.

The Arsht Center presents nearly 400 events each year as well as free programming for the community and an arts education program that serves nearly 60,000 children each year.



Photo 2 Adrienne Arsht Center

#### *The Miami Entertainment Complex (MEC)*



Photo 3 Viacom Studios (MEC)

The Miami Entertainment Complex (MEC), completed in 2016, features two fully operational sound stages of 15,000 square feet each with a 50-foot roof as well as about 15,000 square feet of offices, editing suites and even a school for when kids need to be on set. The MEC is now called Viacom International Studios, after its Operating Film and Television production firm. Viacom shoots much of its Latin American television at these studios and employs hundreds of workers when they are filming a show. They have also brought the community of local filmmakers and media creatives in for tours of the facility and technical workshops.

## Historic Preservation

The 2010 Plan identifies buildings within the district that are designated as historic and states that Historic Preservation is important to the community heritage and neighborhood experience. The CRA has helped preserve many of these wonderful structures and endeavors to continue the preservation of both historic buildings and the culture that they represent and embody.

### *Miami Woman's Club*

The Miami Woman's club is undergoing a complete restoration and will soon host a variety of restaurants and civic uses.



### *Firehouse No. 2*

Omni CRA has renovated the historic City of Miami Firehouse No. 2, which had fallen into total disrepair, has now been restored and is being used as the offices of the CRA.

### *Dorsey Library*



Built in 1941, Dorsey Memorial Library was the first City-built library in Miami, and one of the only libraries to allow black patrons to sit and read. Although it had various uses for many years, it has sat empty since the 1980s due to a funding shortfall. Although it had been declared an historic structure, it had not been preserved or protected, and it had not fulfilled its potential as a free and public library. In 2016 the Omni CRA pledged \$850,000 to leverage the City's commitment to rehabilitate this historic structure and has met with the community to determine character of use, and the nature of what a 21<sup>st</sup> century library serving the neighborhood from an historic building would entail.

### *Citizen's Bank Building*

The Omni CRA has purchased the historic Citizen's Bank building on 14th Street and Miami Avenue, to renovate, restore and activate as an anchoring retail, dining or cultural venue, with offices above. With paired Corinthian columns and arched entrances, this Neoclassical building is sited on a major intersection of what promises to be a lively neighborhood center. The prominent Citizens Bank represents a fashionable architectural trend in 1920s South Florida of classically inspired building designs. Constructed during the Land Boom years, this building is a reminder of a time when local architects were seeking to create a visual identity for a new retail district serving locals and visitors alike.



### *Miami City Cemetery*

The Miami City Cemetery is a small oasis of calm in an urbanizing neighborhood. The trees and quiet street should be maintained and enhanced. The CRA has recently completed a tree inventory and maintenance recommendations for this special park.

### *Vera Building*

Newly designated in 2019, the Vera Building was one of the first "workforce housing" buildings built in the City of Miami during the boom years of the 1920s. The CRA hopes to fully restore the façade and windows, and to attract a tenant to operate the building as part of the fledgling Miami Avenue Entertainment District.



## Other Projects identified in the 2010 Omni CRA Redevelopment Plan

The 2010 Redevelopment Plan included chapters on existing conditions, market analysis summary, redevelopment plan overview (outlining the vision, objectives and changes since the 1986 plan), list of projects and strategies, capital improvements costs and priorities, the financing plan, neighborhood impact and plan management.

Projects identified in Chapter 5 of the 2010 Plan are as follows:

- Miami Herald Properties, including the following elements:
  - Existing Printing Press
  - Public Plaza/14<sup>th</sup> Street connection to Baywalk
  - Mixed-use Development
  - Vacant Parcel Development
  - Shrine Building
  - Performing Arts Center
  - 14<sup>th</sup> Street Media/Entertainment District
- City of Miami and Miami-Dade County School Board Property, including the following elements:
  - Biscayne Park
  - School Board Vacant Properties / Unimproved Surface Parking
  - School Board Skills Center
  - School Board Property Opportunities. The Plan identifies redevelopment opportunities for the School Board properties including:
    - Performing Arts Center Parking
    - Public/Private Development
    - Media/Entertainment District parking and mixed-use development
    - Workforce and Affordable Housing
  - The Plan also includes the possible preparation of a Special Market Study to Determine Demand for a convention center
- Proposed Zoning Changes
  - Atlas changes for specific areas
  - Development of inclusionary zoning for housing providing:
    - Mandatory workforce requirement
    - Bonus height
    - Bonus FAR
    - Density allowance
    - Remove bonus to pay into Affordable Housing Trust Fund
    - Development of design guidelines for areas of special interest
- Development of additional neighborhood greenspace to accommodate new residential development including:
  - Baywalk
  - Neighborhood Parks
  - Greenspaces associated with new development and enhancements to existing greenspaces
- Streetscapes are identified as important components of the public realm and the Plan includes:
  - Streetscape improvements to “Primary Streets” including:
    - Biscayne Boulevard
    - 14<sup>th</sup> Street

- N. Miami Street
  - NE 2<sup>nd</sup> Avenue
  - Bayshore Drive
- Streetscape improvements to “Secondary Streets” which are side streets and residential areas
- The 2010 Plan includes the following transportation and infrastructure projects:
  - Port of Miami Tunnel – complete but paying debt service
  - Street Reconstruction – NE 2<sup>nd</sup> Ave; 14<sup>th</sup> Str; NE 17<sup>th</sup> St; NE 17<sup>th</sup> Terr
  - Bayshore Drive Extension
  - 17<sup>th</sup> Street / FEC Crossing
  - 2-Way Conversions – N Miami Ave; NE 1<sup>st</sup> Ave; NE 2<sup>nd</sup> Ave; NE 17<sup>th</sup> Street
  - Water & Sewer upgrades

Chapter 6 of the 2010 Plan, “Capital Improvement Costs & Priorities” summarizes the projected capital improvement costs using order-of-magnitude estimates to provide the CRA a guide for development of CRA implementation strategies. Chapter 7 of the Plan “Financing Plan” acknowledges that full funding is not available to undertake all of the projects at the same time, that there is a need to engage the private sector, identify other sources of funding, and establishes principles on which the public financing strategy will be based to minimize public investment toward completion of the projects.

The City of Miami Omni CRA Assessment of Need (AON) for Extension of Time Frame for the District provides the justification for the extension of time to complete redevelopment within the CRA district. The AON lists projects that have been completed, on-going projects and planned projects.

## On-Going and Planned Projects

Based on review of the AON and the Annual Reports, following is the list and description of on-going and planned projects that have yet to be completed and are in Section 5, Projects and Strategies, of the 2010 CRA Plan.

- Miami Herald Properties – the 2010 plan states that these properties are key to the redevelopment of the Omni CRA. The CRA plan includes several alternative concept plans and includes development / preservation / redevelopment of the following and including the potential for 200,000+ square feet of retail, 200,000+ square feet of office, 3900 units and PAC parking.
- City of Miami and Miami-Dade County School Board Property – the 2010 plan says that there are numerous opportunities for public/private partnerships for redevelopment of School Board and City properties including new housing with mixed-income, new educational facilities, and new parking for the PAC and the Media/ Entertainment district. The plan says that potential development includes 100,000+ square feet of retail, 75,000+ square feet of office, 800 units and PAC parking.
- Proposed Zoning Changes – the 2010 plan proposes a number of zoning changes that are important to stimulate redevelopment within the CRA district. Those changes generally include “atlas changes”, the creation of a new special district (SD-6.2), development of inclusionary zoning for housing, and development of design guidelines.
- Neighborhood Greenspace – The 2010 plan states that because of the anticipated development of new residential units, it is imperative that additional greenspace be developed. The AON includes

Land Acquisition and other projects have been completed but does not specify what lands have been acquired.

- Streetscapes – the 2010 plan identifies streetscapes as one of the most important components of the public realm and that they have a direct impact on the type and quality of redevelopment and economic potential. The AON identifies streetscapes as Planned projects and states that they should include improved sidewalks, lighting, landscaping and street furniture, although they do not specify which streets. The 2010 plan includes a streetscape “pilot project” at the PAC, and both Primary and Secondary streets that need streetscaping, and the description appears to be similar to the “complete” streets approach to streetscaping.
- Historic Preservation – the 2010 plan states that historic buildings should be restored and that they embody the heritage of the community and enhance neighborhoods. It identifies eight (8) properties that have a historic designation, that they are in significant disrepair, and surround development should recognize the scale and character of these properties and take measures to ensure that they remain community assets. Based on review of the Annual Reports several historic preservation projects are completed, several underway and a few yet to begin.
- Transportation and infrastructure – this section of the plan identifies several projects that are necessary to improve the redevelopment district. The AON notes several projects having been completed including the tunnel although the CRA is paying debt service on the tunnel. Projects which are either on-going or planned include:
  - Port of Miami Tunnel – complete but paying debt service
  - 17<sup>th</sup> Street / FEC Crossing
  - 2-Way Conversions – N Miami Ave; NE 1<sup>st</sup> Ave; NE 2<sup>nd</sup> Ave; NE 17<sup>th</sup> Street
  - Water & Sewer upgrades

## Strategies

In addition to physical projects, the 2010 plan identifies “Social Needs Strategies” which are provided as a framework for improvements to the delivery of human services and groups them into three general categories.

- Improve Human Services Delivery
- Improve Employment Opportunities and upward Job Mobility
- Foster Small Business Development

## Conclusion

From 2013 to 2017, the CRA focused its resources on several historic preservation projects, North Bayshore Streetscape, NE 14<sup>th</sup> Street Infrastructure and Streetscape, payment of debt service for the Performing Arts Center, Community Policing, greenspace improvements to the Margaret Pace Park, Maurice A. Ferré Park, the Miami Entertainment Complex, the Port Tunnel, land acquisition, and streetlight/landscape maintenance.

Section 7 of the 2010 Plan, Financing Plan, acknowledges that the total cost of improvements far exceeds the anticipated revenues of the CRA, and states that investment of the private sector and other grant/public sources are necessary to undertake the projects identified in the plan. Consequently, not all projects have been completed. The matrix illustrates that as projects are completed in 2015, other projects commenced in 2016 including Omni Park Greenspace, Dorsey Library Citizens Bank and Woman's Club historic preservation, business and residential rehabilitation programs, housing, School Board Property, business incentive grants, and the I-395 project.

Based on the information in the 2010 CRA Plan, the AON and the Annual Reports from 2013 to 2017, because the total cost of all projects in the 2010 CRA Plan requires a variety of public and private funding sources, implementation of projects must be phased over time. With the projects shown in the matrix above as being completed the other on-going and planned projects can be phased-in as funding becomes available.

## Chapter 2 Public Involvement

This update of the Omni Area Community Redevelopment Plan is the continuation of efforts from prior plans adopted in 2006 and updated in 2009 and 2010. In 2005 a public participation process was conducted that included numerous individual meeting Omni-area stakeholders and various neighborhood advisory committees, as well as a steering committee comprised of CRA Board member and City Commissioner, neighborhood business and property owners, representatives of the Performing Arts Center Trust and the Florida Department of Transportation.

The 2009 update included public hearings for adoption of the Finding of Necessity to expand the boundary of the CRA districts, and the adoption hearings.

This plan update included an Assessment of Need for an extension of timeframe for the redevelopment district, as well as input from area stakeholders in a public involvement meeting. The meetings and stakeholder conversations reviewed history of the CRA, past accomplishments, current projects, and to obtain input from stakeholders on what other projects should be included in the plan. Input from the meeting included comments addressing current projects, identification of priorities and the addition of some new projects and were as follows:



Transit connections are important. These systems should consider premium and innovative transportation.

Affordable housing is a priority for the area. The style and focus of housing should be considered including housing for artists and makers.

The I-395 improvement project is a priority and ensuring that lush landscapes are installed as part of the project.

Construction of infrastructure to support new development is important, including the construction of sidewalks and pedestrian amenities.

The traffic on NE 2<sup>nd</sup> Avenue is an issue, and that the street should be able to accommodate all modes of transportation.

The CRA should invest in small parks. With minimal investment in benches, trash receptacles, maintenance, and good design these parklets could become community assets

There should be a focus on park improvements including those that would be pedestrian friendly and add activities.

## Chapter 3 Existing Conditions

### Existing Infrastructure Conditions

Infrastructure within the Omni CRA was evaluated to determine existing conditions and where deficiencies in government-owned facilities exist. This includes: roadways, sidewalks, curbs, lighting, water, sewer, and stormwater drainage. The following is a summary of these findings. It should be noted that these are deficiencies of the existing facilities and not any indication of future needs for such. This updated redevelopment plan includes strategies and implementation funding to remedy these deficiencies as well as for upgrading facilities to better serve future needs and the anticipated increases in population and use.

#### Streets/Roadways

Asphalt deficiencies may include significant cracks, potholes, depressions, and/or overall wear. A majority of streets west of NE 2<sup>nd</sup> Avenue and NE 2<sup>nd</sup> Avenue itself exhibit these deficiencies, while east of NE 2<sup>nd</sup> Avenue deficiencies are not quite as evident, however, several streets including NE 2<sup>nd</sup> Court, NE 4<sup>th</sup> Avenue, NE 18<sup>th</sup> Street and segments of North Bayshore Drive have such issues. The only area where roadway is currently not found is an area where it appears a segment of NE 17<sup>th</sup> existed between NE Miami Place and NE 2<sup>nd</sup> Avenue though this area is currently private property.

No such deficiencies were noted along US 1, the CRA area south of I-395 or on that portion of the CRA located on Watson Island.

In total, there are approximately 4,000 linear feet of roadway that require asphalt with 4,200 linear feet that require rebuilding.

A number of roadways appear to be designed for a higher speed traffic than is generally appropriate in a pedestrian-oriented downtown setting, including wider and more roadway lanes than necessary, larger curb returns than necessary, one-way movement where unnecessary, conflicting and dangerous intersections, and this should be addressed in future road improvement projects.



## Sidewalks



Exhibit 3-1 Sidewalk Deficiencies

Locations of deficient sidewalks, those that are cracked, lifting, missing, or otherwise broken can be found on Exhibit 3-1. Sidewalks with deficiencies can be found throughout the CRA however, only a few segments are of any significant size. Those sections found in the following locations are of some note: NW 22<sup>nd</sup> Street between NW 5<sup>th</sup> and NW 3<sup>rd</sup> Avenues, NE 19<sup>th</sup> Terrace between NE Miami Court and NE 2<sup>nd</sup> Avenue, North Miami Avenue between NE 17<sup>th</sup> Terrace and NE 19<sup>th</sup> Street, NW 1<sup>st</sup> Place between NW 14<sup>th</sup> and NW 15<sup>th</sup> Streets, and a significant area lacking sidewalks along surface roadways within the CRA area on Watson Island.

There were no sidewalk deficiencies located in the area of the CRA south of I-395. The infrastructure review noted approximately 17,000 linear feet of sidewalk that needs to be installed or replaced.



Exhibit 3-2 Curb Deficiencies

## Curbs

The majority of curbing needs are in areas located west of NE 2<sup>nd</sup> Avenue. Larger areas of need can be found along NW 22<sup>nd</sup> Avenue between NW 5<sup>th</sup> and NW 3<sup>rd</sup> Avenues, NE 19<sup>th</sup> Terrace between NE Miami Court and NE 2<sup>nd</sup> Avenue, North Miami Avenue between NE 17<sup>th</sup> Terrace and NE 19<sup>th</sup> Street and as with sidewalks, there is a lack of curbing on the surface streets that are within the CRA area on Watson Island.

There is no need for any curbs in the area of the CRA south of I-395.

Approximately 16,500 linear feet of curbing needs to be installed/replaced. This curbing will require gutters along that linear footage as well. The installation of curbing where it does not exist will also necessitate the installation of drainage structures since stormwater will no longer drain into swales or other pervious locations. Up to 24 drainage structures along with approximately 3,500 linear feet of drainage pipe would be required to mitigate stormwater issues with this new curb and gutter installation.

## Lighting



Exhibit 3-3 Lighting Deficiencies

Street lights were also reviewed as part of this investigation. Exhibit 4-4 shows areas that are deficient in lighting due to insufficient quantities of lights. Most of the CRA area was found to have sufficient lighting. However, several areas were found to be deficient. Roadway segments in need of lighting include: NW 22<sup>nd</sup> Avenue between NW 5<sup>th</sup> and NW 2<sup>nd</sup> Avenues, approximately 300 feet of NW 22<sup>nd</sup> Lane west of NE 2<sup>nd</sup> Ave., about 50 feet of NW 22<sup>nd</sup> Terrace west of 2<sup>nd</sup> Avenue, the portions of both NW 15<sup>th</sup> and 16<sup>th</sup> Streets from NE 1<sup>st</sup> Avenue to the FEC railroad tracks, and NE 1<sup>st</sup> Avenue between 13<sup>th</sup> and 14<sup>th</sup> Streets. The streets underneath the viaduct of I-395 are also underlit, and better lighting should be included with the I-395 redesign project.

No lighting deficiencies were noted east of NE 2<sup>nd</sup> Avenue nor within those areas of the CRA located south of I-395 or on Watson Island.

The lighting deficiencies within these areas could be remedied with the installation of 14 new street lights. Such lights would need to include sufficient electrical transmission lines to power the lights.

## Stormwater Drainage

The current need for drainage is unknown without a full drainage study being performed. However, as more development occurs on what is now vacant land and as more urban-style curb and gutter is installed along roadways in the CRA, the need for drainage systems will increase exponentially.

## Future Land Use City of Miami

Since adoption of 2010 Redevelopment Plan, some changes to the Future Land Use Map have been made although areas east of NE 2<sup>nd</sup> Avenue remain primarily Restricted Commercial and those areas west of NE 2<sup>nd</sup> Avenue remain primarily General Commercial.

The Miami Comprehensive Neighborhood Plan (MCNP) designates the Omni neighborhood primarily as a specially designated "High Density Multifamily Residential Area" allowing up to 500 units per acre in residential density.

The Future Land Use Element states the following about the land use designations present in the Omni CRA area:

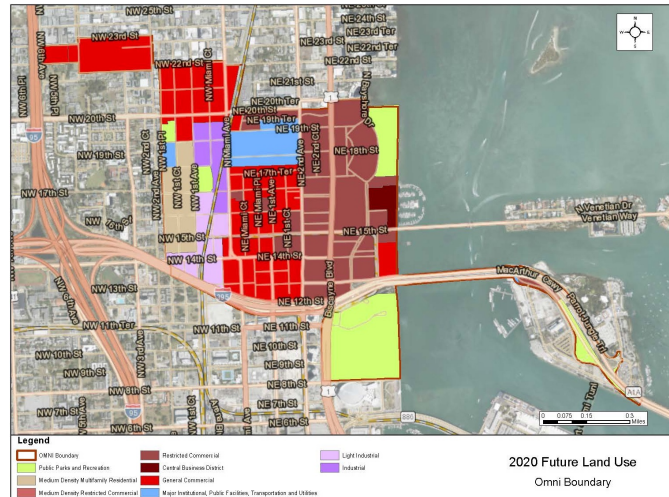


Exhibit 3-4 - Future Land use

**Recreation** – the primary intent is to conserve open space and green spaces of a park while allowing access and uses which will not interfere with the preservation of any significant environmental features which exist in the park.

**Institutional** – allows for federal, state and local government activities, major public health or private health, recreational, cultural, religious or educational activities, and major transportation facilities and public utilities.

**Medium Density Multifamily Residential** – allows residential structures to a maximum density of 65 units per acre.

**Restricted Commercial** – allows multifamily residential density, general office, clinics and laboratories, auditoriums, libraries, convention facilities, places of worship, and primary and secondary schools.

**General Commercial** – allows all activities in the Restricted Commercial category as well as wholesaling and distribution activities that generally serve the needs of other businesses.

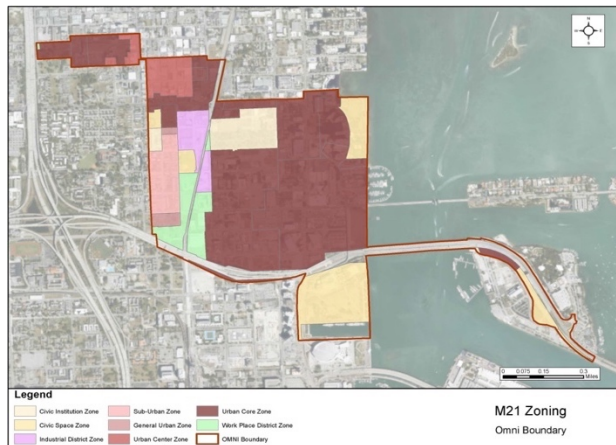
**Central Business District** – allows all activities in the Restricted Commercial and Institutional designations, as well as residential facilities.

**Light Industrial** – is intended to allow mixed-use development to facilitate the ability of developing a mixed occupancy within a unit in which more than one type of use is provided under live/work or work/live zoning districts.

**Industrial** – intended to allow manufacturing, assembly and storage activities generally including uses which generate noise, smoke, fumes, illumination, traffic and other impacts if not properly controlled.

It should be noted that the City's Future Land Use designations will define the limitations on the type, size, height, number, and proposed use of buildings. Any of these items that are not regulated by the Future Land Use shall be governed by the City's zoning designations and codes.

## Existing Zoning



*Exhibit 3-5 Existing zoning*

The Omni Area Community Redevelopment Plan adopted in 2006 and updated in 2009 stated that at the time, the existing zoning districts in the Omni area are largely defined by higher densities and restricted commercial east of NE 2<sup>nd</sup> Avenue and lower densities and a wider array of commercial uses on the west. The 2009 plan proposed a number of zoning changes which were to be accomplished in the second phase of work. At the time, the zoning districts included R-3 multifamily medium density, C-1 Restricted Commercial, C-2 Liberal Commercial, CBD Central Business District, G/I Government Institutional, Industrial, SD-6 Central Commercial Residential, SD-6.1 Central Commercial Residential, and PR Parks/Recreation.

The Miami 21 zoning regulations have been adopted which take a form-based approach to zoning and development regulations. Current zoning designations within the Omni Redevelopment Area are as follows:

**T3-O** (Overtown Residential)— this is a Duplex Suburban residential zone allowing up to eighteen (18) dwelling units per acre, but only 2 units per parcel.

**T4-R** – a General Urban residential zone allowing up to thirty-six (36) dwelling units per acre.

**T5-O** (Generally within Wynwood NRD)— is the Urban Center Zone allowing up to sixty-five (65) units per acre along with some commercial uses.

**T6-8** – Urban Core Transect, which includes the highest density and greatest variety of uses with a by-right building height of 8 stories and a bonus density to allow up to 12 stories.

