



MEMORANDUM

Agenda Item No. 8(G) (2)

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

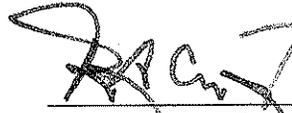
DATE: January 24, 2012

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

SUBJECT: Resolution approving the budget for
Fiscal Year 2011-12 for the Florida
City Community Redevelopment
Agency

Resolution No. R-30-12

The accompanying resolution was prepared by the Office of Management and Budget and placed on the agenda at the request of Prime Sponsor Commissioner Dennis C. Moss.



R. A. Cuevas, Jr.
County Attorney

RAC/cp

Date: January 24, 2012

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

From: Carlos A. Gimenez
Mayor 

Subject: FY 2011-12 Budget for the Florida City Community Redevelopment Agency

Recommendation

It is recommended that the Board of County Commissioners (BCC) adopt the attached resolution approving the Florida City Community Redevelopment Agency's (CRA's) FY 2011-12 budget for the Florida City Community Redevelopment Area (Area). The CRA's budget includes revenues and expenditures in the amount of \$5,728,011. The BCC must approve the CRA budget prior to the CRA expending any funding in the Trust Fund, as required by Section III D of the Interlocal Agreement.

Scope of Agenda Item

This resolution provides for the appropriation of tax increment financing (TIF) derived from the Area, which lies within Commission District 9.

Fiscal Impact / Funding Source

The CRA's revenue source is TIF, which is generated through the incremental growth of ad valorem revenues beyond an established base year, as defined in Section 163.387 of the Florida State Statutes. The Countywide TIF into the CRA's Trust Fund for FY 2011-12 is \$647,286 and the City of Florida City (City's) TIF payment into the Trust Fund is \$1,045,318.

The County will continue to make payments to the CRA, based on each year's growth of ad valorem revenues over the base year through 2025 when the CRA will sunset.

Track Record / Monitor

This resolution does not provide for contracting with any specific entity. The resolution approves the CRA's FY 2011-12 Budget of \$5,728,011.

Background

On June 6, 1995, the BCC approved the establishment of the CRA when it approved the CRA's Redevelopment Plan (Plan) pursuant to Resolution R-795-95 and funding of the Plan when it enacted Ordinance No. 95-108 (Trust Fund). An Interlocal Agreement between Miami-Dade County and the Florida City CRA was approved by the BCC on April 16, 1996. Subsequently, the Plan and the Interlocal Agreement were amended on July 8, 1997 to allow property acquisition (Ordinance No. 97-132) and on September 23, 2003 to allow Community Policing Programs (Resolution R-1010-03). On June 2, 2009 the BCC approved an expansion to the CRA boundaries, a revised Plan, and an amendment to the Interlocal Agreement granting the CRA the necessary power to implement the new Plan (Resolutions R-645-09 and R-683-09). The Interlocal Agreement requires the CRA to submit their annual budget for County consideration.

It is recommended that the BCC approve the CRA's FY 2011-12 budget of \$5,728,011, which was approved by the CRA and the City of Florida City (City) on September 13, 2011. The budget includes revenue sources of County TIF (\$647,286), City TIF (\$1,045,318), carryover from prior years (\$3,985,407), and \$50,000 in interest earnings.

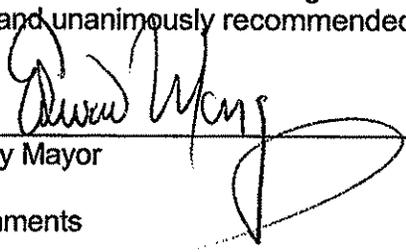
Administrative expenditures total \$255,900 and represent 15 percent of the funds contemplated to be expended, excluding the 1.5 percent County Administrative Charge (\$9,709), satisfying the 20 percent cap in administrative expenditures required by the Interlocal Agreement.