**T6-36B-O** (Generally, east of NE 2<sup>nd</sup> Avenue) – Urban Core Transect, which includes the highest density and greatest variety of uses with a by-right building height of 36 stories and a bonus density to allow up to 60 stories.

**T6-24A-O** and **T6-24B-O** (Areas west of NE 2<sup>nd</sup> Avenue) – Urban Core Transect, allows a variety of uses but is limited by-right to 24 stories with a bonus density of up to 48 stories.

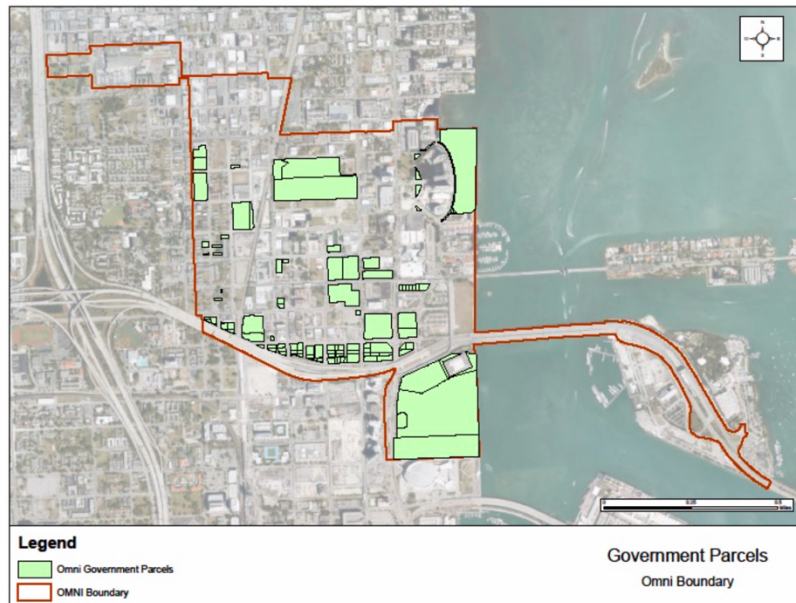
**D-1** and **D-2** (Along FEC Tracks and NW 14<sup>th</sup> Street) – Work Place Districts, these districts implement the Light Industrial and Industrial land use designation. D-1 allows residential density up to 36 units per acre along with lodging uses, office, commercial, civic, civil support, educational and industrial uses. D-2 allows office, commercial, civic, civil support, educational and industrial uses.

**CS / CI** – these are both Civic Use districts, with CS intended for civic spaces and including docks and open-air retail; CI is intended for civic institutional uses including docks, open-air retail, adult day care, community support facilities, and other similar uses.

Districts that include residential uses as depicted in this map are those that contain the approximately 6,000 dwelling units within the CRA.

It should be noted that Limitations on the type, size, height, number, and proposed use of buildings not regulated by the City's land use will be guided by the limitations on these zoning categories.

## Government Owned Land



*Exhibit 3-6 Government owned land within the Omni CRA district boundaries*

There are a number of government-owned parcels within the Omni CRA. These parcels may be owned by the City of Miami, Omni CRA, Miami-Dade School Board, Miami-Dade County, or the Florida Department of Transportation. These parcels may be utilized for open space, transportation facilities, office facilities, parking, cultural or recreational facilities, cemeteries, or other such uses and may be the sites of additional such uses and/or future open space or residential facilities

## Other Items of Note

The maps provided as exhibit in this section are also designed to depict the street layout, public spaces, and open space within the CRA.



## Demographics

The current population (2018) of the Omni CRA area is 9,541 based on data from Environics Analytics (a nationally recognized source of demographic and market data. This population is housed in 5,916 dwelling units.

Other key elements of the demographic and housing data are:

- Percent Black = 33.16%
- Percent Hispanic = 36.60%
- Percent Renter Occupied = 72.58%
- Median Value Owner Occupied Units = \$445,351
- Residents with Bachelor's Degree or Higher = 44.12%
- Median Household Income = \$68,797

Percent Families Below Poverty Level = 14.80%

Tables illustrating the demographic and Housing data are found on the next three pages.



Table 3-1- Demographics and Housing

	Count	%
<b>2010 Population by Single Race Classification</b>		
White Alone	5,397	56.56
Black/African American Alone	3,164	33.16
American Indian/Alaskan Native Alone	32	0.34
Asian Alone	224	2.35
Native Hawaiian/Pacific Islander Alone	6	0.06
Some Other Race Alone	438	4.59
Two or More Races	280	2.93
<b>2010 Population by Ethnicity</b>		
Hispanic/Latino	3,492	36.60
Not Hispanic/Latino	6,050	63.40
<b>2010 Hispanic/Latino Population by Single-Classification Race</b>		
White Alone	2,738	28.69
Black/African American Alone	216	2.26
American Indian/Alaskan Native Alone	17	0.18
Asian Alone	5	0.05
Native Hawaiian/Pacific Islander Alone	5	0.05
Some Other Race Alone	390	4.09
Two or More Races	122	1.28
<b>2010 Population by Sex</b>		
Male	4,928	51.65
Female	4,613	48.34
Male to Female Ratio	--	1.07

Table 3-1 (continued)- Demographics and Housing

	Count	%
<b>2019 Est. Family HH type by Presence of Own Child.</b>		
Married Couple Family, own children	343	15.95
Married Couple Family, no own children	863	40.12
Male Householder, own children	94	4.37
Male Householder, no own children	170	7.90
Female Householder, own children	372	17.29
Female Householder, no own children	309	14.37
<b>2019 Est. Households by Household Size</b>		
1-Person Household	2,830	47.84
2-Person Household	1,876	31.71
3-Person Household	637	10.77
4-Person Household	316	5.34
5-Person Household	136	2.30
6-Person Household	76	1.28
7-or-more-person	45	0.76
2019 Est. Average Household Size	--	1.90
<b>2019 Est. Households by Number of Vehicles</b>		
No Vehicles	949	16.04
1 Vehicle	3,339	56.44
2 Vehicles	1,363	23.04
3 Vehicles	243	4.11
4 Vehicles	15	0.25
5 or more Vehicles	8	0.14
2019 Est. Average Number of Vehicles	--	1.16
<b>2019 Est. Occupied Housing Units by Tenure</b>		
Housing Units, Owner-Occupied	1,622	27.42
Housing Units, Renter-Occupied	4,294	72.58
<b>2019 Owner Occ. HUs: Avg. Length of Residence</b>		
2019 Owner Occ. HUs: Avg. Length of Residence	--	10.81
<b>2019 Renter Occ. HUs: Avg. Length of Residence</b>		
2019 Renter Occ. HUs: Avg. Length of Residence	--	5.12
<b>2019 Est. Owner-Occupied Housing Units by Value</b>		
Value Less Than \$20,000	6	0.37
Value \$20,000 - \$39,999	13	0.80
Value \$40,000 - \$59,999	8	0.49
Value \$60,000 - \$79,999	12	0.74
Value \$80,000 - \$99,999	5	0.31
Value \$100,000 - \$149,999	29	1.79
Value \$150,000 - \$199,999	85	5.24
Value \$200,000 - \$299,999	250	15.41
Value \$300,000 - \$399,999	288	17.76
Value \$400,000 - \$499,999	237	14.61
Value \$500,000 - \$749,999	383	23.61
Value \$750,000 - \$999,999	184	11.34
Value \$1,000,000 - \$1,499,999	40	2.47
Value \$1,500,000 - \$1,999,999	57	3.51
Value \$2,000,000 or more	27	1.67
2019 Est. Median All Owner-Occupied Housing Value	--	446,350.00

Table 3-1 (continued) - Demographics and Housing

	Count	%
<b>2019 Est. Pop Age 25+ by Edu. Attainment</b>		
Less than 9th Grade	783	8.40
Some High School, No Diploma	865	9.28
High School Graduate (or GED)	1,541	16.53
Some College, No Degree	1,323	14.20
Associate's Degree	604	6.48
Bachelor's Degree	2,520	27.04
Master's Degree	977	10.48
Professional Degree	563	6.04
Doctorate Degree	144	1.54
<b>2019 Est. Pop Age 25+ by Edu. Attain., Hisp./Lat.</b>		
High School Diploma	604	14.51
High School Graduate	738	17.72
Some College or Associate's Degree	986	23.68
Bachelor's Degree or Higher	1,837	44.12
<b>2019 Est. Households by HH Income</b>		
Income < \$15,000	836	14.13
Income \$15,000 - \$24,999	462	7.81
Income \$25,000 - \$34,999	538	9.09
Income \$35,000 - \$49,999	439	7.42
Income \$50,000 - \$74,999	895	15.13
Income \$75,000 - \$99,999	642	10.85
Income \$100,000 - \$124,999	649	10.97
Income \$125,000 - \$149,999	469	7.93
Income \$150,000 - \$199,999	329	5.56
Income \$200,000 - \$249,999	219	3.70
Income \$250,000 - \$499,999	273	4.62
Income \$500,000+	165	2.79
2019 Est. Average Household Income	--	100,028.84
2019 Est. Median Household Income	--	68,797.13
<b>2019 Median HH Inc. by Single-Class, Race or Eth.</b>		
White Alone	--	84,244.25
Black or African American Alone	--	25,370.19
American Indian and Alaskan Native Alone	--	75,000.00
Asian Alone	--	130,792.90
Native Hawaiian and Other Pacific Islander Alone	--	200,000.33
Some Other Race Alone	--	44,107.26
Two or More Races	--	81,125.84
Hispanic or Latino	--	74,214.21
Not Hispanic or Latino	--	63,715.12
<b>2019 Est. Families by Poverty Status</b>		
2019 Families at or Above Poverty	1,837	85.40
2019 Families at or Above Poverty with children	495	23.01
2019 Families Below Poverty	314	14.60
2019 Families Below Poverty with children	195	9.07

## Chapter 4 Strategic Plan

### Purpose

This section is designed to identify the major strategies, key and catalyst projects and programs that are recommended to be implemented by the Omni Community Redevelopment Agency (CRA). It includes projects outlined in the adopted 2009 Omni CRA Community Redevelopment Plan Update (CRP) (which by this reference is hereby made an appendix to this document) in conformance with the original 1986 Plan. It will also address some new projects and programs that are necessary to further the mission of the CRA and assist in the elimination of slum and/or blighting conditions outlined in the May 2009 Finding of Necessity Report for the expansion of the Miami CRA to include the Omni CRA Redevelopment Area and the 2018 City of Miami Omni CRA Assessment of Need For Extension of Time Frame for the District.

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 several specific projects/programs that should be undertaken and all of the mentioned projects/programs should be considered illustrative of the types of activities the Omni CRA should undertake under this Plan. In implementing these projects and programs, the CRA should continue to keep 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.

### Administration

This section will include an authorization of CRA administration activities over the lifetime of the CRA. Administering a CRA is often about networking and interacting with residents, business owners, property owners, investors, and developers. The CRA moves forward with its mission due to the interpersonal relationships and trust that develops between the private sector and the CRA, and the residents and the CRA. Advocacy for private projects and for better services are often the mainstay of the CRA Executive Director and the CRA staff. This sometimes conflicts with the role of the local government, which is why it is critical that the CRA staff remain independent and not report through the City bureaucracy but through the Chair of the CRA to the CRA Board and that the CRA maintain its independence. The Omni CRA currently has such a structure and this Plan update shall continue to authorize the CRA be staffed as the Board sees appropriate and shall authorize the incurring and payment of expenditures normal and customary for such an agency and for the activities it undertakes in accordance with this Plan.

The CRA shall continue to have all of the authority to operate the CRA as may be granted under §163, Part III, Fla. Stat. and any interlocal agreements with the City of Miami and/or the Miami-Dade Board of County Commissioners. This shall include the right of the CRA to engage staff and outside professionals necessary to plan, construct, carry-out, and/or maintain projects and programs contemplated by this redevelopment plan. The CRA shall retain the rights to enter into agreements, purchase goods and services required to conduct allowable redevelopment activities. This may also include the right to purchase and hold land where necessary for a contemplated activity.

As mentioned, networking is critically important to the administration of the CRA. Interaction with other key individuals in other relevant organizations assists in making people aware of the opportunities in the CRA. The Omni CRA benefits from relationships with developers that build mixed-use and commercial facilities of the type desired by the CRA, local historical organizations when promoting the history of the

Omni area, realtors with ties to the developers and retail site locators, and with key people in the tourism, hotel and restaurant industries. There are numerous organizations both statewide and locally that the CRA should maintain membership/relationships with or consider joining and/or being involved. These organizations include, but are not limited to:

1. Urban Land Institute
2. Miami Association of Realtors
3. Builders Association of South Florida
4. National Association of Office and Industrial Parks
5. Visit Florida (The Florida Tourism Marketing Corporation)
6. Greater Miami and the Beaches Convention and Visitors Bureau
7. Florida Restaurant and Lodging Association
8. Greater Miami and the Beaches Hotel Association
9. Dade Historic Trust
10. Catalyst Miami
11. Miami Homes for All
12. The Metropolitan Center at FIU
13. Local Universities and Colleges

Involvement with these groups and any other similar groups will promote the CRA and its vision, as well as provide direct contact with individuals and companies that may be attracted to investment opportunities in the Omni CRA. The CRA does not need to get involved in or join every organization identified, however, CRA staff and Board members should attempt to take an active role and participate in membership activities and events hosted by relevant organizations.

## Redevelopment Strategies

The remaining subsections shall provide a general description of on-going and planned projects that they CRA may undertake or in which the CRA may have some involvement during the course of its existence. It is important to note that this is an illustrative list of potential projects and is not an exhaustive list of projects that will be undertaken. The CRA is often required to react to ever changing conditions. This plan therefore, provides the CRA flexibility to adjust to market and political considerations as they occur without impeding its ability to continue moving the redevelopment program forward by providing such flexibility while complying with the provisions of §163, Part III, Fla. Stat. This plan is not intended to be a major redirection of the CRA's work plan, and thus many of the activities described below can also be found in "Section 5, Projects and Strategies", of the 2010 CRA Omni CRA Redevelopment Plan. Due to this, 2010 Redevelopment Plan has been included an appendix to this document to be used as a guiding document; where text in this plan body conflicts with that in the appendix containing the 2010 Redevelopment Plan, direction provided by this document, and not the appendix, shall take precedence.

The following will start with some strategies that will affect multiple projects (i.e. community benefit strategy), a presentation of specific projects, and will conclude with strategies of a more general nature (i.e. job creation, business assistance, affordable housing). This order of presentation is not to indicate any order of priority or preference. Prioritization of projects/strategies is indicated through policy of the CRA Board and through its annual budget.

## Implementation of a Community Benefits Strategy

In any project assisted by the CRA, with the exception of projects in which the CRA is undertaking on its own or working with a partner to provide workforce, low, or very-low income housing, the CRA should seek to obtain a package of community benefits from the project owner or developer. Community benefits would include assurances that the existing CRA residents/businesses will benefit from the new project through such items (but not limited to) housing and employment opportunities or other social service activities. To be more specific, such benefits could include but not be limited to:

- 1) The inclusion of an appropriate amount of below-market rate units. These units may be provided at rates for workforce housing (less than 140% AMI) or for low income residents (less than 80% AMI). This would ensure the neighborhood will retain its affordability, reduce the potential for existing residents to be displaced, and afford area workers an opportunity to live near where they work. The target workforce for these types of units are often teachers, clerical workers, entry level professionals, and other service workers. This could also include other housing options for students with limited incomes.
- 2) The CRA should also strive to ensure these projects maintain appropriate urban design standards that are consistent with the vision for the Omni CRA Redevelopment Area as a complete and active, pedestrian-friendly, urban neighborhood. To this end, the CRA should be a part of the review of any project and encourage components such as, but not limited to, the following when appropriate:
  - a. Architectural components and placement of these components in a manner that enhances building/development functionality and appearance.
  - b. Activated ground floor uses (including the street side of structured parking)
  - c. Structured parking that includes parking for the general public
  - d. Public plazas or other gathering spaces included within the project



- e. Pedestrian-friendly streetscapes that include:
    - i. Wide sidewalks to allow for pedestrian use and room for activation such as for a sidewalk café.
    - ii. Shade trees
    - iii. Benches
    - iv. Trash receptacles
    - v. Pedestrian level-lighting on appropriately designed light poles
- 3) Each project should provide other benefits that may include:
- a. A percentage of construction jobs earmarked for employees of the Omni CRA Redevelopment Area (possibly expanded to include Overtown or other adjacent neighborhoods or zip codes)
  - b. Shared parking with availability for public parking
  - c. Availability of housing units to district residents (especially below market rate units)
  - d. Availability of small retail space at below market rents for local “mom and pop” retail businesses owned by district residents
  - e. General commitments of support of the community which may include but not be limited to:
    - i. Joining or otherwise supporting local non-profit agencies providing services within the Omni CRA Redevelopment Area
    - ii. Encouraging employees, residents, businesses to volunteer for local causes
    - iii. Providing for job fairs, internships, or other on-the-job training where appropriate.

## Public Improvements in Conjunction with Private Projects

Improvements in the public space and in areas of private property that can be utilized by the general public (parking, plazas, sidewalks, etc) should be encouraged as community benefits to be provided by the developer/owner of any project. When such projects are not undertaken by the private developer or they serve a larger neighborhood, and whether projects are undertaken with CRA assistance or without, there may be a need for the CRA to invest in infrastructure around a project, or in limited instances within the project. The CRA should consider and possibly invest in improvements to publicly-owned facilities should they be reasonable and if they are improvements to appearance, functionality or an overall increase in quality-of-life for those residing, visiting, or doing business in the area. These improvements may include, but not be limited to:

1. Housing Affordability
2. Streetscapes - which may include one or more of the following:
  - a. Wide sidewalks
  - b. Traffic calming features
  - c. Trees
  - d. Additional decorative or thematic street lighting

- e. Bike lanes
  - f. Street furniture – benches, trash receptacles, etc.
  - g. Bus shelters and benches
  - h. Ride share and mass transit drop-off/pull-outs
  - i. Wayfinding signage (both pedestrian and vehicular level)
  - j. Pedestrian-level street lighting
  - k. Other such elements within the public space
3. Public gathering spaces
    - a. Public plazas
    - b. Neighborhood greenspaces
    - c. Pocket parks
  4. Other Infrastructure improvements and upgrades
    - a. Water and Sewer
    - b. Undergrounding or relocation of overhead utilities
    - c. Provision of public wi-fi
    - d. Electric car charging stations
    - e. Public Parking (structured or on-street)
    - f. Public Restrooms facilities
    - g. Informational kiosks
  5. Other such improvements or upgrades that may enhance the area and/or provide for a better quality of life for residents, visitors and area business customers.

## New Development Projects

There are a significant number of projects planned for the Omni CRA area. The following is a discussion of the major projects

### Miami-Dade School Board Properties

The Miami-Dade School Board owns several sizeable parcels within the Omni CRA area. These include (but are not limited to) the School Board's Administration Building with an adjacent parking structure and surface parking lot, the buildings currently housing iPrep Academy and WLRN, School Board Parcel 7 to the south of the WLRN building, and a few blocks from these key sites, Phillis Wheatley Elementary School. The City of Miami, Omni CRA and Miami-Dade School Board have all recognized these properties are located in the middle of the Omni CRA Redevelopment Area and are prime for redevelopment and thus have begun to explore a potential partnership for this purpose. The CRA should continue to work with the City and School Board to seek desirable development of these underutilized sites.

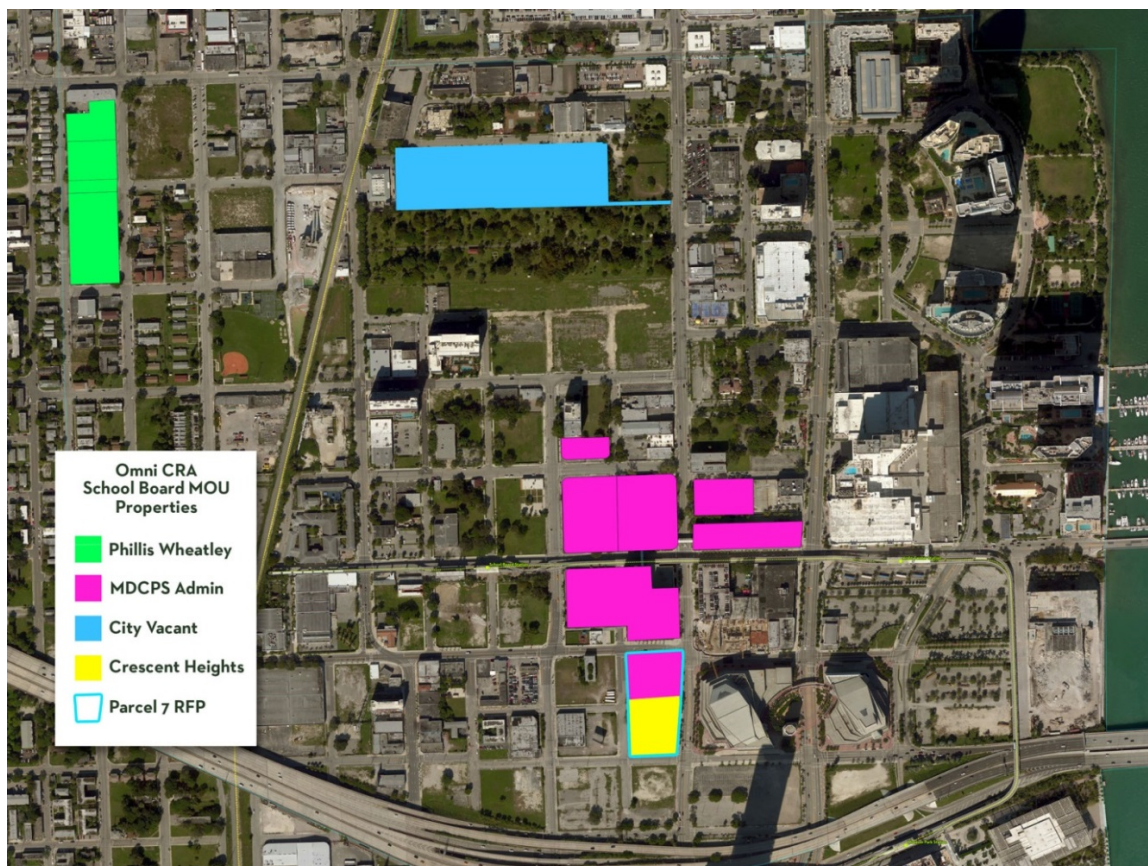


Exhibit 4-1 – school board properties

The proximity of these properties to downtown, I-95, I-395, I-195, the waterfront and cultural amenities, as well as having two nearby Metromover stations, including one in the center of the area makes them a key target for development. Given the area’s zoning which allows for residential and mixed-use products, with bonus units available if affordable housing is included in the project, their potential is even further enhanced.

With the CRA’s guidance, these properties could anchor new residential projects already being built in the area with mixed-use projects with affordable housing and strong retail, service and restaurant options that do not currently exist. Businesses that locate in this area would provide for residents and visitors to the area’s entertainment/cultural facilities, but would also assist in attracting new office uses to the area.

In order to utilize these properties, the CRA will need to work with the City and School Board to relocate the uses the School Board has in its current buildings. It would be beneficial for the CRA to endeavor to have some of these facilities that bring workers and students to the area relocate within the CRA. These workers and students can help bring energy and provide a necessary customer base for pioneer businesses locating to new development.

Of particular note, in designing redevelopment of the Phillis Wheatley Elementary School site, the CRA should seek to maximize the provision of affordable housing for incomes of teachers and other School Board employees.

While providing for new development and a more efficient use of the School Board Properties, the public entities involved all have a more community-oriented mission than profit. Therefore this

partnership can and should focus on creating strong community benefits through any development. With this in mind there are several key aspects of development that the CRA should endeavor to have included in the projects subject to the partnership. These aspects could include, but not be limited to:

- The CRA may have need to support projects in or around the School Board properties through investment in the public realm. While developers may participate with public improvements related to their projects, it is not always the case. Additionally, infrastructure in the area may need upgrading or an increase in capacity to safely and efficiently handle an increase in use.
- The CRA should consider and possibly invest in improvements to publicly-owned facilities should they be reasonably regarding as improvements to appearance, functionality or an overall increase in quality-of-life for those residing, visiting, or doing business in the area. These improvements any include, but not be limited those outlined previously in the subsection on Public Improvements in Conjunction with Public Projects.
- If the CRA is not engaged as a partner one or more projects on the School Board sites, the CRA should work closely with the City to have review authority, or at minimum review consultation, on any projects proposed for the sites.

This program has the greatest potential to change the Omni CRA area since the construction/opening of the Adrienne Arsht Center and therefore should be a high priority for the CRA.

#### *KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:*

- a) Foster a close working relationship with the City and School Board to redevelop School Board property in the Omni CRA to the greater benefit of the public.
- b) Develop new projects on School Board properties, in conjunction with the City and School Board, promoting the envisioned urban character of these sites and the overall CRA area.
- c) Seek community benefit concessions from any selected developer(s).
- d) Implement any necessary public improvements in accordance with the subsection on Public Improvements in Conjunction with Private Projects.
- e) Relocation of the School Board administrative offices and WLRN to another site within the Omni CRA if possible.
- f) Increase job opportunities for residents of the CRA and possibly for those of adjacent neighborhoods.
- g) Provide a mixed-income of housing on these sites including below-market rates for affordability to workforce and lower income families and individuals as well as a student population.
- h) Enhance street-level activity through ground floor retail uses and pedestrian-friendly streetscape amenities.
- i) Relocation and support for the iPrep School if and when it is affected by redevelopment of its existing site.

The CRA should seek to maximize the availability of housing on this site for teachers and for local area students (generally college or emancipated students) on the Phillis Wheatley Elementary School site.



*PHASES OF DEVELOPMENT:*

- a) School Board Parcel 7 – The CRA may participate with the School Board in the development of the School Board’s parcel between NE 1<sup>st</sup> Court and NE 2<sup>nd</sup> Avenue south of NE 14<sup>th</sup> Street. The School Board is seeking to partner with the adjacent property owner on development of these sites.
- b) Continue on-going discussions with the School Board and City of Miami, the Miami Parking Authority, and other stakeholders to partner with one another and private developers to develop the School Board-owned Properties
- c) Partner with the City and neighboring landowners to enhance educational opportunities on City Owned land.
- d) Partner with the County and the School Board to increase housing opportunities within improved Phillis Wheatley school site.



Exhibit 4-1 -Existing School Board Property Site

The following are conceptual depictions of how the School Board property could develop.

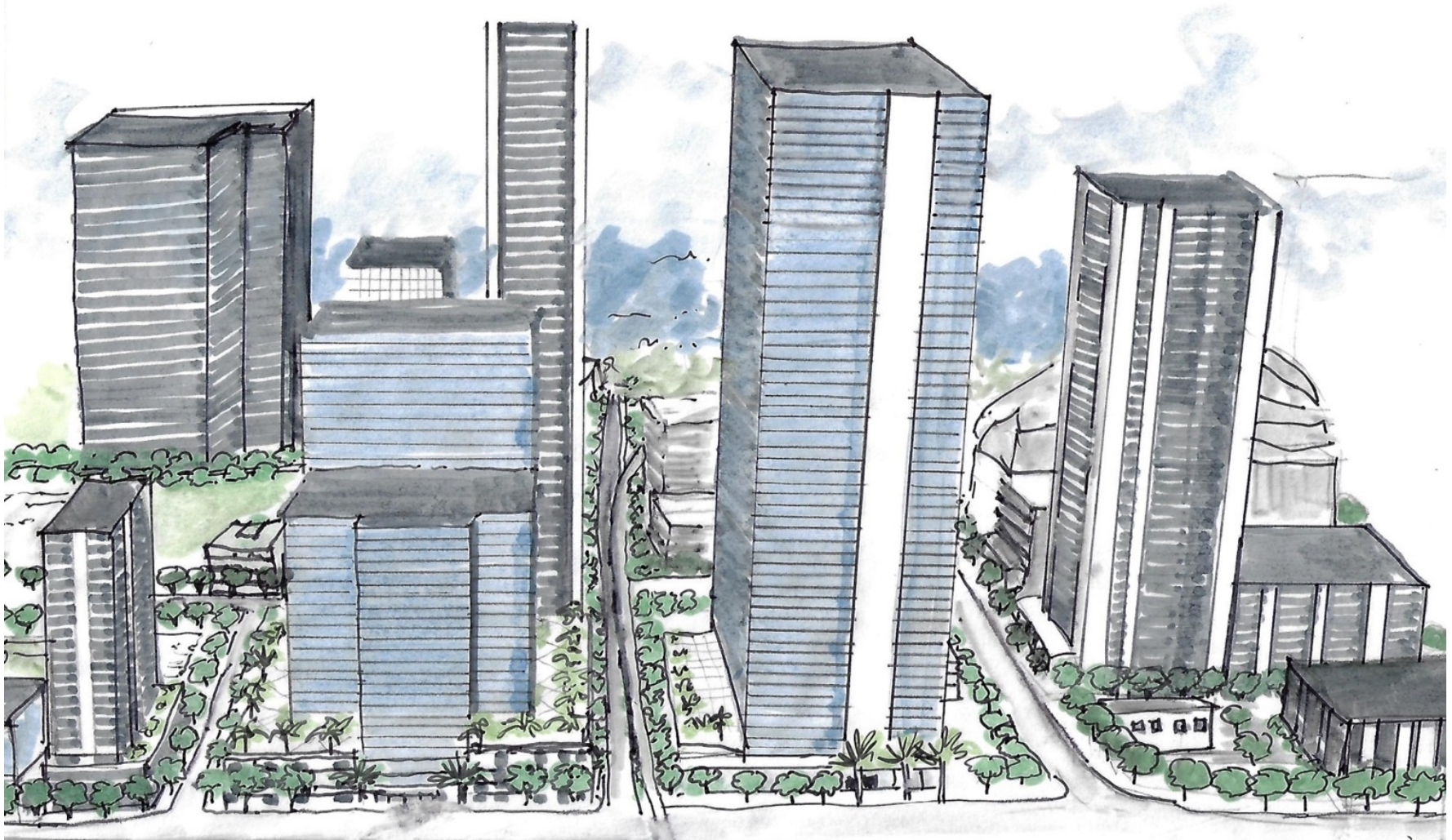


Exhibit 4-2 Prospective site development School Board Administrative Property





Exhibit 4-7 – School Board Parcel 7 Conceptual Plan

## I-395 “Underdeck”

The Florida Department of Transportation has committed to creating a park on land it currently owns adjacent to and under I-395, much of which is currently vacant or used for parking. This park will utilize this land on which the roadway bridge will be constructed. The park will both be adjacent to the bridge and under it.

The CRA should work closely with the City and FDOT, and any selected Operator to ensure any open space that is built is both attractive and functional. The park will be an active link from Omni to the Downtown district and thus clear useable pathways need to exist; the Baywalk may have to connect southward through this park for lack of any other way to cross the I-395 right-of-way. In addition, the open space needs to be designed in a way that will ensure it can be maintained. Hidden spaces under the bridge may be attractive to the homeless, unwanted graffiti artists, criminals, and other persons who will negatively add to the park and its surroundings. In addition, the right mix of plant materials needs to be installed as the bridge’s shadow will cause varying amounts of sunlight at different locations within the park based on the location of the sun over the course of daylight hours.

There may be elements of the park the CRA wants to include or the overall design may be over the budget for the project. In this case, the CRA can participate in the costs to ensure a design that is desired by the community.



Exhibit 4-9 - I-395 Span proposal

## Housing Affordability

While projects/programs in this section are not presented in any order of importance, it should be noted that housing affordability is one of the key programs for the CRA to undertake. A key tenant of community building is that the most complete communities, those that provide the best environment for their residents, are those that contain people of mixed incomes. When residents in all phases of life, and those with varying types of employment from entry level professionals to food servers, to teachers, to doctors, and to CEO's of Fortune 500 companies can all live in one area, the community thrives. In today's housing market however, it is particularly difficult to maintain and expand workforce housing (units for households earning up to 120% of AMI) and lower income housing (units for households earning below 80% of AMI).

The City of Miami has set an aggressive target of developing 12,000 new or preserved affordable units by 2024. While the Omni CRA may not have sufficient funding by that time to create a significant portion of those units, in later years as the CRA's increment revenue expands, it should be able to make a major impact in providing for such units.

While thousands of new housing units have been developed with the City of Miami and thousands more are slated for development within the Omni CRA Redevelopment Area alone, most have been built as market rate or high-end luxury units. It is unlikely that any significant number of single family homes will be built in the district at any time in the future due to the cost of land and the cost of construction. Most new units and just about all the units that will be potentially built in Omni will be in multi-family buildings and many will be rental units. Additionally, very few units built in modern, multi-family buildings contain more than two bedrooms which make them unfriendly for families.

Historically, housing in Omni was not high-end luxury except for buildings along the water that provided views of Biscayne Bay. However, with increasing desire to live in Miami and with the congestion that one now experiences in Brickell and Downtown, and with the opening of the Performing Arts Center, investments being made in Maurice A. Ferré Park, easy vehicular access to the interstate highways, and access to mass transit via Metromover stations, more and more people are seeing the benefits of living in Omni. Developers have noticed this as well as the high allowable density in much of the area surrounding the Adrienne Arsht Center. Several new high-rise projects are currently under construction and others are being proposed. In fact, this redevelopment plan strongly encourages such high density residential to be built on the Miami Herald Properties and the School Board Properties.

Given these conditions, the CRA needs to find ways to ensure housing remains affordable for all income levels within the district, but particularly for those households meeting workforce or lower income guidelines. It is also important to make sure that housing is available for families.

Two major regulatory methods can be employed to provide affordable housing. Inclusionary zoning and density bonuses.

Inclusionary housing is where the City mandates that each new housing project provides a certain percentage of units for households making below a pre-established income level. While this ensures a certain number of units, such a program could have the effect of increasing costs to renters/buyers to the other residents of the project as they would have to make up for revenue that would be lost by providing the lower-cost units rather than selling or renting them at market rates. Additionally, such programs are much more successful when the housing market is booming and costs exceed revenues by a greater percentage. Should the CRA wish to pursue such a regulation, it should be monitored to see if it remains cost-effective to the housing provider to continue to develop.

The City already employs a Bonus Density program through its zoning code. In certain zoning districts, developers can obtain the right to build more units on a property if a percentage of units on the property



are maintained as affordable for lower income residents. It is through this program that the CRA is hoping to provide a significant number of units for workforce and lower income households within the School Board Properties.

There are also several programmatic methods the CRA can employ to increase the supply of affordable housing. All of the following methods will have the effect of lowering housing costs and can be implemented by the CRA:

*To Assist For-Profit Housing Providers in the CRA could:*

- 1) Acquire land and sell or give it to a developer at below market cost.
- 2) Pay some portion of development costs such as impact or permit fees
- 3) Provide a direct cash subsidy in the form of a rebate equal to a percentage of the increases in taxes paid over a defined period of time after completion if affordable units are provided.
- 4) Undertake projects in the public realm that might otherwise be the responsibility of the developer (i.e. streetscapes, sidewalks, roadway improvements)
- 5) Grant funds to assist in rehabilitation of an existing housing project.
- 6) Provide a liaison person knowledgeable in the development approval and building permit processes in the City to shepherding the project through development approvals in an efficient manner.

*To Assist or partner with non-profit housing providers the CRA could:*

- 1) Do any of the activities it could do for a for-profit developer.
- 2) Provide a cash grant to the non-profit to provide the affordable housing
- 3) Acquire and own housing units that it would then either lease to the non-profit a minimal cost or in which the CRA could hire the non-profit to manage on its behalf.
- 4) Acquire and own land which it would lease to a non-profit to build upon for a minimal cost.
- 5) Create a Community Land Trust that would own the land upon which any such for-sale housing would be built. With such an entity, the land trust would continue to own the land that would then not be subject to property taxes. The building on the land would remain taxable however.

*To Assist Workforce or Lower Income Buyers the CRA could:*

- 1) Provide down payment assistance.
- 2) Subsidize or guarantee interest on a mortgage.
- 3) Provide rehabilitation funds so a buyer could afford to purchase a unit with repair or upgrading needs.

*To Assist Workforce or Lower Income Renters the CRA could:*

- 1) Provide rent subsidies for rental housing
- 2) Provide a grant or loan for first/last month's rent and security deposit.

Other programs the CRA may wish to undertake is one to ensure that those of limited means can afford to stay in a home they already own. This could be in the form of:

- 1) Continuation of the CRA's Partnership with Miami-Dade Rehabilitation Assistance to help in repairing housing units for owners with limited income.
- 2) Creation of a CRA program to provide assistance to repair, maintain, and upgrade homes to maintain the livability of the housing unit.
- 3) Assistance for emergency repairs (i.e. roof, or plumbing emergencies)
- 4) Assistance for compliance with City code upon receipt of a notice/citation from the City.
- 5) Assistance to install energy efficiency upgrades that would reduce monthly and annual bills related to living in the home.

In addition to these methods, the CRA should seek additional ways to reduce the cost of providing affordable housing. The CRA could find unique and creative ways to reduce cost of providing housing that may be applicable for all such projects or there may be specific costs associated with an individual project that the CRA could pay for, undertake, or otherwise find a way to reduce with the understanding that savings would be passed along to the resident and not added to the return on investment.

The CRA should also look at other programs it might be able to develop to assist target income residents reduce costs to stay in and maintain their homes. Any such program that would provide reduced cost maintenance or service provision would help these residents and simultaneously, maintain the stock of affordable units in the district.

#### *KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:*

- a) Increase the supply of affordable homes for lower income and workforce households as a percentage of all units within the CRA.
- b) Support the City's Bonus Density program for projects containing affordable units for target households.
- c) Devise and implement programs to assist housing providers in creating affordable units for target households.
- d) Consider the creation of a Community Land Trust to own land upon which affordable units exist.
- e) Partner with non-profit organizations to provide affordable units within the district.
- f) Create and implement programs to assist target income households purchase or rent within their means.
- g) Create and implement programs to assist target income households rehabilitate, and/or maintain units they currently own.
- h) Seek new and creative ways to reduce the cost of providing affordable housing.

#### *ON-GOING PROJECTS:*

- a) Acquisition and repair subsidy for rehabilitation of 16 Corners project
- b) Repair subsidy for rehabilitation of Bullard Apartments
- c) Land acquisition and rent subsidies for new projects in Overtown
- d) Mortgage subsidies for available TIF
- e) Land acquisition and mortgage subsidy for
- f) Continued partnership with Rebuilding Together to undertake home rehabilitation

## Adrienne Arsht Center for the Performing Arts

The Adrienne Arsht Center for the Performing Arts have been important in establishing the Omni CRA as a destination. As the Miami Herald area and School Board properties area develop, it will be important to support these uses/users and to maintain certain components to these facilities and to enhance the area to ensure they remain a featured destination.



Parking is a key component to these facilities. Existing parking lots in the area are either privately owned or property of the Florida Department of Transportation (FDOT). The development potential for these sites is high (and encouraged by this Plan) and thus they will not exist in perpetuity.

Some part of the FDOT property will be utilized for I-395 widening. A project that is scheduled to be completed in the Fall of 2023. In addition to use for the I-395 widening, a large portion of the remaining FDOT land is anticipated to become a public park. The CRA should seek opportunities to add additional public parking in the area. This can be in the form of CRA or City purchased and/or constructed parking (either structured or on-street) or by working with adjacent land owners/developers to provide for public parking in their property or within their developments.

Efforts should also be taken to ensure that streets and sidewalks leading from public parking, drop-off/pick-up sites, or mass transit facilities are safe with sufficient sidewalk size, condition, and visibility and crosswalks are safely designed for the level of pedestrian use and vehicular traffic.

### *KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:*

- a) Increase public parking opportunities both on public and private land for these patrons of the Adrienne Arsht Center for the Performing Arts.
- b) Enhance safety along key pedestrian routes from parking areas and retail/restaurant areas within the Omni CRA Redevelopment Area to the Adrienne Arsht Performing Arts Center and Knight Concert Hall.

### *ON-GOING PROJECTS:*

- a) Locating and providing parking for the Adrienne Arsht Center for the Performing Arts.

Annual funding of a portion of the Adrienne Arsht Center's debt and the CRA's annual funding of cultural facilities within the CRA (which includes funding to this facility as well as others in the CRA).



## Infrastructure

While there is existing infrastructure within the Omni CRA Redevelopment Area, there will be a need over time to increase capacity, modernize, and relocate utilities. The CRA should continuously review conditions of various forms of infrastructure within the district and coordinate with the responsible entities for each. This will allow the CRA to understand infrastructure issues within the area including any noted deficiencies, work programs, and timelines for upgrading or modernization. The CRA should participate or undertake infrastructure projects where such involvement will promote desired development quicker or more efficiently than would otherwise be undertaken by regularly responsible entities.

## Roads and Streetscapes

One of the most important components of redevelopment is upgrades to area aesthetics and functionality. The appearance of an area, and the condition of roads, sidewalks, and other amenities within the public rights-of-way are key to quality of life. Increased quality of life drives area desirability and thus increases private sector investment. Roads and streetscapes are key to the public sector investment in the Omni CRA Redevelopment Area.

Several key projects have been undertaken to date including projects on 14<sup>th</sup> Street, Bayshore Drive, and NE 2<sup>nd</sup> Avenue. Projects similar to these should be undertaken throughout the CRA. These projects should be designed to make more efficient use of the rights-of-way, add components that cater more to pedestrians and bicycles than cars, and provide for activation of sidewalks. A package of improvements that would implement a “complete streets” design within the Omni CRA Redevelopment Area should be considered for any roadway/streetscape improvement project.

In addition to enhanced streetscapes, it is imperative to keep roadways and sidewalks maintained in a clean and safe condition. Exhibit 3-1 was developed from information gathered in the preparation of the Assessment of Need prepared in 2018 as part of the Omni CRA’s request for an extension of time. This map shows areas deficient in one or more of the elements of a standard roadway. These deficiencies do not include any enhancements but instead identify facilities with baseline issues such as potholes, raised sidewalks, broken curbing, and broken or missing lighting. While this map is not intended to limit work to be done to these areas, it is indicative of issues within the CRA district. As these facilities also have a limited lifespan, the CRA should regularly monitor them and work with the City, County, or State to repair them, or work with these entities to rehabilitate or rebuild them.

Efforts should also be made through roadway projects to enhance circulation through the district in order to keep vehicles moving and ensure the safest, most efficient, and quickest routes to any destination within the district. To this end, the CRA should continuously review street design to ensure that bicycles, pedestrians and vehicles do not negatively interact in any area, that on-street parking is safe and does not impede traffic, that traffic calming methods and devices are utilized to reduce accident points. In addition, the CRA should also consider the continued change of one-way streets in the district to two-way streets where such a change would enhance circulation and improve visibility for businesses along any such street.

## Roads/Sidewalks

Roads and sidewalks should be upgraded and modernized to provide a minimum standard which includes, but is not limited to:

- 1) Smooth, stable ride on a road surface with no major potholes, cracking, depressions, or standing water for extended periods.
- 2) Sidewalks that are not lifting, buckled, or cracked and which meet all requirements of the Americans with Disabilities Act.
- 3) Where appropriate, Curbs that are not cracked, lifting, or of insufficient height to convey stormwater efficiently or prevent vehicles from encroaching on swales.

Lighting that is sufficient to illuminate the entire roadway and sidewalk area so as to provide visibility and safety to users of the roadway/sidewalk.

## Streetscapes

Streetscape projects should be undertaken throughout the district in order to give a sense of neighborhood and safety as well as to enhance overall aesthetics. On streets with commercial, mixed-use, and/or high density residential uses or future uses and where the street is activated or to be activated, streetscapes should be designed to enhance the area, allow for use of sidewalks for restaurant/café seating or other appropriate use, and to establish an area wide theme. Streetscapes should include one or more “complete street” elements such as, but not limited to:

- 1) Trees
- 2) Bicycle lanes within street corridors
- 3) \*Furniture – benches, trash receptacles, planters, etc.
- 4) Bus shelters and benches
- 5) \*Ride share and mass transit drop-off/pull-outs
- 6) \*Wayfinding signage (both pedestrian and vehicular level)
- 7) \*Informational kiosks
- 8) Pedestrian-level street lighting
- 9) \*Decorative street lighting
- 10) Wide, pedestrian-friendly sidewalks
- 11) Crosswalks differentiated through the use of alternative materials (i.e. stamped asphalt/concrete, colored concrete, brick pavers)

Other such elements within the public space

\*Lower density residential or industrial areas not on major corridors nor intended for dense urban-styled development do not need to include these elements.

Transitions between different areas of the CRA such as between the Media/Entertainment district and the Bayfront can be accomplished through subtle changes in overall streetscape elements. These changes can be in the form of species of tree, style changes in street furniture, or style or height of street lights.

The CRA should prioritize projects by Streets and/or street segments where investment has the highest potential to increase private sector investment, activate the street into a lively business destination, or provide safe avenues of travel from one area of the district to destination uses within the district. This isn't to say priority projects will be undertaken first. The CRA will have to weight a project's priority with budgetary constraints and efficiencies when it is possible to collaborate on a project with another entity that may have a need to install utilities in that right-of-way or may be undertaken a widening or upgrading project themselves as the owner of the roadway/right-of-way. Expanding another entities project to include CRA desired work (at the CRA's expense) is often a cost-effective method and also may prevent roads and sidewalks from being closed and under construction for each individual project.

## Water and Sewer

The Miami-Dade Water and Sewer Department (WASD) serves the Omni area with water and sewer utilities. The entire of the Omni area has water and sewer availability through WASD and the provision of such services are not anticipated to impede any redevelopment projects in the CRA. This is not to say that there will not be a need to modernize and harden facilities to ensure continued service. Water and sewer services have been provided throughout the County for quite some time and it is not unusual to find water and wastewater lines that exceed 50 years of age which is generally considered to be the average lifespan of such lines. Lift stations and pump stations can also become problematic over time leading to unreliability in service. This unreliability comes from both aging and, as has been experienced more recently, a heightened threat of the loss of power due to natural disasters. Many utilities have begun to expand the number of such facilities with automatic generators to ensure continued service through such events.

While provision of these services is generally paid for by user fees and outside grants, the CRA should work with WASD to modernize these utilities during any major streetscape or roadway rehabilitation in which the roadway surface is disturbed. This will ensure that newly reconstructed roadways are not disturbed by water or wastewater main breaks and that residents and businesses are not inconvenienced by such occurrences. The CRA should also work with WASD to increase capacity, if a future need is established, when replacing water and wastewater facilities during a road/streetscape project and assist in hardening lift and pump stations.

The CRA may have to fund such projects that may be outside the normal and/or anticipated timeline for WASD. In all such cases, the CRA should seek to lend funds to WASD until such time as the project would have otherwise be undertaken. This can be in the form of cash, in-kind services (where installation is part of a larger CRA or City project), or the CRA can structure a program with WASD that allows it credits for work done. In the instance of a credit program, WASD could provide credits to the CRA equal to the value, or some portion thereof, of work undertaken. The CRA could then either sell these credits or grant them to developers to offset the cost of water/wastewater connection and/or impact fees. However, if such a repayment is not appropriate for an individual project, the CRA may have to provide for the cost to ensure quality facilities within the district.

## Stormwater Drainage

Many parts of the Omni CRA Redevelopment Area, as they exist today, were constructed at a time when development was much less dense. Historically, stormwater was not a significant issue as there was an abundance of undeveloped land onto which water could flow and percolate into the ground. Additionally, few, if any environmental regulations were in place that required any storage and/or filtration of stormwater. In addition, the South Florida region is now dealing with sea level rise that will reduce capacity of existing stormwater facilities (due to higher groundwater levels) while requiring more capacity.

The CRA should work with the City of Miami to keep close watch on areas of concern and ensure that existing stormwater facilities continue to operate as designed. The CRA should be ready to participate in programs to expand stormwater drainage systems where capacity is not being maintained and where anticipated need requires increased capacity. While this is generally the responsibility of the City's Stormwater Utility, it is critical that the CRA keep a watchful eye on this infrastructure as having flooding issues can lead to a decrease in investment in the area.

This is an area that has seen increased level of funding and thus the CRA/City should monitor State and Federal notices for potential grant opportunities.

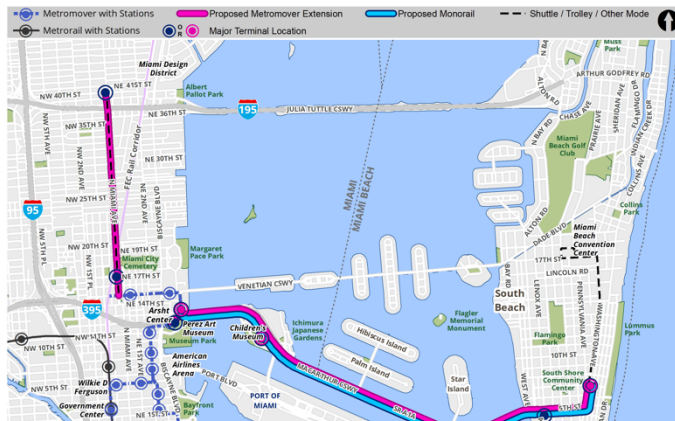
## Other Overhead Utilities

Electric, telephone and cable utilities are generally provided via overhead transmission lines through the Omni CRA Redevelopment Area. The CRA should make effort to ensure that with new projects such utilities are placed underground. This is both for aesthetic and storm hardening reasons.

Such projects can be costly, however, utilities such as Florida Power and Light have recently enacted policies in which they utility will bear a larger portion of the overall cost of undergrounding their lines. This shift was due to findings that neighborhoods with underground electric were less likely to experience power outages from hurricanes over the last few years and where power outages existed, they affected fewer customers. The CRA should consider such projects throughout the district and should evaluate the potential costs and benefits to undergrounding of these utilities when undertaking any roadway or streetscaping construction project.

## Transportation Network and Strategic Miami Area Rapid Transit (SMART) Plan

There are other key gaps in the transportation network that the CRA should consider completing such as a roadway crossing of the FEC railroad tracks at NW 17<sup>th</sup> Street. In addition, if assistance is needed in implementing or upgrading mass transit opportunities outlined in the Strategic Miami Area Rapid Transit (SMART) Plan the CRA should consider and possibly participate in its implementation (of particular importance to the area would be the potential funding of a portion of the



*Exhibit 4-1 Beach Corridor Proposed Alignments*

Beach Corridor connecting the Omni CRA Redevelopment Area to the barrier island, and north to Wynwood and Midtown). Mass transit will be a vital transportation link in Omni as the population grows and the area transforms into a more densely population urban environment. Movement of people with such facilities will limit congestion on the roadway network and reduce commuting times.

### KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:

- a) Ensure that all streets and sidewalks are free of deficiencies that impair their appearance and function.
- b) Construct pedestrian-friendly streetscapes throughout the CRA.
- c) Construct streetscapes in commercial, mixed-use, and high-density residential areas that encourage activation.
- d) Work closely with Miami-Dade Water and Sewer Department to ensure modernization of water and wastewater facilities within the CRA.
- e) Work with Miami-Dade Water and Sewer Department to ensure sufficient water and wastewater capacity continues to exist for anticipated projects within the CRA.
- f) Work with the City of Miami Stormwater Utility to ensure sufficient capacity is available to convey and store stormwater throughout the CRA for both existing and future needs.
- g) Evaluate the potential to underground utilities where they currently exist overhead and undertake such projects when found to be cost beneficial
- h) Evaluate the potential for all infrastructure when undertaking roadway reconstruction or streetscapes, such as undergrounding utilities and upgrading and increasing capacity of existing underground facilities.
- i) Plan and construct a crossing of the FEC railroad tracks at NW 17<sup>th</sup> Street.

If appropriate, assist in the implementation of the SMART plan to reduce pressure on the transportation network and better serve those that live in Omni with a focus on the Beach Corridor line from the Omni area to the barrier island.

### *ON-GOING PROJECTS:*

- a) Roadway Conversions from one to two-way streets
  - a. N. Miami Avenue
  - b. NE 1<sup>st</sup> Avenue
  - c. NE 2<sup>nd</sup> Avenue
  - d. NE 17<sup>th</sup> Street
- b) Street Lighting upgrades – CRA-wide
- c) Water and wastewater replacement and upgrades
  - Continued payment of CRA share of Port Tunnel debt service

## **Parks and Greenspace**

The 2010 redevelopment plan states that because of the anticipated development of new residential units, it is imperative that additional greenspace be developed. As the potential for thousands of new residential units still exists in the Omni CRA Redevelopment Area, this is still true and will continue to be so into the future. Existing parks will need to be upgraded and new parks constructed to provide for the demand for outdoor open space for recreation, relaxation, and special events.

## **Baywalk**

One of the most utilized public spaces in the CRA is the Baywalk. Running along the edge of the bay, this space is utilized by residents as a place to stroll, run and bike. The Baywalk is envisioned to run the entire length of the City's bayfront. Currently, the Baywalk does not extend through the Miami Herald Properties site and does not link with portions of the Baywalk south of I-395 in Maurice A. Ferré Park.

The CRA should work with the owners of the properties which the Baywalk does not traverse to ensure this segment is constructed. If development plans in this area turn out to be far into the future, the CRA should consider an agreement that would allow a basic, but safe, pathway through the property until construction commences. The CRA should also partner with any other property owners to ensure expansion of any limited areas of the facility.

The CRA should investigate ways for the Baywalk to cross under I-395 to connect with portions on the south side of the highway. It is critical that this link be established as the Baywalk will then become a true alternative transportation facility and will be utilized by pedestrians, bicyclists, and others to travel to and from downtown.

The Baywalk facilities should also be properly maintained to ensure its continued use and expanded when the addition of new features may make it a more desirable amenity for casual users.

## **Maurice A. Ferré Park**

The City and CRA have been working for a number of years to implement a long range master plan for this park. The 2010 plan recommends continued funding by the CRA to implement the park plan and to provide annual support for capital program. The CRA should continue to follow this



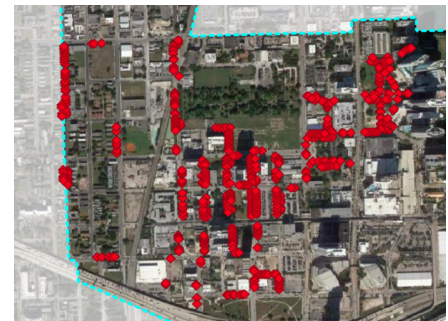
recommendation through its annual grant for cultural amenities in the CRA. This grant, currently at 35% of the CRA's annual increment revenue, makes funds available to the Adrienne Arsht Center, the museums at Maurice A. Ferré Park, and other such cultural facilities. While this park does have two museum buildings constructed on its 40+ acres, about half of the property is still open space that is very needed in the area.

## Other Area Parks and Greenspaces

The CRA should look to fund upgrades to and encourage additional programming in other existing parks and green spaces in the district where such improvements will enhance the ability of residents and visitors to enjoy the outdoors and/or to undertake recreational activities. New equipment, upgraded landscaping, parking facilities, water fountains, new and expanded walkways and upgraded or new athletic fields (where feasible) are an example of the types of upgrades that may be beneficial to these parks.

## Street Tree Improvements

The CRA has produced an inventory of available tree planting spaces in the Omni neighborhood and some surrounding areas. Trees are a large economic benefit and planting trees in the neighborhoods improves quality of life, health, and economic vitality.



*Exhibit 4-2 Available Street Tree Locations*

## The FEC Railway Deep Water Slip (FEC Slip)

This area south of Maurice A. Ferré Park, which was once a deep-water slip, is currently underutilized. The CRA should work with the City to determine the slip's future and should participate in costs associated with filling in the slip and/or activating the area. The site should be considered for an expansion of Maurice A. Ferré Park though all opportunities for this area should be explored. Whatever the final course, the CRA should be involved in activating this site and should continue to be involved in the discussions of what it should ultimately become.

## New Parks and Greenspaces

The need for open space will exceed the supply in existing parks and greenspaces therefore, the CRA should look for other opportunities to acquire land for small parks and open spaces. The addition of pocket parks consisting of a small portion of land with limited furniture and landscaping can be placed between large buildings or within an existing right-of-way to provide a green space for residents of the areas of Omni that are anticipated to contain large, multi-story, mixed-use and residential projects. The CRA should also look at the possibility of acquiring strategically located parcels large enough for uses such as basketball/tennis courts, playground equipment, picnic areas,

#### *KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:*

- a) Provide a continuous Baywalk through the Omni CRA area from Edgewater to Downtown
- b) Work with FDOT to ensure a high-quality, functional design and construction for the I-395 “Underdeck” green space.
- c) Work with the City to determine the future of the FEC Slip and participate in activating this site.
- d) Upgrade and encourage more activation of existing parks within the CRA
- e) Upgrade and ensure maintenance of existing greenspaces within the CRA.
- f) Utilize existing City-owned land or acquire land to construct both new pocket parks and a larger more active park(s)

Utilize small publicly owned spaces as greenspaces with limited benches and landscaping.

#### ON-GOING PROJECTS:

- a) Baywalk construction and improvement where needed
- b) Improvements to Margaret Pace Park
- c) Improvements to Dorsey Park
- d) Improvements to Biscayne Park
- e) Land acquisition for new park(s)

### **Miami Herald Properties Area**

Collectively these properties, comprise a key area with potential for a catalyst project(s). This area, which includes the highly visible waterfront property that once housed the Miami Herald’s facilities and offices, should be developed into a signature mixed-use destination. This would provide a critical private sector anchor to attract people to the waterfront/performing arts center area and connect this area to the 14<sup>th</sup> Street Media/Entertainment District.

The owner at the time of the authoring of this Plan, Genting Group’s Resorts World Miami has suggested the use of the site for a hotel/resort with residential and retail, but there no current movement towards development. If Genting or another company with international credentials were to develop the site as envisioned, it would help market the District, promote additional supporting development, and attract spending and employment to the area.

Much like the School Board properties, the parcels in this area are prime for development. However, the properties in this area are almost exclusively in private hands with the exception of the Arsht Center, Knight Concert Hall, Omni Bus Terminal and several lots adjacent to I-395 which FDOT will utilize in the highway’s widening project or which will become a park around and under the highway. The CRA will have to rely on City zoning regulations to ensure development that is compatible with the Omni CRA’s vision. While the CRA cannot require a developer to exceed regulatory requirements, it should work with them to encourage the provision of community benefits as outlined previously and should at minimum seek the following benefits for the public:

- 1) Affordable housing
- 2) Target percentage of local hires
- 3) Commitments of support for local community groups and initiatives

- 4) Parking open to the public (particularly to support the Arsht and Knight venues)
- 5) Baywalk connection

The Baywalk provides public access to the bay and is a vital pedestrian and recreational component of the waterfront in the Omni CRA Redevelopment Area. It is important that the CRA work with the owners of bay front properties in this area to ensure access for and construction of the Baywalk across these properties. This will allow for a flow across this section with the ability to continue through the district and link with that portion south of I-395.

Incentives such as reimbursements for all or some costs related to the desired benefit(s), the undertaking of a project in the public realm that would have otherwise been the responsibility of the developer, or some other mutually agreed upon method, can be utilized to encourage the afore mentioned benefits

The CRA should monitor any development plans that are proposed and should work with any future developers in this area to ensure their projects seamlessly transition from the site across the Arsht Center and Knight Concert Hall and into the remainder of the district. It should also encourage any developer to provide affordable housing, local job opportunities, and other benefits to the community. The CRA should look for opportunities to enhance the area that may present themselves and are beneficial to the community. Like the School Board properties, the CRA may need to invest in the public realm. If streets in this area remain public and improvements are not made a part of any development agreements/orders, the CRA should consider and possibly undertake improvements on publicly owned property such as those outlined in the previous subsection Public Improvements in Conjunction with Private Projects.

The Agency should also seek to maintain the Miami-Dade Transit bus terminal in its current location or near to the current location to ensure transportation choice for all residents, employees, and visitors to the area. Maintenance of the terminal will also mitigate traffic and parking in the area as it transforms to a denser, urban destination.

#### *KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:*

- a) Increase communication with private property owners/developers to convey the CRA vision and to assist in identifying potential issues as early in the development process as possible.
- b) Attract internationally recognized owner/developer to build a mixed-use product at the Miami Herald properties.
- c) Encourage the development of affordable housing within private projects
- d) Encourage developers and business owners to employ residents of the Omni area.
- e) Encourage developers/business owners to provide other community benefits to the Omni CRA Redevelopment Area
- f) Enhance the public realm surrounding private development in the area.
- g) Increase public parking within private developments in the area.
- h) Retain the Omni Bus Terminal within the immediate area.
- i) Provide for public access to the bay by continuation of the Baywalk through any new waterfront development

## Historic Preservation

While the CRA is poised as a strong advocate for redevelopment of the Omni area through new projects and the modernization of existing properties, this should not be done at the expense of history. Too often older buildings are believed to be obsolete and are left to deteriorate or are demolished in the pursuit of the future. While Miami is a relatively young city, it has historic properties that should be preserved to connect us to the past and allow us to reminisce. There are currently nine historic properties within the Omni CRA; six properties that are listed on the National Register of Historic Places, two that are eligible but are not listed due to owner concerns at the time of nomination and two properties that have been declared historic by the City of Miami. These properties are:

- 1) The Miami Cemetery
- 2) Miami Fire Station #2
- 3) S & S Diner
- 4) Trinity Episcopal Church
- 5) The Miami Woman's Club
- 6) Sears Tower
- 7) Shrine Shops (eligible for National Register but not listed)
- 8) Dorsey Memorial Library (locally designated)
- 9) Citizen Bank Building (eligible for National Register)
- 10) Vera Building (locally designated)

The CRA has been instrumental in preserving several of these structures with unique architectural characteristics that provide an important look back into Miami's past. The CRA should continue to advocate for and fund historic preservation projects and work to inform residents and visitors of these properties important link to Miami's past. Additionally, the CRA should work to identify any other structures/properties which may become eligible for historic designation in the future due to their age, architectural style, or other connection to Miami's past.

The CRA should also endeavor to ensure that new construction/development in the area of these properties respects the unique character and the scale of these buildings and does not detract from their importance as community assets.

### *KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:*

- a) Continue to advocate for and participate in the preservation of historic structures/properties in the CRA.
- b) Communicate the importance of historic properties and their link to Miami's past.
- c) Ensure through advocacy that new development/construction does not detract from historic properties.
- d) Identify any additional properties/structures that may become eligible for historic designation.

### *ON-GOING PROJECTS:*

- a) Preservation and rehabilitation of historic Citizen Bank Building.
- b) Potential improvements to the Miami Cemetery

## Economic Development/Small Business Programs

One of the most important activities the CRA can undertake is to assist in the attraction of businesses and jobs to the district. In the redevelopment area, it will be critical for new restaurants, retail stores, and other service providers to be attracted to locate to the area. People want to move to or visit an area with a good business environment and in which they can buy desired items, find providers of personal services, and find good food and drink, unfortunately, these types of businesses are often the last entities to locate in a growing area as they require the consumer be in place so that they can have sufficient income to survive. Additionally, creating jobs gives established residents employment choices that may provide them increased income or reduced commutes to work. Creating jobs also gives new or potentially new residents the opportunity to live and work a short distance apart.

The CRA can and should assist in business attraction and job creation. As mentioned, businesses need customers to survive. Given the growing nature of the redevelopment area, there is an increasing need for businesses to meet the growing demand, however, because the area has not established itself as a solid consumer base, businesses are reluctant to be “pioneers” in the area. Even more restricting, the lack of consumer demand history makes financial institutions reluctant to lend to such entities. It can be difficult to find those pioneer businesses willing to take such a risk and for existing businesses to continue to operate in such an environment.

To assist in these efforts, the CRA should continue to implement its business assistance programs and should look for opportunities to create new, effective programs designed to attract and retain businesses.

The CRA has an excellent track record with its **Business Incentive Grant Program** which assists qualified business or property owners with building and property improvements that are directly related to opening of a new business, improving an existing business, remedying code violations, providing ADA access and eliminating blighting neighborhood conditions in the targeted areas of the Omni CRA. This program provides matching funds to make these improvements and can cause certain fees of the City to be waived.

In addition, this program the CRA could look at additional creative methods to assist new and existing businesses. The following programs could be developed and implemented over time:

- 1) Creation of a designated CRA liaison who is available to assist businesses in the area when issues arise with governmental agencies such as City Code Compliance, Building or Zoning Departments, Police Department, or the Health Department. Additionally, the liaison could assist in resolving issues related to the public realm such as sidewalk or roadway issues, drainage problems, parking issues, or area safety concerns.
- 2) Relocation assistance – A program could be created to assist businesses that move into the Omni CRA from outside of the City (so as not to negatively impact other areas of the City) in paying for such relocation expenses. Such expenses could include some fixed amount or percentage of total cost for the moving of equipment and/or stock, the cost of re-printing business materials or advertising a new location.
- 3) The CRA could undertake or create a business group to undertake area shared marketing. Such an effort could place advertisements touting the district and multiple businesses within it. This would provide for more cost-effective marketing and would promote the district which would benefit all businesses in the district. This effort could also work with entities such as the Adrienne Arsht Center and area museums to run cross promotions. If successful, such an effort could grow into a business improvement district or a merchant association that could take over efforts as the business community grows.

- 4) A program to guarantee interest on a business loans could be developed. Such a program would guarantee a minimum percentage interest return on a loan to a new business or existing business for equipment or property improvements. This would reduce the cost of borrowing to the business and offer only minimal risk to the CRA as it would only be guaranteeing a percentage of interest payment on the loan.
- 5) Small business grants can be made available in small increments to assist more locally owned “mom and pop” type businesses with simple activities that might otherwise difficult for them to undertake such as expanding advertisement, creating a more effective social media and web-based presence, or to attend a business training seminar.
- 6) A retail advisor could be periodically be made available to businesses for consultation. Such individuals or firms visit business locations and make recommendations as to how better to display products for sale, or to create a welcoming storefront or interior environment. Such consultations can be made over a short visit to the business (an hour or so).
- 7) The CRA could provide customer service training for the employees of any business in the district that interact directly with customers. This could be the front desk person at an insurance office, retail sales clerks, or wait staff at a restaurant. Such training could assist business owners in providing better service
- 8) The Omni CRA should provide an ongoing annual contribution of \$250,000 to The Miami Bayside Foundation for a Small Business Loan and/or Grant program for use to assist businesses within the CRA boundaries, and for the creation of a Scholarship Fund helping students of the district attend university, college, and technical college.

The CRA should continue to seek new and innovative methods and programs to attract businesses to the district, assist them in increasing and maintaining their customer base, and to have the facilities and tools available to them to help them survive and thrive

## Job Creation

Another aspect of economic development for the CRA is the creation of jobs within its boundaries. Some of this goes hand-in-hand with business assistance efforts. As long as there are businesses that are thriving, there will be new jobs created. The attraction of jobs serves several purposes. It provides additional customers for existing businesses and it can provide jobs and therefore income to residents of Omni which would allow them to not only continue to reside in the district, but could provide them jobs close to home which would reduce commuting. The CRA would most likely want to incentivize the creation of higher wage jobs, those paying more than an average wage for the area. The exception to this might be to subsidize the creation of lower wage, limited-time training positions, to assist district residents transitioning off public assistance, or to encourage businesses to expand their hours by hiring additional help.

The CRA could develop a job creation incentive program that would grant funds for the creation of jobs at desired income levels. Such a program could reimburse a business a fixed amount or a percentage of salary for a period of time for each job created and filled for a year. The reimbursement could be at amounts that increase based on the job’s salary. The benefit to such a design is that it incentivizes higher wages and does not have a cost if the job is not created or filled. This type of assistance could help in attracting better paying jobs to the area to complement lower wage service jobs.

Again, the CRA should continue to seek other creative incentives to create and attract new jobs to the area. Any program that would offset the cost to a business of newly created jobs could incentivize a business to do so.



#### *KEY ACTIVITIES FOR THE CRA TO UNDERTAKE:*

- a) Increase the number of businesses within the CRA
- b) Assist new and existing businesses find ways to survive and thrive
- c) Incentivize the creation of businesses within the CRA.
- d) Incentivize job creation to create a larger consumer base.
- e) Incentive job creation to create employment opportunities for Omni residents.

#### *ON-GOING PROJECTS:*

- a) Implementation of the Business Assistance program grants
- b) Assistance to the El Doris “Morgan’s” jazz/speakeasy

### **Quality of Life Projects/Programs**

By virtue of being an area declared to contain slum and/or blight, one can assume the district has a number of quality of life issues. In the Omni Redevelopment Area, these issues range from appearance of its streets and parks, homelessness, crime, limited opportunities and support for the area’s lower income residents. To this end, the CRA must identify and address such quality of life issues that continue to exacerbate blighting conditions in the area. These issues tend to all affect the way people, both residents and visitor, interact with and react to the area. Some quality of life concerns have already been addressed in other parts of this section, therefore, many of those addressed here do not lay within the purview of any single topic area nor do they necessarily have any other relationship to one another.

To identify quality of life issues, the CRA should consider undertaking a on ongoing survey of residents to determine issues of greatest concern. More established means of determining issues of concern will assist the CRA in prioritizing these issues and find ways to address them.

The CRA area experiences a higher level of calls for police than the remainder of the City. The CRA should work with the Police Department to address the nature of these calls and determine if there is some type of crime or topic of such calls that can be addressed by the CRA or other entity. Additionally, the CRA should continue its efforts to provide for community policing innovations and level of police involvement in Omni that exceeds the level for the remainder of the City. Involvement by the Police in district will help reduce crime and give residents and visitors a greater sense of security even if no such concern is warranted. Community policing assists not only in preventing and solving crime, but in enhancing the relationships between police and the community.

Another issue of concern within the CRA is homelessness. Not only is homelessness an issue for those who experience it, but for the CRA the negative connotation of having a visible homeless population can reduce investment in the area and sour the experience of visitors, reducing the chance they will return. To address this, the CRA has and should continue to work with the Miami-Dade Homeless Trust and to fund initiatives to reduce homelessness in within its boundaries and to provide for shelter and other needs for those that are homeless and live on the streets within the redevelopment area. Besides eliminating the effects on the district, to undertake such programs is also the socially beneficial and correct thing to do.

A program that both enhances the Neighborhoods and employs the homeless is the Purple Shirts Program. The CRA funds a program to pay the wages of workers and a manager from the Chapman Partnership Homeless Assistance Center. This group then assists in picking up litter, pressure washing graffiti and sidewalks, landscaping, and keeping up the public and green spaces in the Redevelopment area. This program should be retained and expanded due to its success.

The need for social services within the district is also of high concern. Services provided by agencies such as mental health, financial assistance, and career training could reduce the high level of calls for police and for calls for fire and emergency medical services. However, a concern has been raised that social service delivery in the district is inefficient and uncoordinated. The CRA could provide a central location within its boundaries in which social service agencies could interact with the public in order to facilitate a more efficient and effective delivery of services. The CRA could schedule the various agencies to be on-site to meet with residents of area to answer questions address needs and concerns and could be responsible for informing the public of this availability. This would also foster a closer relationship between the CRA and the various providers.

As the CRA seeks to revitalize the area, developing talent and opportunities for the underserved will contribute to the goal of elevating the quality of life for residents. The creation of scholarships and work study-programs could provide tuition assistance to resident students who major in fields of value to the CRA and the neighborhood. Internships with the CRA and/or business and non-profit partners would provide valuable work experience, and an immediate mechanism to give back to the community. Providing access to education to those financially incapable of securing the path to higher learning will yield the skills and opportunities that the community sorely needs.

The levels of increased poverty in the CRA Redevelopment Areas and the aging infrastructure make hurricane season very hard on residents. Improvements to homes and businesses can easily be destroyed and high deductibles make recovery difficult. Power outages tend to last longer in certain CRA neighborhoods, making businesses at risk for burglaries and break-in. The Omni CRA should implement a residential disaster relief, and/or business interruption program to help small businesses and residents of the CRA.

#### *ON-GOING PROJECTS:*

- a) Funding community policing within the CRA
- b) The Purple Shirts Program or other homeless assistance programs
- c) Grants to homeless organizations or other nonprofits
- d) Police innovation and enhancement program
- e) Land acquisition and rent or mortgage subsidies for new low-rise apartment, or single family/duplex projects in
- f) Land acquisition and rent or mortgage subsidies for new midrise projects
- g) Continued partnership with Rebuilding Together to undertake home rehabilitation
- h) Disaster relief for home- and business-owners

## Chapter 5 Implementation Plan

### Implementation Through the Financing Plan

The Omni CRA has been in existence since the October 23, 1986 by the Dade County Commission's adoption of Resolution 86-868. A redevelopment plan was adopted in that same year and the CRA began to collect increment revenue and began its work program. Unfortunately, this plan did not lead to significant program implementation or change within the CRA. Thus, the City caused a new plan to be written in 2006 which was then amended in 2009 and 2010 to reflect a 200+ acre expansion of the CRA. This plan was adopted in 2010 and a more ambitious work plan was engaged as the CRA began implementation. While excellent progress has been made, financial obligations to two major projects, the Performing Arts Center and the Port of Miami Tunnel, have limited the CRA's ability to invest in a number of projects contemplated by the most recent plan.

Due to this, the CRA recently obtained access to a \$25 million loan through Bank United. This loan will assist in undertaking a number of projects, however, the debt service on this loan will add to CRA's limited amount of funds available for projects and programs for the short term under several anticipated projects are completed and added to the tax rolls.

A focus of the CRA in the next few years will be the Miami-Dade School Board Properties, an initiative outlined in Section 4 Redevelopment Strategies. Should this strategy be successful and other planned developments come on-line as anticipated, a significant amount of new revenue will be generated to complete implementation of other initiatives in this redevelopment plan. In fact, if everything comes together, all of the initiatives anticipated by this plan update will be financially feasible during the extended lifetime of the CRA.

The following section identifies the financing program for the projects and the implementation of the overall program.

### Assumptions

Several assumptions must be made in order to make any meaningful projections. Trends in real estate, including historical values and increasing values of multi-family residential and mixed-use projects within the City of Miami and the entire South Florida Region were reviewed. Through this review, future conditions were also anticipated. This was used to formulate projections of future growth in values.

The escalation rates used in this projection assume that a certain momentum will carry forward as the Omni area develops further and the CRA implements the projects and programs outlined in this plan update. An annual increase of 4% in Taxable Value is projected over the extended life of the CRA through 2047. While some years may see larger increases in Taxable Value and some will see smaller increases, it is believed that this flat 4% increase over time is appropriate. Value growth of both the original Omni Area and the 2009 Expansion Area are assumed to grow at the same rate.

It is also assumed that projects that are in the approval process or under construction at the time of the preparation of this document will be completed with assumptions made about when these projects will reach substantial completion and be added to the tax rolls.

Finally, millage rates are assumed to stay constant at FY 2018 levels of 4.6669 mills for Miami-Dade County and 7.5865 for the City of Miami (a total of 12.2534 mils).

## Revenue Projections

The Omni Community Redevelopment Agency has two different areas for which its increment revenue is determined. The original area of the CRA, created in 1986 utilizes a 1986 base year taxable value, while the 2009 CRA expansion area utilizes the 2009 taxable value as its base year value. As the 4% growth factor is utilized for both areas, a single base year value was established and is used for making revenue projections. These two values are added to give a total base year taxable value of \$246,898,822.

The objective of the CRA is to promote 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 values over the Base Years. The plan introduces a timeframe expansion of the CRA which will extend its lifetime to the maximum 60 years allowed by law from the 1986 initial year of the CRA. This will take the CRA to FY 2046-2047. Over the remaining 27-year life (including the current year) of the CRA, this stream of funds is a substantial amount.

Table 5-1 summarizes the fund flows generated by the CRA from Tax Increment Financing (TIF).

Table 5-1 TIF Projections

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Current Taxable Value</b>	\$1,929,903,162	\$2,007,099,288	\$2,087,383,260	\$2,170,878,590	\$2,257,713,734	\$2,389,022,283	\$2,567,083,175	\$2,983,766,502	\$3,439,117,162	\$3,727,181,848	\$3,927,269,122	\$4,135,359,887	\$4,351,774,283	\$4,576,845,254	\$4,759,919,064
<b>Growth 4%</b>	\$77,196,126	\$80,283,972	\$83,495,330	\$86,835,144	\$90,308,549	\$95,560,891	\$102,683,327	\$119,350,660	\$137,564,686	\$149,087,274	\$157,090,765	\$165,414,395	\$174,070,971	\$183,073,810	\$190,396,763
<b>New Projects</b>															
School Board 9.5 acres							\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000	\$51,000,000		
School Board Parcel 7					\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000							
Herald Site							\$42,500,000	\$42,500,000							
Mana Wynwood							\$10,000,000								
Bayview								\$40,000,000	\$40,000,000						
Citizen's Bank								\$8,000,000							
Canvas						\$65,500,000	\$65,500,000								
Melody							\$64,000,000	\$54,000,000							
150 NE 19th Parcel								\$64,000,000							
Phillis Wheatley								\$59,500,000	\$59,500,000						
	\$2,007,099,288	\$2,087,383,260	\$2,170,878,590	\$2,257,713,734	\$2,389,022,283	\$2,567,083,175	\$2,983,766,502	\$3,439,117,162	\$3,727,181,848	\$3,927,269,122	\$4,135,359,887	\$4,351,774,283	\$4,576,845,254	\$4,759,919,064	\$4,950,315,827
Base Year Taxable Value	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822
Incremental Taxable Value	\$1,760,200,466	\$1,840,484,438	\$1,923,979,768	\$2,010,814,912	\$2,142,123,461	\$2,320,184,353	\$2,736,867,680	\$3,192,218,340	\$3,480,283,026	\$3,680,370,300	\$3,888,461,065	\$4,104,875,461	\$4,329,946,432	\$4,513,020,242	\$4,703,417,005
TIF Tax Rate 12.2534															
Incremental Taxes	\$21,568,440	\$22,552,192	\$23,575,294	\$24,639,319	\$26,248,296	\$28,430,147	\$33,535,934	\$39,115,528	\$42,645,300	\$45,097,049	\$47,646,869	\$50,298,681	\$53,056,566	\$55,299,842	\$57,632,850
TIF Collected 95%	\$20,490,018	\$21,424,582	\$22,396,529	\$23,407,353	\$24,935,881	\$27,008,640	\$31,859,138	\$37,159,752	\$40,513,035	\$42,842,197	\$45,264,525	\$47,783,747	\$50,403,737	\$52,534,850	\$54,751,207
Cumulative TIF		\$21,424,582	\$43,821,111	\$67,228,465	\$92,164,346	\$119,172,985	\$151,032,123	\$188,191,875	\$228,704,910	\$271,547,107	\$316,811,632	\$364,595,379	\$414,999,116	\$467,533,967	\$522,285,174

	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2045	2047
<b>Current Taxable Value</b>	\$4,950,315,827	\$5,148,328,460	\$5,354,261,598	\$5,568,432,062	\$5,791,169,344	\$6,022,816,118	\$6,263,728,763	\$6,514,277,913	\$6,774,849,030	\$7,045,842,991	\$7,327,676,711	\$7,620,783,779	\$7,925,615,130	\$8,242,639,736	\$8,572,345,325
<b>Growth 4%</b>	\$198,012,633	\$205,933,138	\$214,170,464	\$222,737,282	\$231,646,774	\$240,912,645	\$250,549,151	\$260,571,117	\$270,993,961	\$281,833,720	\$293,107,068	\$304,831,351	\$317,024,605	\$329,705,589	\$342,893,813
<b>New Projects</b>															
School Board 9.5 Acres															
School Board Parcel 7															
Herald Site															
Mana Wynwood															
Bayview															
Citizen's Bank															
Canvas															
Melody															
150 NE 19th Parcel															
Phillis Wheatley															
	\$5,148,328,460	\$5,354,261,598	\$5,568,432,062	\$5,791,169,344	\$6,022,816,118	\$6,263,728,763	\$6,514,277,913	\$6,774,849,030	\$7,045,842,991	\$7,327,676,711	\$7,620,783,779	\$7,925,615,130	\$8,242,639,736	\$8,572,345,325	\$8,915,239,138
Base Year Taxable Value	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822	\$246,898,822
Incremental Taxable Value	\$4,901,429,6	\$5,107,362,7	\$5,321,533,2	\$5,544,270,5	\$5,775,917,2	\$6,016,829,9	\$6,267,379,0	\$6,527,950,2	\$6,798,944,1	\$7,080,777,8	\$7,373,884,9	\$7,678,716,3	\$7,995,740,9	\$8,325,446,5	\$8,668,340,3
TIF Tax Rate 12.2534															
Incremental Taxes	\$60,059,178	\$62,582,559	\$65,206,875	\$67,936,164	\$70,774,625	\$73,726,624	\$76,796,703	\$79,989,585	\$83,310,182	\$86,763,604	\$90,355,162	\$94,090,382	\$97,975,012	\$102,015,026	\$106,216,641
TIF Collected 95%	\$57,056,219	\$59,453,431	\$61,946,532	\$64,539,356	\$67,235,894	\$70,040,293	\$72,956,868	\$75,990,106	\$79,144,673	\$82,425,424	\$85,837,404	\$89,385,863	\$93,076,261	\$96,914,275	\$100,905,809
Cumulative TIF	\$524,590,18	\$584,043,61	\$645,990,14	\$710,529,50	\$777,765,39	\$847,805,69	\$920,762,55	\$996,752,66	\$1,075,897,	\$1,158,322,	\$1,244,160,	\$1,333,546,	\$1,426,622,	\$1,523,536,	\$1,624,442,3

## 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 program, projects, and improvements desired. The CRA revenue stream can be allocated to accomplish these projects in some order of priority. This section of the plan will present a financial model that summarizes the anticipated revenues and expenditures of the CRA. This model is intended as a planning tool, so that the programs, projects, and improvements can be matched against available funds. Later in the section, goals for major catalyst programs to be undertaken by the CRA will be outlined.

The CRA funding model is presented in Table 5-2. It is essentially a budget that lists projected revenues and expenses for each of the future 26 years of the CRA. Indeed, it is prudent practice to review these projections on a periodic basis, so that the assumptions in the model can be assessed against actual experience. What follows is a brief explanation of the structure and assumptions of the model.

Table 5-2 is organized to list fiscal years in adjacent columns across the top. The revenues and expenditures are listed in the leftmost column, in typical budget form, with all revenues listed first, then all expenditures.

The primary source of revenue is, of course, the tax increment. As previously discussed, this begins as a modest amount, but grows quickly 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.

It is important to note that this model shows a “pay as you go” program from FY 2018 forward. This is a very conservative method of payment. The CRA could, once some of the newer projects come on-line, borrow against future revenues. A borrowing of this time could significantly increase the start time of many infrastructure projects. This would allow the projects to be completed sooner, accelerating growth even greater than the assumed 4% annual increase, however borrowing would have significant interest costs. In the future, the CRA may find that any interest rate may accelerate growth enough to easily cover the cost of borrowing, making it a preferred financing option. An accelerated implementation could lead to surplus increment revenue that could be returned to the taxing authorities contributing to the CRA and, could ultimately lead to early termination of tax increment payments to the CRA once any outstanding bonds are satisfied.



## CRA 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 more detail in Chapter I-4 of this report with targets and goals outlined later in this section.

### Identification of Catalyst Projects/Programs and Initial Goals

This Plan provides for the creation of various different types of projects and programs to achieve the elimination of blight conditions within the CRA area. There are several key project/programs that have been specifically detailed in Section 4 of this report and which have been funded by the possible 26 year funding model shown in Table 5-1. The catalyst projects are those that should be pursued vigorously as they will make the greatest impact on Omni both in terms of taxable value and enhancement to the quality of life for the neighborhood's residents. The top catalyst projects /programs will be outlined below along with initial goals. This list is not presented in any particular order of importance or priority.

NOTE: Goals outlined in this Section are more susceptible to market forces outside of the CRA's control (i.e. land prices, available TIF, buyer's tastes, growth in the surrounding areas).

**1) The Miami-Dade School Board Properties** – Work with the Miami-Dade School Board and City of Miami to develop several key parcels owned by the School Board. This project will include the relocation of School Board activities including the School Board Administrative offices, the iPrep School and the studios of WLRN public radio, and potentially a relocation or re-construction of Phillis Wheatley Elementary School. The land will be utilized to construct new residential and mixed-use projects that will include workforce housing and housing affordable for lower income households.

#### GOALS:

- a) Development of all School Board Properties.
- b) Relocation of School Board activities within the Omni CRA.
- c) Formulation of a package of incentives to ensure developments with residential components include significant mixed-income housing units, where possible.
- d) Developments with ground floor commercial and other types of uses that activates the street.

Developments that are pedestrian-friendly, reduce or eliminates the need for private automobiles due to proximity to mass transit/ride share facilities and availability of goods and services within a reasonable distance.

**2) Miami Herald Properties** – Work with private property owners to develop properties in this area into anchor uses including mixed-use, residential, hotel/resort and commercial.

#### GOALS:

- a) Development of all available sites by 2025
- b) Location of anchor facilities with internationally recognizable facilities that will attract visitors to the area.
- c) Continuation of the Baywalk through these properties to maintain public access to the waterfront.

- d) Completion of complimentary improvements to public space/rights-of-way in the immediate area.
- e) Inclusion of public parking within the private development.

**3) Adrienne Arsht Center for the Performing Arts Parking** – The CRA needs to ensure that these facilities have nearby available parking. As the School Board Properties are developed and as the Florida Department of Transportation constructs the I-395 widening and the “Underdeck” park, spaces for patrons of events at the Adrienne Arsht and Knight facilities will dwindle.

*GOALS:*

- a) Ensure any private parking facilities built in the area include parking open to the public.
- b) Locate appropriate structured parking in the immediate area that can be shared with other facilities, including Miami-Dade County School Board.
- c) Enter into shared parking agreements with any private parking facilities in the area whose prime users utilize the facilities during hours when performances at the Adrienne Arsht and Knight facilities are not common.

**4) Infrastructure** – This category includes the construction/reconstruction, rehabilitation, location, or upgrading of several types of infrastructure. This includes, but is not limited to facilities for: Streetscapes, roadways, curbs, sidewalks, stormwater drainage, water, wastewater, cable, electric transmission, voice and data transmission as well as the transportation network and mass transit facilities. It recognizes that as development occurs, there will be a greater stress on these facilities, increase the need for these facilities and thus require additional capacity, and these facilities will need greater protection (hardening) to ensure they continue to function after disaster or other disruptive events.

*GOALS*

- a) Undertake a full infrastructure studies to determine all needs and estimated costs related to infrastructure and prioritization by project within each type.
- b) Complete rehabilitation to all deficient streets, sidewalks, curbs, and lighting
- c) Complete rehabilitation to all deficient water/wastewater facilities
- d) Complete streetscape installation to enhance quality of life by providing, pedestrian-friendly amenities throughout Omni as well as shade and lighting.
- e) Complete a CRA-wide stormwater system that conveys/retains stormwater and prevents regular flooding due to rain events and sea-level rise.
- f) Underground overhead utilities to harden the CRA area against storms and other events.
- g) Assist, where necessary, in the implementation of the Strategic Miami Area Rapid Transit (SMART) Plan.

**5) Parks and Greenspaces** – With the significant increase in visitors and residents anticipated in the Omni area, the limited system of parks and greenspaces within the area will be insufficient to serve the population. Existing parks such as Biscayne Park and Margaret Pace Park are in need of rehabilitation and expansion where possible and Maurice A. Ferré Park is not yet fully built-out. The CRA may have to contribute to ensure a quality “Underdeck” open space that is a part of FDOT’s I-395 project. There will be a significant need for new parks and the CRA may need to acquire land and construct new facilities, particularly smaller pocket parks or limited, passive greenspaces.

*GOALS:*

- a) Upgrade existing park facilities to accommodate use and additional activation for increased population
- b) Ensure the City fully develops Maurice A. Ferré Park as per its master plan/vision
- c) Ensure the “Underdeck” open space is designed and constructed in a manner that is acceptable to the community and such that its maintenance is sustainable.
- d) Acquire land through donation or purchase for, and construct new parks and greenspaces throughout the CRA district.

**6) Housing Affordability** – The CRA should fund established and creative new ways to increase the stock of workforce and lower income affordable housing within the district

*GOALS:*

- a) Create project-specific developer incentives to ensure that new or significantly redeveloped residential projects in the CRA contain a sufficient amount of units that are affordable to the target populations
- b) Work with local non-profit housing providers to build new units or rehabilitate existing units for occupancy by the target populations
- c) Continue and expand programs to assist individual, target population, home owners with rehabilitation/emergency repairs to their homes to ensure they can remain in the homes and that an affordable housing stock is maintained.
- d) Create mortgage subsidy and/or down payment assistance programs to help the target population purchase homes.

Table 5-2- Funding Model

SUMMARY	Estimated Need	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>A. Revenues</b>										
<b>1. Increment Revenues1</b>										
a. Increment Revenues from County		\$ 8,159,889	\$ 8,530,070	\$ 8,915,059	\$ 9,497,222	\$ 10,286,665	\$ 12,134,053	\$ 14,152,876	\$ 15,430,026	\$ 16,317,124
b. Increment Revenues from City		\$ 13,264,693	\$ 13,866,459	\$ 14,492,295	\$ 15,438,659	\$ 16,721,975	\$ 19,725,084	\$ 23,006,876	\$ 25,083,009	\$ 26,525,073
<b>Total Increment Revenues Available</b>		<b>\$ 21,424,582</b>	<b>\$ 22,396,529</b>	<b>\$ 23,407,353</b>	<b>\$ 24,935,881</b>	<b>\$ 27,008,640</b>	<b>\$ 31,859,138</b>	<b>\$ 37,159,752</b>	<b>\$ 40,513,035</b>	<b>\$ 42,842,197</b>
<b>B. Expenses</b>										
<b>1. Administrative Expenses</b>		\$ 1,200,000	\$ 1,260,000	\$ 1,323,000	\$ 1,389,150	\$ 1,458,608	\$ 1,531,538	\$ 1,608,115	\$ 1,688,521	\$ 1,772,947
<b>2. Contractual and Professional Services</b>		\$ 1,100,000	\$ 1,155,000	\$ 1,212,750	\$ 1,273,388	\$ 1,337,057	\$ 1,403,910	\$ 1,474,105	\$ 1,547,810	\$ 1,625,201
<b>Total Operating Expenses</b>		<b>\$ 2,300,000</b>	<b>\$ 2,415,000</b>	<b>\$ 2,535,750</b>	<b>\$ 2,662,538</b>	<b>\$ 2,795,664</b>	<b>\$ 2,935,448</b>	<b>\$ 3,082,220</b>	<b>\$ 3,236,331</b>	<b>\$ 3,398,148</b>
<b>C. Debt Service and Long Term Obligations</b>										
<b>1. Port of Miami Tunnel Grant to City</b>		\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000
<b>2. MAX Miami Agreement</b>		\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500	\$ 812,500
<b>3. PAC Interlocal Payment to County</b>		\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
<b>4. 35% Global Agreement Payment</b>		\$ 7,008,604	\$ 7,348,785	\$ 7,702,574	\$ 8,237,558	\$ 8,963,024	\$ 10,660,698	\$ 12,515,913	\$ 13,689,562	\$ 14,504,769
<b>5. Global Agreement Payment for Museum Park</b>		\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
<b>6. 2018 Tax Increment Revenue Notes</b>		\$ 2,724,158	\$ 2,815,026	\$ 2,814,140	\$ 2,815,196	\$ 2,817,970	\$ 2,814,600	\$ 2,814,600	\$ 2,814,600	\$ 2,814,600
<b>Total Debt &amp; Long-Term Obligations</b>		<b>\$ 18,179,262</b>	<b>\$ 18,610,311</b>	<b>\$ 18,963,214</b>	<b>\$ 19,499,254</b>	<b>\$ 20,227,494</b>	<b>\$ 21,921,798</b>	<b>\$ 23,777,013</b>	<b>\$ 24,950,662</b>	<b>\$ 25,765,869</b>
<b>Total Non-Project/Program Expenditures</b>		<b>\$ 20,479,262</b>	<b>\$ 21,025,311</b>	<b>\$ 21,498,964</b>	<b>\$ 22,161,792</b>	<b>\$ 23,023,158</b>	<b>\$ 24,857,246</b>	<b>\$ 26,859,233</b>	<b>\$ 28,186,993</b>	<b>\$ 29,164,016</b>
<b>Available for Projects/Programs</b>										
<b>(Revenues - Operating Expenses- Debt Service)</b>		<b>\$ 945,321</b>	<b>\$ 1,371,218</b>	<b>\$ 1,908,390</b>	<b>\$ 2,774,089</b>	<b>\$ 3,985,481</b>	<b>\$ 7,001,892</b>	<b>\$ 10,300,519</b>	<b>\$ 12,326,042</b>	<b>\$ 13,678,181</b>
<b>D. Project/Program Expenditures</b>										
<b>1. School Board Properties</b>										
a. Affordable Housing							\$ 1,000,000	\$ 2,500,000		
b. Infrastructure Improvements						\$ 1,000,000	\$ 1,000,000			
<b>2. Miami Herald Area Properties</b>										
a. Public Improvements										
<b>3. Performing Arts Center</b>										
a. Parking						\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,000,000
<b>4. I-395 "Underdeck" Park</b>										
a. Contribution/Maintenance				\$ 500,000	\$ 1,000,000		\$ 1,000,000	\$ 1,050,000	\$ 1,102,500	\$ 1,157,625
<b>5. Infrastructure Improvements</b>										
a. Streetscapes	\$ 40,000,000							\$ 700,000	\$ 1,000,000	\$ 1,573,900
b. Road/Curb/Sidewalk Rehabilitation	\$ 35,000,000							\$ 652,152	\$ 766,098	\$ 1,000,000
c. Streetlights	\$ 7,000,000	\$ 28,522	\$ 105,535	\$ 55,381			\$ 200,000	\$ 160,000	\$ 118,000	\$ 376,388
d. Water/Sewer	\$ 15,000,000									
e. Stormwater Drainage	\$ 40,000,000									
e. Utility Undergrounding	\$ 20,000,000									
e. SMART Plan & Transportation Network Assistance	\$ 75,000,000									
<b>6. Park &amp; Greenspace Improvement/Maintenance</b>						\$ 279,421	\$ 105,143	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000
<b>7. Housing Affordability Programs</b>		\$ 141,798	\$ 205,683	\$ 286,258	\$ 416,113	\$ 597,822	\$ 1,050,284	\$ 1,545,078	\$ 4,051,304	\$ 4,284,220
<b>8. Economic Development/Business Assistance</b>										
a. Business Improvement/Job Creation Grants		\$ 250,000	\$ 250,000	\$ 250,000	\$ 209,138	\$ 351,959	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>9. Quality of Life Improvements</b>										
a. Community Policing/Public Safety	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 525,000	\$ 551,250
b. Social Service Delivery Improvements		\$ 30,000	\$ 31,500	\$ 33,075	\$ 34,729	\$ 36,465	\$ 38,288	\$ 40,203	\$ 42,213	\$ 44,233
c. CRA Scholarship Program						\$ 10,000	\$ 20,000	\$ 30,000	\$ 40,000	\$ 50,000
d. Purple Shirts Program	\$ 100,000	\$ 105,000	\$ 110,250	\$ 115,763	\$ 121,551	\$ 127,551	\$ 133,551	\$ 139,551	\$ 145,551	\$ 151,551
e. Homeless Programs	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
<b>Total Project/Program Expenditures</b>		<b>\$ 945,320</b>	<b>\$ 1,371,218</b>	<b>\$ 1,908,389</b>	<b>\$ 2,774,089</b>	<b>\$ 3,985,482</b>	<b>\$ 7,001,892</b>	<b>\$ 10,300,518</b>	<b>\$ 12,326,042</b>	<b>\$ 13,678,180</b>
<b>Total Increment Revenue Available</b>		<b>\$ 21,424,582</b>	<b>\$ 22,396,529</b>	<b>\$ 23,407,353</b>	<b>\$ 24,935,881</b>	<b>\$ 27,008,640</b>	<b>\$ 31,859,138</b>	<b>\$ 37,159,752</b>	<b>\$ 40,513,035</b>	<b>\$ 42,842,197</b>
<b>Total Operating Expenses</b>		<b>\$ 2,300,000</b>	<b>\$ 2,415,000</b>	<b>\$ 2,535,750</b>	<b>\$ 2,662,538</b>	<b>\$ 2,795,664</b>	<b>\$ 2,935,448</b>	<b>\$ 3,082,220</b>	<b>\$ 3,236,331</b>	<b>\$ 3,398,148</b>
<b>Total Debt Service/Obligations</b>		<b>\$ 18,179,262</b>	<b>\$ 18,610,311</b>	<b>\$ 18,963,214</b>	<b>\$ 19,499,254</b>	<b>\$ 20,227,494</b>	<b>\$ 21,921,798</b>	<b>\$ 23,777,013</b>	<b>\$ 24,950,662</b>	<b>\$ 25,765,869</b>
<b>Total Project/Program Expenditures</b>		<b>\$ 945,320</b>	<b>\$ 1,371,218</b>	<b>\$ 1,908,389</b>	<b>\$ 2,774,089</b>	<b>\$ 3,985,482</b>	<b>\$ 7,001,892</b>	<b>\$ 10,300,518</b>	<b>\$ 12,326,042</b>	<b>\$ 13,678,180</b>
<b>Surplus Funds</b>		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

Table 5-2 continued

SUMMARY	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
<b>A. Revenues</b>										
<b>1. Increment Revenues1</b>										
a. Increment Revenues from County	\$ 17,239,706	\$ 18,199,191	\$ 19,197,056	\$ 20,008,723	\$ 20,852,858	\$ 21,730,758	\$ 22,643,774	\$ 23,593,310	\$ 24,580,828	\$ 25,607,847
b. Increment Revenues from City	\$ 28,024,819	\$ 29,584,556	\$ 31,206,682	\$ 32,526,127	\$ 33,898,349	\$ 35,325,461	\$ 36,809,657	\$ 38,353,221	\$ 39,958,528	\$ 41,628,047
<b>Total Increment Revenues Available</b>	<b>\$ 45,264,525</b>	<b>\$ 47,783,747</b>	<b>\$ 50,403,737</b>	<b>\$ 52,534,850</b>	<b>\$ 54,751,207</b>	<b>\$ 57,056,219</b>	<b>\$ 59,453,431</b>	<b>\$ 61,946,532</b>	<b>\$ 64,539,356</b>	<b>\$ 67,235,894</b>
<b>B. Expenses</b>										
<b>1. Administrative Expenses</b>	\$ 1,861,594	\$ 1,954,674	\$ 2,052,407	\$ 2,155,028	\$ 2,262,779	\$ 2,375,918	\$ 2,494,714	\$ 2,619,450	\$ 2,750,422	\$ 2,887,943
<b>2. Contractual and Professional Services</b>	\$ 1,706,461	\$ 1,791,784	\$ 1,881,373	\$ 1,975,442	\$ 2,074,214	\$ 2,177,925	\$ 2,286,821	\$ 2,401,162	\$ 2,521,220	\$ 2,647,281
<b>Total Operating Expenses</b>	<b>\$ 3,568,055</b>	<b>\$ 3,746,458</b>	<b>\$ 3,933,781</b>	<b>\$ 4,130,470</b>	<b>\$ 4,336,993</b>	<b>\$ 4,553,843</b>	<b>\$ 4,781,535</b>	<b>\$ 5,020,612</b>	<b>\$ 5,271,642</b>	<b>\$ 5,535,224</b>
<b>C. Debt Service and Long Term Obligations</b>										
<b>1. Port of Miami Tunnel Grant to City</b>	\$ 4,234,000	\$ 4,234,000	\$ 4,234,000							
<b>2. MAX Miami Agreement</b>	\$ 812,500	\$ 812,500	\$ 812,500							
<b>3. PAC Interlocal Payment to County</b>	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000							
<b>4. 35% Global Agreement Payment</b>	\$ 15,352,584	\$ 16,234,311	\$ 17,151,308	\$ 17,897,198	\$ 19,162,923	\$ 19,969,677	\$ 20,808,701	\$ 21,681,286	\$ 22,588,775	\$ 23,532,563
<b>5. Global Agreement Payment for Museum Park</b>	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000							
<b>6. 2018 Tax Increment Revenue Notes</b>	\$ 2,814,600	\$ 2,813,869								
<b>Total Debt &amp; Long-Term Obligations</b>	<b>\$ 26,613,684</b>	<b>\$ 27,494,680</b>	<b>\$ 25,597,808</b>	<b>\$ 17,897,198</b>						
<b>Total Non-Project/Program Expenditures</b>	<b>\$ 30,181,739</b>	<b>\$ 31,241,138</b>	<b>\$ 29,531,589</b>	<b>\$ 22,027,667</b>						
<b>Available for Projects/Programs</b>					\$ 23,499,916	\$ 24,523,519	\$ 25,590,236	\$ 26,701,898	\$ 27,860,417	\$ 29,067,787
<b>Available for Projects/Programs</b>										
<b>(Revenues - Operating Expenses- Debt Service)4</b>	<b>\$ 15,082,787</b>	<b>\$ 16,542,609</b>	<b>\$ 20,872,149</b>	<b>\$ 30,507,183</b>						
<b>D. Project/Program Expenditures</b>					\$ 31,251,292	\$ 32,532,700	\$ 33,863,195	\$ 35,244,634	\$ 36,678,939	\$ 38,168,107
<b>1. School Board Properties</b>										
a. Affordable Housing										
b. Infrastructure Improvements										
<b>2. Miami Herald Area Properties</b>										
a. Public Improvements		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000						
<b>3. Performing Arts Center</b>										
<b>4. I-395 "Underdeck" Park</b>										
a. Contribution/Maintenance	\$ 1,215,506	\$ 1,276,282	\$ 1,340,096	\$ 1,407,100						
<b>5. Infrastructure Improvements</b>					\$ 1,477,455	\$ 1,551,328	\$ 1,628,895	\$ 1,710,339	\$ 1,795,856	\$ 1,885,649
a. Streetscapes	\$ 752,478	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000						
b. Road/Curb/Sidewalk Rehabilitation	\$ 1,000,000	\$ 1,000,000	\$ 2,000,000	\$ 1,295,745	\$ 1,500,000	\$ 1,490,626	\$ 1,500,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000
c. Streetlights	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000	\$ 1,200,000	\$ 1,099,256	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000
d. Water/Sewer	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 496,369	\$ 404,612	\$ 300,000
e. Stormwater Drainage	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
e. Utility Undergrounding	\$ 1,000,000	\$ 652,685	\$ 1,554,649	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,324,192
e. SMART Plan & Transportation Network Assistance					\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
<b>6. Park &amp; Greenspace Improvement/Maintenance</b>	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,342,398	\$ 2,500,000	\$ 3,500,000	\$ 4,500,000	\$ 3,500,000	\$ 4,200,000
<b>7. Housing Affordability Programs</b>	\$ 4,526,453	\$ 4,778,375	\$ 5,040,374	\$ 15,760,455	\$ 2,000,000	\$ 2,000,000	\$ 501,441	\$ 526,513	\$ 552,839	\$ 580,481
<b>8. Economic Development/Business Assistance</b>					\$ 16,425,362	\$ 17,116,866	\$ 17,836,029	\$ 18,583,959	\$ 19,361,807	\$ 20,170,768
a. Business Improvement/Job Creation Grants	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000						
<b>9. Quality of Life Improvements</b>					\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
a. Community Policing/Public Safety	\$ 578,813	\$ 607,753	\$ 638,141	\$ 670,048						
b. Social Service Delivery Improvements	\$ 44,324	\$ 46,540	\$ 48,867	\$ 51,310	\$ 703,550	\$ 738,728	\$ 775,664	\$ 814,447	\$ 855,170	\$ 897,928
d. CRA Scholarship Program	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 53,876	\$ 56,569	\$ 59,398	\$ 62,368	\$ 65,486	\$ 68,761
c. Purple Shirts Program	\$ 212,714	\$ 223,349	\$ 234,517	\$ 246,243	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
d. Homeless Programs	\$ 1,102,500	\$ 1,157,625	\$ 1,215,506	\$ 1,276,282	\$ 258,555	\$ 271,482	\$ 285,057	\$ 299,309	\$ 314,275	\$ 329,989
<b>Total Project/Program Expenditures</b>	<b>\$ 15,082,787</b>	<b>\$ 16,542,608</b>	<b>\$ 20,872,149</b>	<b>\$ 30,507,183</b>						
<b>Total Increment Revenue Available</b>	<b>\$ 45,264,525</b>	<b>\$ 47,783,747</b>	<b>\$ 50,403,737</b>	<b>\$ 52,534,850</b>						
<b>Total Operating Expenses</b>	<b>\$ 3,568,055</b>	<b>\$ 3,746,458</b>	<b>\$ 3,933,781</b>	<b>\$ 4,130,470</b>	<b>\$ 4,336,993</b>	<b>\$ 4,553,843</b>	<b>\$ 4,781,535</b>	<b>\$ 5,020,612</b>	<b>\$ 5,271,642</b>	<b>\$ 5,535,224</b>
<b>Total Debt Service/Obligations</b>	<b>\$ 26,613,684</b>	<b>\$ 27,494,680</b>	<b>\$ 25,597,808</b>	<b>\$ 17,897,198</b>	<b>\$ 4,336,993</b>	<b>\$ 4,553,843</b>	<b>\$ 4,781,535</b>	<b>\$ 5,020,612</b>	<b>\$ 5,271,642</b>	<b>\$ 5,535,224</b>
<b>Total Project/Program Expenditures</b>	<b>\$ 15,082,787</b>	<b>\$ 16,542,608</b>	<b>\$ 20,872,149</b>	<b>\$ 30,507,183</b>	<b>\$ 19,162,923</b>	<b>\$ 19,969,677</b>	<b>\$ 20,808,701</b>	<b>\$ 21,681,286</b>	<b>\$ 22,588,775</b>	<b>\$ 23,532,563</b>
<b>Surplus Funds</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 31,251,292</b>	<b>\$ 32,532,700</b>	<b>\$ 33,863,195</b>	<b>\$ 35,244,634</b>	<b>\$ 36,678,939</b>	<b>\$ 38,168,107</b>

Table 5-2 continued

SUMMARY	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047
<b>A. Revenues</b>										
<b>1. Increment Revenues1</b>										
a. Increment Revenues from County	\$ 26,675,946	\$ 27,786,770	\$ 28,942,026	\$ 30,143,493	\$ 31,393,018	\$ 32,692,525	\$ 34,044,011	\$ 35,449,557	\$ 36,911,325	\$ 38,431,564
b. Increment Revenues from City	\$ 43,364,346	\$ 45,170,098	\$ 47,048,080	\$ 49,001,180	\$ 51,032,405	\$ 53,144,879	\$ 55,341,852	\$ 57,626,704	\$ 60,002,950	\$ 62,474,245
<b>Total Increment Revenues Available</b>	<b>\$ 70,040,293</b>	<b>\$ 72,956,868</b>	<b>\$ 75,990,106</b>	<b>\$ 79,144,673</b>	<b>\$ 82,425,424</b>	<b>\$ 85,837,404</b>	<b>\$ 89,385,863</b>	<b>\$ 93,076,261</b>	<b>\$ 96,914,275</b>	<b>\$ 100,905,809</b>
<b>B. Expenses</b>										
<b>1. Administrative Expenses</b>	\$ 3,032,340	\$ 3,183,957	\$ 3,343,155	\$ 3,510,313	\$ 3,685,829	\$ 3,870,120	\$ 4,063,626	\$ 4,266,807	\$ 4,480,148	\$ 4,704,155
<b>2. Contractual and Professional Services</b>	\$ 2,779,645	\$ 2,918,627	\$ 3,064,559	\$ 3,217,787	\$ 3,378,676	\$ 3,547,610	\$ 3,724,990	\$ 3,911,240	\$ 4,106,802	\$ 4,312,142
<b>Total Operating Expenses</b>	<b>\$ 5,811,985</b>	<b>\$ 6,102,585</b>	<b>\$ 6,407,714</b>	<b>\$ 6,728,100</b>	<b>\$ 7,064,505</b>	<b>\$ 7,417,730</b>	<b>\$ 7,788,616</b>	<b>\$ 8,178,047</b>	<b>\$ 8,586,950</b>	<b>\$ 9,016,297</b>
<b>C. Debt Service and Long Term Obligations</b>										
<b>1. Port of Miami Tunnel Grant to City</b>										
<b>2. MAX Miami Agreement</b>										
<b>3. PAC Interlocal Payment to County</b>										
<b>4. 35% Global Agreement Payment</b>	\$ 24,514,102	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000
<b>5. Global Agreement Payment for Museum Park</b>										
<b>6. 2018 Tax Increment Revenue Notes</b>										
<b>Total Debt &amp; Long-Term Obligations</b>										
<b>Total Non-Project/Program Expenditures</b>	<b>\$ 24,514,102</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>
<b>Available for Projects/Programs</b>	<b>\$ 30,326,088</b>	<b>\$ 31,102,585</b>	<b>\$ 31,407,714</b>	<b>\$ 31,728,100</b>	<b>\$ 32,064,505</b>	<b>\$ 32,417,730</b>	<b>\$ 32,788,616</b>	<b>\$ 33,178,047</b>	<b>\$ 33,586,950</b>	<b>\$ 34,016,297</b>
<b>Available for Projects/Programs</b>									\$ -	\$ -
<b>(Revenues - Operating Expenses- Debt Service)4</b>	<b>\$ 39,714,205</b>	<b>\$ 41,854,283</b>	<b>\$ 44,582,392</b>	<b>\$ 47,416,574</b>	<b>\$ 50,360,919</b>	<b>\$ 53,419,674</b>	<b>\$ 56,597,247</b>	<b>\$ 59,898,214</b>	<b>\$ 63,327,325</b>	<b>\$ 66,889,512</b>
<b>D. Project/Program Expenditures</b>										
<b>1. School Board Properties</b>										
a. Affordable Housing										
b. Infrastructure Improvements										
<b>2. Miami Herald Area Properties</b>										
a. Public Improvements										
<b>3. Performing Arts Center</b>										
<b>4. I-395 "Underdeck" Park</b>										
a. Contribution/Maintenance	\$ 1,979,932	\$ 2,078,928	\$ 2,182,875	\$ 2,292,018	\$ 2,406,619	\$ 2,526,950	\$ 2,653,298	\$ 2,785,963	\$ 2,925,261	\$ 3,071,524
<b>5. Infrastructure Improvements</b>									\$ -	
a. Streetscapes	\$ 2,000,000	\$ 2,450,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,032,996	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
b. Road/Curb/Sidewalk Rehabilitation	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,986,749	\$ 3,000,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
c. Streetlights	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 205,193	\$ 205,193	\$ 205,193
d. Water/Sewer	\$ 500,000	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
e. Stormwater Drainage	\$ 2,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,675,808	\$ 3,675,808	\$ 3,675,808
e. Utility Undergrounding	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,000,000	\$ 292,666				
e. SMART Plan & Transportation Network Assistance	\$ 4,405,313	\$ 3,433,079	\$ 3,899,509	\$ 4,483,779	\$ 6,598,016	\$ 9,458,251	\$ 11,030,221	\$ 11,149,434	\$ 11,149,434	\$ 11,149,434
<b>6. Park &amp; Greenspace Improvement/Maintenance</b>	\$ 609,505	\$ 639,980	\$ 671,979	\$ 705,578	\$ 740,857	\$ 777,900	\$ 816,795	\$ 857,634	\$ 900,516	\$ 945,542
<b>7. Housing Affordability Programs</b>	\$ 21,012,088	\$ 21,887,060	\$ 22,797,032	\$ 23,743,402	\$ 24,727,627	\$ 25,751,221	\$ 26,815,759	\$ 27,922,878	\$ 29,074,283	\$ 30,271,743
<b>8. Economic Development/Business Assistance</b>										
a. Business Improvement/Job Creation Grants	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>9. Quality of Life Improvements</b>										
a. Community Policing/Public Safety	\$ 942,825	\$ 989,966	\$ 1,039,464	\$ 1,091,437	\$ 1,146,009	\$ 1,203,310	\$ 1,263,475	\$ 1,326,649	\$ 1,392,981	\$ 1,462,630
b. Social Service Delivery Improvements	\$ 72,199	\$ 75,809	\$ 79,599	\$ 83,579	\$ 87,758	\$ 92,146	\$ 96,753	\$ 101,591	\$ 106,670	\$ 112,004
d. CRA Scholarship Program	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
c. Purple Shirts Program	\$ 346,488	\$ 363,812	\$ 382,003	\$ 401,103	\$ 421,158	\$ 442,216	\$ 464,327	\$ 487,543	\$ 511,921	\$ 537,517
d. Homeless Programs	\$ 1,795,856	\$ 1,885,649	\$ 1,979,932	\$ 2,078,928	\$ 2,182,875	\$ 2,292,018	\$ 2,406,619	\$ 2,526,950	\$ 2,653,298	\$ 2,785,963
<b>Total Project/Program Expenditures</b>	<b>\$ 39,714,205</b>	<b>\$ 41,854,283</b>	<b>\$ 44,582,392</b>	<b>\$ 47,416,574</b>	<b>\$ 50,360,919</b>	<b>\$ 53,419,674</b>	<b>\$ 56,597,247</b>	<b>\$ 59,898,214</b>	<b>\$ 63,327,325</b>	<b>\$ 66,889,512</b>
<b>Total Increment Revenue Available</b>	<b>\$ 70,040,293</b>	<b>\$ 72,956,868</b>	<b>\$ 75,990,106</b>	<b>\$ 79,144,673</b>	<b>\$ 82,425,424</b>	<b>\$ 85,837,404</b>	<b>\$ 89,385,863</b>	<b>\$ 93,076,261</b>	<b>\$ 96,914,275</b>	<b>\$ 100,905,809</b>
<b>Total Operating Expenses</b>	<b>\$ 5,811,985</b>	<b>\$ 6,102,585</b>	<b>\$ 6,407,714</b>	<b>\$ 6,728,100</b>	<b>\$ 7,064,505</b>	<b>\$ 7,417,730</b>	<b>\$ 7,788,616</b>	<b>\$ 8,178,047</b>	<b>\$ 8,586,950</b>	<b>\$ 9,016,297</b>
<b>Total Debt Service/Obligations</b>	<b>\$ 24,514,102</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>	<b>\$ 25,000,000</b>
<b>Total Project/Program Expenditures</b>	<b>\$ 39,714,205</b>	<b>\$ 41,854,283</b>	<b>\$ 44,582,392</b>	<b>\$ 47,416,574</b>	<b>\$ 50,360,919</b>	<b>\$ 53,419,674</b>	<b>\$ 56,597,247</b>	<b>\$ 59,898,214</b>	<b>\$ 63,327,325</b>	<b>\$ 66,889,512</b>
<b>Surplus Funds</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,108,571</b>	<b>\$ 2,981,961</b>



## Chapter 6 Exit Strategy

### 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, CRA's have finite lives and a time does need to exist when the regular stream of revenues reverts back to the City of Miami to carry out the full breath of its mission as well as to Miami-Dade County to provide the services for which it is responsible. 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?"

### When has the Community Redevelopment Agency Completed its Assigned Task?

This Community Redevelopment Plan Update outlines the work plan for the Omni 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 District will either be based on the reaching of the additional 15 years (until 2047) it may be allowed to continue 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 Omni CRA Redevelopment Area should be closed down and the Omni Redevelopment Trust Fund should cease to exist.

1. Have the projects outlined and/or contemplated by the Community Redevelopment Plan been substantially completed and paid for including related debt (except for on-going maintenance of the projects) as outlined in the Plan or any appropriate Five-Year Action Plan?
2. Have the programs outlined and/or contemplated by this Community Redevelopment Plan been implemented and have they substantially impacted the community and/or met their stated goals?

Has all debt from the implementation of projects and programs been retired?

Any review of these questions should also include whether there are other sources of funds available to the CRA, County or other agency or group to complete any outstanding projects or programs of the CRA. If these outside sources are sufficient, consideration should be given to early termination of tax increment payments and the cessation of the CRA.

### Five Year Plan Review as a Method of Mitigating Changes in Local Conditions and the CRA's Success.

While answers in the affirmative to the questions in Subsection B (above) should trigger the completion of CRA's efforts, it recommended that the CRA not rely on the original list of projects outlined in this Plan as a final and absolute list, but instead, utilize these projects as a "living document" that will be the subject of a review and update every five years (or other times when conditions warrant).

As part of the five-year update, a Review and Future Action Plan should also be prepared. The Review portion should include a progress report that indicates the success of the CRA in attaining its stated goals

given market and other outside forces (i.e. changes to land prices, interest rates, construction costs, other growth in the area, state of the retail, office and industrial sectors, etc.) influencing the CRA during that five year period. Programs and projects should be reviewed to determine their continued viability and cost effectiveness in addressing the needs of the community.

Each Five-Year Action Plan should set new goals and task completion indicators which take into account changes in outside forces. Each new Action Plan should also contain revisions to the TIF projections based on actual changes to taxable values of property in the area during the previous five years and what can reasonably be expected to happen to them in the ensuing five years.

The Five-Year Review and Action Plan shall also be the document utilized for the formulation and inclusion into the Plan (by the appropriate amendment procedures as outlined in F.S. Chapter 163 Part III and as required by Miami-Dade County) of new projects and programs that will address the new conditions or contemplated conditions and the basis for removal from the Plan of projects/programs that are no longer necessary, are outdated, or those no longer in the best interests of the community. If no new programs are contemplated or warranted, there shall be no need for an update of the Plan.

Upon completion of the Five-Year Review and Action Plan, it is determined that the projects and programs have meet the criteria for completion of the CRA's assigned tasks or that (as outlined above) there exists other sources of funds for outstanding projects, then the review should conclude that the CRA has been successful and the Omni CRA Redevelopment Area should be dissolved. The review should analyze the potential for the CRA to complete its tasks given performance over the past five-year period (and prior five-year periods). If it is determined that the CRA will be unable to substantially affect conditions in the Omni Area, then the review should conclude that the CRA is not an effective method for redevelopment of the neighborhood and the Omni CRA Redevelopment Area should be dissolved.

The five-year evaluation shall in no way however, inhibit or prevent the Omni 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, FS. Chapter 163 Part III, and Miami-Dade County regulations.

## Termination of Tax Increment Payments

This program requires a regular review of the progress of the CRA and the completion of projects and programs. In the later years, the CRA may find that most of its contemplated projects/programs have been completed. While some tax increment would still be needed to fund a few on-going projects/programs, the majority of the tax increment may not be required. Such later-year reviews should be focused on determining if the minimal programs or projects still in need of funding are necessary to be completed by the CRA or if the City or other entity might have other potential sources of funding to complete them. 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 District.

## Chapter 7 Neighborhood Impact Statement

### RELOCATION

It is the goal and intent of the CRA to retain, improve and increase the housing stock within the Omni Redevelopment area. Therefore, the Plan Update does not propose any specific project which would result in the acquisition or demolition of existing residential structures nor the relocation of current residents of the area. Any future project supported by the CRA and its financing mechanisms which requires the involuntary displacement of any resident, shall be accompanied by a Project Relocation Plan in accordance with Chapter 163, Florida Statutes, or other applicable regulations. The Project Relocation Plan must be approved by the CRA Board in a publicly noticed CRA Board meeting prior to receiving final approvals.

If any future projects were to require relocation and CRA funding were to be “partnered” with Federal funds, the Omni CRA shall make it a condition of its participation that all provisions of the Uniform Relocation Assistance Act are met. This will assure that displaced residents will have access to safe, sanitary and decent replacement housing.

### TRAFFIC CIRCULATION

The street system within the study area consists of arterials, collectors and local roads that provide access and circulation within the Omni area. The main arterial is Biscayne Boulevard which provides north/south access. Access to and from the Omni area to other parts of the city is severely restricted by the I-395 elevated expressway on the south limit of the study area and the Florida East Coast (FEC) railway on the west side.

This Redevelopment Plan update proposes the elimination of deficiencies within the transportation network (see maps in Chapter I-3 for overview of deficiency locations). These deficiencies include:

1. Poor street asphalt conditions
2. Broken or missing curbing
3. Poorly maintained or missing sidewalks
4. Poor or nonexistent lighting

Repair of these deficiencies should enhance the transportation network for vehicles, bicycles, and pedestrians.

The plan also advocates for the following continued projects:

Roadway Conversions from one to two-way streets

1. N. Miami Avenue
2. NE 1<sup>st</sup> Avenue
3. NE 2<sup>nd</sup> Avenue
4. 17<sup>th</sup> Street FEC railway crossing

The purpose of these projects is all to enhance the connectivity of traffic and reduce high speeds through the area.

This update also includes description of streetscaping to be undertaken CRA-wide. These projects are to be undertaken either as stand-alone projects or in-conjunction with large private projects to help mitigate appearances and traffic flow in the CRA.

Such projects, as outlined in Chapter I-4, include providing public amenities designed to help pedestrian accessibility and flow so as to encourage walking or bicycling rather than motor vehicle use. These items include, but are not limited to:

1. Public parking
2. On-street parking
3. Wide sidewalks
4. Bicycle lanes

Traffic calming devices

In addition, items are also designed to enhance the flow of motor vehicle traffic through the siting of parking and pull-outs for buses and ride-share vehicles, so traffic is not impeded.

An opportunity to support the County's Strategic Miami Area Rapid Transit (SMART) Plan is also contained within the update. The SMART Plan contains a number of methods for enhancing transportation within Miami-Dade County including enhanced bus use and the use of rail. Of particular note to the Omni CRA would be enhancement of the Metromover, which travels through the CRA, and the help in creation of the SMART Plan Beach Corridor Rapid Transit line from the mainland to the barrier island. The Beach Corridor Rapid Transit Line could alleviate a significant amount of traffic on I-395 and quickly move people from the CRA district to the employment centers on Miami Beach.

## ENVIRONMENTAL QUALITY

Redevelopment in the Omni CRA will improve environmental quality due to existing provisions in the City's building permit process. Miami-Dade County Department of Environmental Resource Management reviews all new construction permits to ensure health standards are followed. Asbestos testing is required for existing buildings that are to undergo renovation. The County's Health Department must also approve any water and sewer changes, restaurants, hospitals, clinics, and schools.

Miami-Dade Water and Sewer Department provides water and sewage services and runoff drainage for the Omni CRA district. The Department has upgraded their standards which means that most new construction and renovations within the CRA will require upgrades to the water service lines.

In addition to the above, the redevelopment plan update also contemplates the implementation of stormwater systems CRA-wide. Currently such systems only exist in the area east of Biscayne Boulevard/US-1. These systems will be required to provide a certain amount of treatment to runoff before it percolates into the soil or is released into Biscayne Bay. The inclusion of curbs and gutters along newly updated streets will ensure that runoff waters are directed into the new stormwater system as well.

Significant funding is also contemplated for sewer system upgrades. This will reduce the amount of sewerage that may be leaking from pipes that currently exceed or will have exceeded their anticipated life-span at the time of replacement.

## COMMUNITY FACILITIES

The redevelopment plan update contemplates expansion and maintenance of existing community facilities to a level that will continue to accommodate demand for such facilities that will come with population growth of the area. These facilities include:

### Parks/Public Spaces

1. Maurice A. Ferré Park
2. Margaret Pace Park
3. Dorsey Park
4. Biscayne Park
5. The Baywalk (to be expanded as well)

In addition, the update contemplates the addition and maintenance of the I-395 “Underway” Park. This will be a significant facility in the area around and under the soon-to-be expanded I-395, and the inclusion of public plazas, pocket parks and other mini-green spaces, where appropriate, throughout the CRA district.

### Cultural Facilities

The Adrienne Arsht Center for the Performing Arts, the Frost Museum of Science, and the Perez Art Museum of Miami are all supported through a significant contribution by the CRA to the County for cultural facilities within the CRA. There is potential for new regional cultural or artistic attractions to continue to boost the attractiveness of the area as a regional destination.

### Educational

This redevelopment plan update also contemplates redevelopment of Phillis Wheatley Elementary School to include school facilities as well as housing for teachers and others. Relocation of the School Board’s iPrep and other educational facilities are also contemplated. This relocation will allow for redevelopment of these sites as well as provide new and upgraded facilities for these educational institutions.

#### *IMPACT ON SCHOOL POPULATION*

While growth in the Omni CRA Redevelopment Area is expected to lead to significant population increases, it is unlikely that this will lead to an equally significant increase in school population. The majority of units contemplated by the redevelopment plan update would be in large urban-styled, multi-family buildings. These building are unlikely to contain significant numbers of units with more than 2 bedrooms. It is likely that affordable housing units for workforce and low-income residents that the CRA seeks to construct/rehabilitate will be more family oriented than the market-rate units in the district. This means additional students will be added to the area, however the percentage increase in school population is not likely to be as high as the percent increase in overall population. The CRA will continue to work with the Miami-Dade County School Board to address this issue.

## OTHER PHYSICAL AND SOCIAL QUALITIES

The purpose of the redevelopment is to eliminate and prevent instances of slum and/or blighting influences on the district. To this end, the CRA's on-going efforts to enhance and beautify the area will create a positive environment for all residents. Additionally, the significant efforts to provide a mix of housing options, including efforts to ensure housing for low income and workforce residents will be to the benefits of existing residents.

The CRA is also seeking to provide an expansion of area social services through the funding of opportunities for non-profit providers in the district. This effort is designed to ensure a continued social "safety net" is available for residents and to expand the number of social service agencies providing service in the district and enhance resident access to these agencies.

The CRA's commitment to seeking community benefits from developers, property owners, and business owners assisted by the CRA projects, and to the extent possible those that are not assisted, will also improve the social qualities of the neighborhood. Included in the plan update is a list of examples of community benefits the CRA should seek which includes but is not limited to:

1. Job creation
2. Job training
3. Affordable housing units
4. Below market-rent commercial spaces for "mom and pop" stores
5. Support for local non-profit service providers in the area

Provision of public plazas and green spaces

Lastly, provisions are also included in the plan update for a number of quality-of-life items that will benefit the residents. These include such items as:

1. Funding for homeless programs
2. A college scholarship program for residents
3. A program to hire homeless residents to assist in area clean-up activities

Community policing to reduce crime and provide a conduit between residents and the police department.



## Chapter 8 Conclusion of Redevelopment Plan

This chapter outlines the major capabilities of the Omni CRA to rehabilitate the Redevelopment Area.

1. The CRA will engage in a workable program for utilizing appropriate private and public resources to eliminate and prevent the development or spread of slums and urban blight in the Redevelopment Area, to encourage needed community rehabilitation, to provide for the redevelopment of slum and blighted neighborhoods, to provide housing affordable to residents of low or moderate income, including the elderly, or to undertake such of the aforesaid activities or other feasible county or municipal activities as may be suitably employed to achieve the objectives of such workable program.
2. Such workable program may include provision for the prevention of the spread of blight into areas of the county or municipality which are free from blight through diligent enforcement of housing, zoning, and occupancy controls and standards; the rehabilitation or conservation of slum and blighted areas or portions thereof by
  - a. replanning
  - b. removing congestion
  - c. providing parks, playgrounds, and other public improvements
  - d. encouraging voluntary rehabilitation
  - e. compelling the repair and rehabilitation of deteriorated or deteriorating structures
  - f. the development of affordable housing
  - g. the implementation of community policing innovations
  - h. the clearance and redevelopment of slum and blighted areas or portions thereof
3. To achieve its goals the CRA is able to acquire property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition or demolish and remove buildings and improvements.
4. The CRA can acquire 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. It is also able to dispose of any property at its fair value as provided in s. 163.380 for uses in accordance with this redevelopment plan.
5. The CRA can engage in 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 paseos.
6. The CRA could carry out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements, or acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which 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. The CRA can acquire and dispose 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.

8. It may construct foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses).
9. To support public improvements the CRA may choose 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.
10. To complete its mission, the CRA may 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, and may acquire any personal or real property, together with any improvements thereon. To hold, improve, clear, or prepare for redevelopment any such property; to encumber or dispose of any real property.
11. The CRA may 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, and may enter into any contracts necessary to effectuate the purposes of this part.
12. The CRA can solicit requests for proposals for redevelopment of parcels 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.
13. If needed the CRA may 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.

14. In furtherance of its goals and objectives, the Omni CRA may borrow money and 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.
15. The CRA may also make or have made all surveys and plans necessary; may contract with any person, public or private, in making and carrying out such plans; and may adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
  - a. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
  - b. 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.
16. The Omni CRA may obtain appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
17. It may 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.
18. The CRA should apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
19. In order to prevent displacement in the district, the Omni CRA should 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 may 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.

20. The CRA may 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.
21. If needed, the CRA is able to close, or recommend to be closed, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and plan or replan any part of the county or municipality.
22. The CRA may 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.
23. To improve neighborhood safety the CRA may develop and implement community policing innovations.
24. With the agreement of each taxing authority to such method of financing for the construction or expansion, the Omni CRA may construct or expand administrative buildings for public bodies or police and fire buildings, unless the construction or expansion is contemplated as part of a community policing innovation, where no agreement of taxing authorities would be necessary.
25. The Omni CRA should not undertake the 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.
26. Finally, the CRA should not pay for general government expenses unrelated to the carrying out of this Redevelopment Plan.

## Appendix A

### 2010 Omni Redevelopment Area

#### Legal Description

THE STUDY AREA IS PHYSICALLY DEFINED AS BEGINNING AT THE EASTERN SHORELINE AND NORTH SIDE OF NE 20<sup>TH</sup> STREET; THEN SOUTH ALONG THE EASTERN SHORELINE TO THE NORTHSIDE OF MACARTHUR CAUSEWAY RIGHT-OF-WAY; THEN EAST ALONG THE NORTHSIDE OF THE MACARTHUR CAUSEWAY RIGHT-OF-WAY TO THE EASTERN SHORELINE OF WATSON ISLAND; THEN SOUTH ALONG THE EASTERN SHORELINE OF WATSON ISLAND TO THE SOUTH SIDE OF THE MACARTHUR CAUSEWAY RIGHT-OF-WAY; THEN WEST ALONG THE SOUTH SIDE OF THE MACARTHUR CAUSEWAY RIGHT-OF-WAY TO THE EASTERN SHORELINE; THEN SOUTH ALONG THE EASTERN SHORELINE TO 20 FEET SOUTH OF THE FEC SLIP; THEN WEST ALONG THE 20 FEET SOUTH OF THE FEC SLIP TO THE WEST SIDE OF BISCAYNE BOULEVARD; THEN NORTH ALONG THE WEST SIDE OF BISCAYNE BOULEVARD TO THE SOUTHERN EDGE OF THE I-395 ROW; THEN FOLLOWING THE SOUTHERN EDGE OF THE I-395 ROW TO THE WEST SIDE OF NW 1ST PLACE; THEN NORTH ALONG THE WEST SIDE OF NW 1ST PLACE TO THE SOUTH SIDE OF NW 14TH STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 14TH STREET TO THE WEST SIDE OF NW 1ST PLACE; THEN NORTH ALONG THE WEST SIDE OF NW 1ST PLACE TO THE SOUTH SIDE OF NW 22ND STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 22<sup>ND</sup> STREET TO THE EAST SIDE OF NW 2ND AVENUE; THEN SOUTH ALONG THE EAST SIDE OF NW 2ND AVENUE TO THE SOUTH SIDE OF NW 22ND STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 22ND STREET TO THE WEST SIDE OF NW 5<sup>TH</sup> AVENUE; THEN NORTH ON THE WEST SIDE OF NW 5TH AVENUE TO THE SOUTH SIDE OF NW 22<sup>ND</sup> STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 22ND STREET TO THE WEST SIDE OF NW 6TH AVENUE; THEN NORTH ALONG THE WEST SIDE OF NW 6TH AVENUE TO THE NORTH SIDE OF NW 23RD STREET; THEN EAST ALONG THE NORTH SIDE OF NW 23RD STREET TO THE WEST SIDE OF NW 5TH AVENUE; THEN NORTH ALONG THE WEST SIDE OF NW 5TH AVENUE TO THE NORTH SIDE OF NW 23<sup>RD</sup> STREET; THEN EAST ALONG THE NORTH SIDE OF NW 23RD STREET TO THE EAST SIDE OF NW 2ND AVENUE; THEN SOUTH ALONG THE EAST SIDE OF NW 2ND AVENUE TO THE NORTH SIDE OF NW 22ND STREET; THEN EAST ALONG THE NORTH SIDE OF NW 22<sup>ND</sup> STREET TO THE EAST SIDE OF NORTH MIAMI AVENUE; THEN SOUTH ALONG THE EAST SIDE OF NORTH MIAMI AVENUE TO THE NORTH SIDE OF NE 20TH STREET; THEN EAST ALONG THE NORTH SIDE OF NE 20TH STREET TO THE FEC ROW; THEN SOUTH ALONG THE FEC ROW TO THE NORTH SIDE OF NE 20<sup>TH</sup> STREET; THEN EAST ALONG THE NORTH SIDE OF NE 20<sup>TH</sup> STREET TO THE WEST SIDE OF BISCAYNE BOULEVARD; THEN NORTH ALONG THE WEST SIDE OF BISCAYNE BOULEVARD TO THE NORTH SIDE OF NE 20<sup>TH</sup> TERRACE; THEN EAST ALONG THE NORTH SIDE OF NE 20<sup>TH</sup> TERRACE TO THE EASTERN SHORELINE; THEN SOUTH ALONG THE EASTERN SHORE LINE TO THE NORTH SIDE OF NE 20<sup>TH</sup> STREET.

**SECOND AMENDMENT TO THE INTERLOCAL AGREEMENT  
BETWEEN THE CITY OF MIAMI, MIAMI-DADE COUNTY, AND OMNI  
REDEVELOPMENT DISTRICT COMMUNITY REDEVELOPMENT  
AGENCY**

**THIS SECOND AMENDMENT TO THE INTERLOCAL AGREEMENT** (the "**2020 Interlocal Agreement**") is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2020, by and among Miami-Dade County, a political subdivision of the State of Florida (the "**County**"), the City of Miami, Florida, a municipal corporation of the State of Florida (the "**City**") and the Omni Redevelopment District Community Redevelopment Agency, a public agency and body corporate created pursuant to Section 163.357, Florida Statutes (the "**Omni CRA**").

**RECITALS**

**WHEREAS**, pursuant to County Resolution No. R-280-96, adopted by the Board of County Commissioners of Miami-Dade County (the "County Commission") on March 19, 1996, the County Commission approved the terms and execution of an Interlocal Agreement by and among the County, the City and the Omni CRA (the "Interlocal"), which Interlocal was dated June 24, 1996, and contained provisions for the Omni CRA to make certain payments to the County for the purpose of paying debt service on the Performing Arts Center Construction Bonds; and

**WHEREAS**, on December 18, 2007, pursuant to County Resolution No. R-1372-07, the County, the City, the Southeast Overtown/Park West Community Redevelopment Agency, ("SEOPW CRA"), and the Omni CRA entered into that certain Interlocal Agreement, dated December 31, 2007, to provide funding for major city-wide projects for the benefit of all named parties (the "2007 Interlocal Agreement"); and

**WHEREAS**, the Omni CRA and the City adopted Resolution No. CRA-R-19-0004 and Resolution No. R-19-0180, respectively, which approved an Assessment of Need (the "AON") report, in accordance with County Resolution Nos. R-611-15 and R-499-16, which is supported by data and analysis to substantiate the ongoing necessity for the extension of life of the Omni Redevelopment Area through the date July 7, 2047; and

**WHEREAS**, the Omni CRA and the City adopted Resolution CRA-R-20-0003 and R-20-0131, respectively, which approved an amendment to the Redevelopment Plan for the Omni Area (the "2020 Redevelopment Plan") and this 2020 Interlocal Agreement; and

**WHEREAS**, the Omni CRA and the City sought the County Commission's support and approval of their request to accept the AON, extend the life of the Omni CRA through July 7, 2047, the 2020 Redevelopment Plan and the 2020 Interlocal Agreement; and

**WHEREAS**, on \_\_\_\_\_, 2020, the County Commission adopted County Resolution No. R-\_\_\_\_\_, which accepted the AON, authorized the extension of life of the Omni CRA through July 7, 2047, and approved 2020 Redevelopment Plan and this 2020 Interlocal Agreement; and



WHEREAS, this 2020 Interlocal Agreement replaces and supersedes the 2007 Interlocal Agreement,

NOW, THEREFORE, the County, the City and the Omni CRA agrees as follows:

1. **Recitals.** The Recitals set forth above are true and correct and adopted as part of this 2020 Interlocal Agreement.
2. **Defined Terms.** Defined terms utilized in this 2020 Interlocal Agreement but not defined herein shall have the meaning ascribed to said terms in the Interlocal Agreement.
3. **Extension of Life of Omni CRA.** The life of the Omni CRA is hereby extended through July 7, 2047.
4. **Redevelopment Plan.** All references in the Interlocal Agreement to the Redevelopment Plan shall be deemed references to the adopted 2020 Redevelopment Plan.
5. **Streetcar Project.** The City, County, and the Omni CRA hereby mutually release each party from any obligations under the 2007 Interlocal Agreement pertaining to the Streetcar Project and any funding activities for the Streetcar Project have been stricken.
6. **Priority Projects.** The County, the City and the Omni CRA acknowledge and agree that, subject to compliance with all applicable laws, including Part III, Chapter 163, Florida Statutes, the projects identified in the 2020 Redevelopment Plan, other projects in the Redevelopment Area, along with the list of priority projects below shall be partially funded by the Omni CRA utilizing Tax Increment Funds ("TIF") Revenues (the "**Incentive Agreement Projects**"):
  - a. Funding to Miami-Dade County for the **Performing Arts Center Construction Bonds Debt Service** at an aggregate total amount not to exceed One Million Four Hundred Thirty Thousand and 00/100 Dollars (\$1,430,000.00) per year through September 30, 2027.
  - b. Funding to the City of Miami for the **Port Tunnel Debt Service** at an amount not to exceed Four Million Two Hundred Thirty-Four Thousand and 00/100 Dollars (\$4,234,000.00) per year through September 30, 2030.
  - c. Funding to Miami Dade County in an amount not to exceed thirty five percent (35%) of the Omni CRA annual TIF Revenue, or Twenty-Five Million and 00/100 Dollars (\$25,000.00.00), whichever is less, per year through September 30, 2027. Once the funds are returned to the County pursuant to this subsection (6)c, the County's use of the funds shall not be subject to this Agreement or any restrictions or requirements of Chapter 163, Part III, Florida Statutes.
  - d. Commencing October 1, 2027, funding to Miami-Dade County in an amount not to exceed thirty five percent (35%) of the Omni CRA annual

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TIF Revenue, or Twenty-Five Million and 00/100 Dollars (\$25,000,000.00), whichever is less, per year through September 30, 2047. Once the funds are returned to the County pursuant to this subsection (6)d, the County's use of the funds shall not be subject to this Agreement or any restrictions or requirements of Chapter 163, Part III, Florida Statutes.

- e. Funding to Miami-Dade County for The Beach Corridor rapid transit route of the Strategic Miami Area Rapid Transit ("SMART") Plan. The Omni CRA shall provide the County with funding in an amount not to exceed Fifty Million and 00/100 Dollars (\$50,000,000.00) for capital improvements for that portion of the Beach Corridor route that falls within the boundaries of the Omni Redevelopment Area.
- f. **Maurice Ferré Park** formerly Museum Park. The Omni CRA shall provide funding to the City of Miami in a total amount of Twenty Eight Million and 00/100 Dollars (\$28,000,000.00) in capital improvement costs for the Maurice Ferré Park based on a Capital Improvement Plan that is approved by the City of Miami Commission.
- g. Providing funds in an amount not to exceed funding of \$1,000,000.00 annually for ongoing operations and maintenance to commence upon completion of the I 395 **Underdeck Green Space** to be constructed in conjunction with the Florida Department of Transportation I-395/SR 836/I-95 Design-Build Project (I-395 Project) located below the I-395 viaduct, subject to the I-395 Project meeting all standards related to construction, operations, and maintenance.
- h. Provide funds for community benefits package and assist in the redevelopment of School Board-owned properties within the Omni CRA boundaries.
- i. The Omni CRA will commit to funding at least \$250 Million in the **development and rehabilitation of workforce- and affordable housing** and mixed-income housing and homeownership projects within the Redevelopment Area throughout the life of the Omni CRA.
- j. Land acquisition and development activities consistent with the character and scale of development identified in the Omni CRA Redevelopment Plan, as it may be amended from time to time.
- k. Development and growth of local, small business enterprises within the Redevelopment Area through grants or low-interest loans to, among other things, improve the physical plant of local businesses, finance the acquisition of machinery and equipment, and provide limited guarantees against losses to increase access to credit from local financial institutions.



7. **Omni Redevelopment Area.** The County, City and Omni CRA acknowledge and agree that the redevelopment area (the "**Redevelopment Area**") consists of (i) that area depicted on the map attached hereto as Exhibit "A." The County, City and Omni CRA agree to process all necessary legislation and documents to provide for the extension of life of the Omni CRA.

8. **Administrative Fee.** The Omni CRA shall pay the County a 1.5% Administrative Fee chargeable to Omni CRA for the life of the Omni CRA to cover County costs associated with administering the Interlocal, programs funded through the Interlocal, and related matters.

9. **CRA Indebtedness.** The Omni CRA, only with the approval of the County Commission and City Commission, may issue bonds and/or incur other indebtedness required to finance, as necessary and appropriate, its contribution to the Omni CRA Projects, provided however, in no event shall any bonds issued and/or indebtedness incurred mature later than July 7, 2047. Prior to the issuance of any bonds and/or indebtedness by the Omni CRA, the County shall have the right to review all related documents and agreements and shall approve such bond issuance or indebtedness, pursuant to the provisions of the Interlocal Agreement as amended by this Amendment and applicable law, including Section 163.358(3), Florida Statutes.

10. **CAP ON ADMINISTRATIVE EXPENSES.** The Omni CRA agrees that administrative expenses of the Omni CRA shall not exceed 20% of its overall fiscal budget.

11. **Procurement Requirements.** The Omni CRA confirms to the County and the City that Omni CRA has adopted procurement procedures to be utilized by the Omni CRA for procurement.

12. **Community Benefits.**

A. The Omni CRA agrees that all agreements with entities or contractors receiving grants of \$1,000,000.00 or more from the Omni CRA for new or rehabilitated commercial and residential developments entered into after the Effective Date within the Redevelopment Area shall, to the extent allowed by applicable law, include the following provisions:

- (i). Require hiring from the labor workforce for such project from residents of the Redevelopment Area that are unemployed or under employed, to extent feasible.
- (ii). Require compliance with the wage requirements of Section 2-8.9 of the Code of Miami-Dade County, Florida (the "**Code**") or pay higher wages and benefits, to the extent feasible.

B. The Omni CRA agrees to include in all community benefit agreements with entities or contractor receiving grants of \$1,000,000.00 or more executed after the Effective Date to require such entities or contractors to comply with the following Miami-Dade County ordinances contained in the Code, as same may be amended, as if expressly applicable to such entities:

- (i). Small Business Enterprises (Section 2-8.1.1.1.1 of the Code)
- (ii). Community Business Enterprises (Section 2-10.4.01 of the Code)
- (iii). Community Small Business Enterprises (Section 10-33.02 of the Code)
- (iv). Conflict of Interest and Code of Ethics Ordinance (Section 2-11.1 of the Code)
- (v). Living Wage Ordinance (Section 2-8.9 of the Code)

13. **Inspector General Review.** The County shall have the right to retain, at its sole cost, the services of an independent private sector inspector general whenever the County deems it appropriate to do so, in accordance with Miami-Dade County Administrative Order No. 3-20. Upon written notice from the County, the Omni CRA shall make available to the independent private sector inspector general retained by the County all requested records and documentation for inspection and reproduction. Additionally, the Omni CRA shall submit to the County's Inspector General's review in accordance with Section 2-1076 of the Code of Miami-Dade County, Florida. The County's Inspector General shall be empowered to review past, present and proposed Omni CRA's contracts, transactions, accounts, records, agreements and programs at a minimum annually audit, investigate, monitor, oversee, inspect and review operations, activities, performance and procurement process, including but not limited to, project design, specifications, proposal submittals, activities of the Omni CRA and its officers, agents and employees, lobbyists, staff and elected officials to ensure compliance with contract specifications and to detect any fraud and/or corruption.

14. **Recovery of Grant Funds.** The Omni CRA shall include in all contracts and grant agreements executed from and after the Effective Date a "claw back" provision that will require the Omni CRA to "claw back" or rescind and recover funding from any entity or contractor to which it provides funding which does not substantially comply with the provisions of its agreement with Omni CRA by demanding repayment of such funds, in writing, including recovery of penalties or liquidated damages, to the extent allowed by law, as well as attorney's fees and interest, and pursuing collection or legal action, to the fullest extent allowable by law, if feasible.

15. **Safeguards for Resident Displacement.** In the event the Omni CRA funds a redevelopment project authorized by the 2020 Redevelopment Plan that may displace persons (including individuals, families, business concerns, nonprofit organizations and others) located in the Redevelopment Area, the Omni CRA shall prepare plans for and assist in the relocation of such persons, including making any relocation payments under the Act and applicable laws and regulations. Further, the Omni CRA shall make or provide for at least a "one-for-one" replacement of each affordable housing unit demolished pursuant to a redevelopment project to ensure that such demolished unit is replaced by a new comparable, affordable housing unit, provided, however, this requirement shall not apply to substandard affordable housing that has been declared unsafe by a governmental entity and subsequently demolished. The Omni CRA shall ensure that individuals and families who are displaced from affordable housing units have a right of first refusal to return to comparably priced affordable housing units located within the Redevelopment Area.

16. **Affordable and Mixed Income.** The County acknowledge and agrees that the Omni CRA 2020 Redevelopment Plan includes a housing component that serves an income mix of extremely low, very low, low, moderate, and workforce housing up to 140 percent (140%) of the Area Median Income (AMI), as defined by the U.S. Department of Housing and Urban Development and the County acknowledges that the 2020 Redevelopment Plan gives priority to

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rehabilitation, conservation or redevelopment of housing for extremely low, very low, low or moderate income persons.

17. **Annual Budget.** The Omni CRA agrees to include in its annual fiscal budget a description of expenditures made by the Omni CRA for affordable housing projects during the previous fiscal year and a statement of anticipated expenditures for affordable housing project in upcoming fiscal years, if applicable.

18. **Ethics Training.** The Omni CRA agrees that all members of the Board of Commissioners of the Omni CRA, staff of the Omni CRA, members of advisor boards of the Omni CRA and staff such advisor boards shall be required to complete a minimum of four (4) hours of ethics training to be conducted by the Miami-Dade County Commission on Ethics and Public Trust in accordance with County Resolution No. R-499-16 and section 163.367, Florida Statutes.

19. **Conflicts.** In the event of any conflicts between the Interlocal Agreement, and the terms of this Amendment, this Amendment shall control.

20. **Ratification.** Except as modified by this Amendment, the Interlocal Agreement is ratified and reaffirmed.

21. **Effective Date.** The effective date of this Amendment shall be the date this Amendment is last executed by the County, the City and the Omni CRA (the "**Effective Date**")

22. **Time of the Essence.** Time is of the essence in the performance of this Amendment.

23. **Third-Party Beneficiaries.** There are no third-party beneficiaries to this Amendment. The parties expressly acknowledge that that it is not their intent to create or confer any obligations on or upon any third-party by this Amendment. None of the parties intend to directly or indirectly benefit a third person by this Amendment, and no third party shall be entitled to assert a claim against any of the parties based upon this Amendment. Nothing herein shall be construed by any agency or political subdivision of the State of Florida to confer upon any third party or parties the right to sue on any matter arising out of this 2020 Interlocal Agreement.

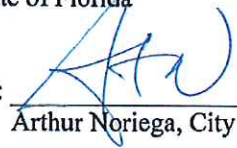
24. **Severability.** If one or more provisions of this Amendment shall be held contrary to any provision of law or be held invalid, then such provision or provisions shall be null and void and shall be separate from, and have no effect on, the remaining provisions which shall continue to be legal and valid.

25. **Counterparts.** This Amendment may be signed in counterparts.

*\*\*Signatures Appear Below\*\**

IN WITNESS WHEREOF, the parties hereto have caused this Amendment to be executed in their names by their duly authorized officers and their seals to be affixed hereto, and all as of the day and year first above written.

City of Miami,  
a municipal corporation of the  
State of Florida


By:   
Arthur Noriega, City Manager

Miami-Dade County,  
a political subdivision of the  
State of Florida

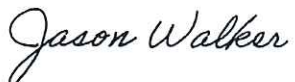
By: \_\_\_\_\_  
Carlos A. Giménez, Mayor

ATTEST:

HARVEY RUVIN, Clerk

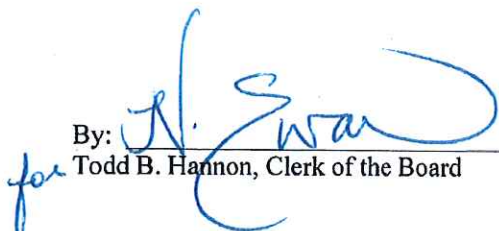
By:   
for Todd B. Hannon, City Clerk  
Omni Community Redevelopment Agency,  
a public body corporate and politic

By: \_\_\_\_\_  
Deputy Clerk

By:   
Jason Walker, Executive Director

APPROVED AS TO FORM AND LEGAL  
SUFFICIENCY FOR  
MIAMI-DADE COUNTY;

ATTEST:

By:   
for Todd B. Hannon, Clerk of the Board

By: \_\_\_\_\_  
Terrence A. Smith  
Assistant County Attorney

Date: \_\_\_\_\_




APPROVED AS TO FORM AND  
CORRECTNESS FOR CITY OF MIAMI:

By:   
Jorge L. Piedra, City Special Counsel

Date: 

6/9/2020
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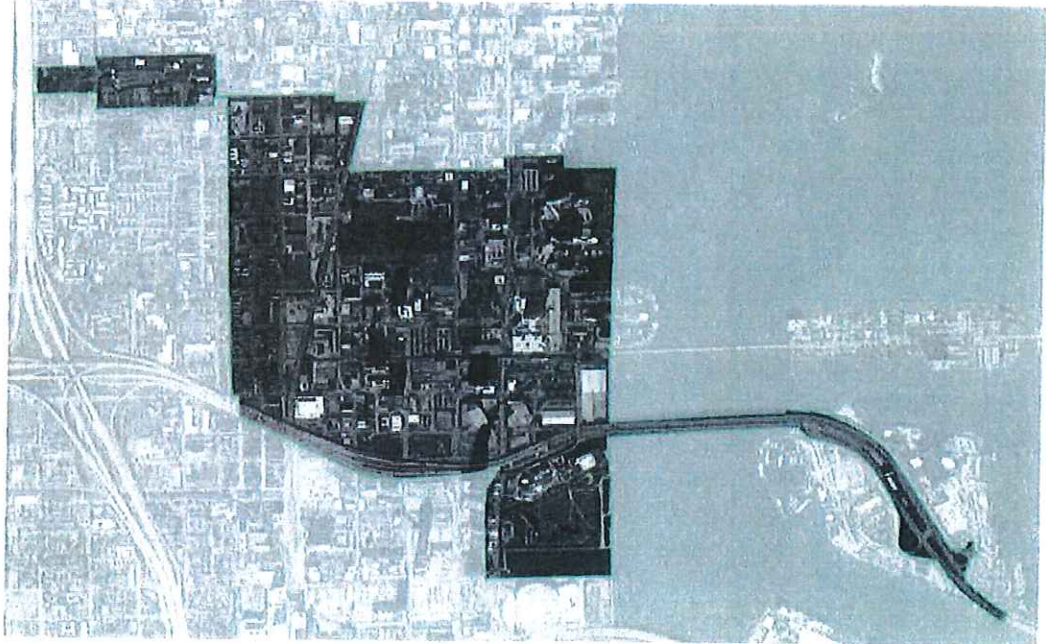
APPROVED AS TO FORM AND  
CORRECTNESS FOR OMNI CRA:

By:   
David N. Tolces, Omni CRA Special  
Counsel

Date: 6/5/2020

## Exhibit "A"

### 2010 Omni Redevelopment Area



#### Legal Description

THE STUDY AREA IS PHYSICALLY DEFINED AS BEGINNING AT THE EASTERN SHORELINE AND NORTH SIDE OF NE 20<sup>TH</sup> STREET; THEN SOUTH ALONG THE EASTERN SHORELINE TO THE NORTHSIDE OF MACARTHUR CAUSEWAY RIGHT-OF-WAY; THEN EAST ALONG THE NORTHSIDE OF THE MACARTHUR CAUSEWAY RIGHT-OF-WAY TO THE EASTERN SHORELINE OF WATSON ISLAND; THEN SOUTH ALONG THE EASTERN SHORELINE OF WATSON ISLAND TO THE SOUTH SIDE OF THE MACARTHUR CAUSEWAY RIGHT-OF-WAY; THEN WEST ALONG THE SOUTH SIDE OF THE MACARTHUR CAUSEWAY RIGHT-OF-WAY TO THE EASTERN SHORELINE; THEN SOUTH ALONG THE EASTERN SHORELINE TO 20 FEET SOUTH OF THE FEC SLIP; THEN WEST ALONG THE 20 FEET SOUTH OF THE FEC SLIP TO THE WEST SIDE OF BISCAYNE BOULEVARD; THEN NORTH ALONG THE WEST SIDE OF BISCAYNE BOULEVARD TO THE SOUTHERN EDGE OF THE I-395 ROW; THEN FOLLOWING THE SOUTHERN EDGE OF THE I-395 ROW TO THE WEST SIDE OF NW 1<sup>ST</sup> PLACE; THEN NORTH ALONG THE WEST SIDE OF NW 1<sup>ST</sup> PLACE TO THE SOUTH SIDE OF NW 14<sup>TH</sup> STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 14<sup>TH</sup> STREET TO THE WEST SIDE OF NW 1<sup>ST</sup> PLACE; THEN NORTH ALONG THE WEST SIDE OF NW 1<sup>ST</sup> PLACE TO THE SOUTH SIDE OF NW 22<sup>ND</sup> STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 22<sup>ND</sup> STREET TO THE EAST SIDE OF NW 2<sup>ND</sup> AVENUE; THEN SOUTH ALONG THE EAST SIDE OF NW 2<sup>ND</sup> AVENUE TO THE SOUTH

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SIDE OF NW 22ND STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 22ND STREET TO THE WEST SIDE OF NW 5<sup>TH</sup> AVENUE; THEN NORTH ON THE WEST SIDE OF NW 5<sup>TH</sup> AVENUE TO THE SOUTH SIDE OF NW 22<sup>ND</sup> STREET; THEN WEST ALONG THE SOUTH SIDE OF NW 22ND STREET TO THE WEST SIDE OF NW 6<sup>TH</sup> AVENUE; THEN NORTH ALONG THE WEST SIDE OF NW 6<sup>TH</sup> AVENUE TO THE NORTH SIDE OF NW 23RD STREET; THEN EAST ALONG THE NORTH SIDE OF NW 23RD STREET TO THE WEST SIDE OF NW 5<sup>TH</sup> AVENUE; THEN NORTH ALONG THE WEST SIDE OF NW 5<sup>TH</sup> AVENUE TO THE NORTH SIDE OF NW 23<sup>RD</sup> STREET; THEN EAST ALONG THE NORTH SIDE OF NW 23RD STREET TO THE EAST SIDE OF NW 2ND AVENUE; THEN SOUTH ALONG THE EAST SIDE OF NW 2ND AVENUE TO THE NORTH SIDE OF NW 22ND STREET; THEN EAST ALONG THE NORTH SIDE OF NW 22<sup>ND</sup> STREET TO THE EAST SIDE OF NORTH MIAMI AVENUE; THEN SOUTH ALONG THE EAST SIDE OF NORTH MIAMI AVENUE TO THE NORTH SIDE OF NE 20<sup>TH</sup> STREET; THEN EAST ALONG THE NORTH SIDE OF NE 20<sup>TH</sup> STREET TO THE FEC ROW; THEN SOUTH ALONG THE FEC ROW TO THE NORTH SIDE OF NE 20<sup>TH</sup> STREET; THEN EAST ALONG THE NORTH SIDE OF NE 20<sup>TH</sup> STREET TO THE WEST SIDE OF BISCAYNE BOULEVARD; THEN NORTH ALONG THE WEST SIDE OF BISCAYNE BOULEVARD TO THE NORTH SIDE OF NE 20<sup>TH</sup> TERRACE; THEN EAST ALONG THE NORTH SIDE OF NE 20<sup>TH</sup> TERRACE TO THE EASTERN SHORELINE; THEN SOUTH ALONG THE EASTERN SHORE LINE TO THE NORTH SIDE OF NE 20<sup>TH</sup> STREET.