Operating Expenditures total \$5,340,725 and include:

- \$3,407,225 for infrastructure improvements such as WNW Neighborhood Streetscape Project, Phase 1 (\$1,425,000) and Phase 2 (\$800,000); NW 14 Street / NW 1 Streetscape Project (\$576,085); NW 12 Street between NW 6 Avenue and NW 8 Avenue (\$356,140); and NE 3 St / NE 2 St / Thelma Ct / Eldon Ct Streetscapes (\$250,000).
- \$650,000 for acquisition of dilapidated housing and vacant lots in the "Snake Pit" area and the Northwest Neighborhood (\$610,000), including the cost of demolishing structures (\$40,000).
- \$340,000 for contractual services relating to infrastructure and building projects including architectural, engineering, and survey professionals, lead based paint and asbestos testing for housing units to be demolished, and realtor and appraisals services to assist in the acquisition of foreclosed and abandoned properties; other contractual services may include a museum display consultant to upgrade the quality of displays and fixtures and a grant writer to assist the CRA in obtaining grants.
- \$250,000 for redevelopment façade grants to owners of commercial and/or industrial buildings.
- \$240,000 for community policing to pay for the cost of three police officers providing patrol service in the Area.
- \$200,000 towards the construction of a Youth Activity Center to be used for the recreational, gathering, and tutoring activities. This is a joint venture with the City costing a total cost of \$3 million. In FY 2010-11 the CRA's contributed \$535,000, bringing the final contribution towards the project by the CRA to \$735,000.
- \$103,500 for other operating expenditures such as employee salary and fringes related to redevelopment projects (\$69,000), audit and studies (\$4,000), membership dues (\$2,500), legal services (\$15,000), property maintenance (\$2,500), assistance to the non-profit Pioneer Museum for an operating subsidy relating to expanded hours to make the Museum more readily available to tourists and local residents (\$10,000), miscellaneous expenses (\$500).
- \$100,000 for redevelopment loans/grants to businesses to incentivize potential tax-generating or job creating proposals.
- \$50,000 for improvements to the Florida Pioneer Museum consisting of storage building adjacent to the Museum to hold the items in the collection that are not on display.

The CRA budget includes a \$121,677 contingency reserve.

The Tax Increment Financing Coordinating Committee reviewed the CRA's budget on October 24, 2011 and unanimously recommended it for BCC approval.


Deputy Mayor

Attachments

Mayor00312



MEMORANDUM

(Revised)

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

DATE: January 24, 2012

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

SUBJECT: Agenda Item No. 8(G)(2)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Ordinance creating a new board requires detailed County Manager's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's _____, 3/5's _____, unanimous _____) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 8(G)(2)
1-24-12

RESOLUTION NO. R-30-12

RESOLUTION APPROVING THE BUDGET FOR FISCAL
YEAR 2011-12 FOR THE FLORIDA CITY COMMUNITY
REDEVELOPMENT AGENCY

WHEREAS, the Interlocal Cooperation Agreement between Miami-Dade County, Florida (the "County") and the Florida City Community Redevelopment Agency (the "Agency") requires that the Agency transmit its adopted annual budget to the Board of County Commissioners of Miami-Dade County, Florida (the "Board") for approval; and

WHEREAS, this Board desires to approve the Agency's adopted annual budget for Fiscal Year 2011-12 for the Florida City Community Redevelopment Area in the form attached hereto as Exhibit A and incorporated herein by reference; and

WHEREAS, this Board desires to accomplish the purpose outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

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

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

Section 2. This Board approves the Agency's annual adopted budget for Fiscal Year 2011-12 related to the Florida City Community Redevelopment Area in the form attached hereto as Exhibit A.

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

	Joe A. Martinez, Chairman	aye	
	Audrey M. Edmonson, Vice Chairwoman	aye	
Bruno A. Barreiro	aye	Lynda Bell	aye
Esteban L. Bovo, Jr.	aye	Jose "Pepe" Diaz	aye
Sally A. Heyman	aye	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	aye
Rebeca Sosa	aye	Sen. Javier D. Souto	aye
Xavier L. Suarez	aye		

The Chairman thereupon declared the resolution duly passed and adopted this 24th day of January, 2012. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

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

HARVEY RUVIN, CLERK



By: **Christopher Agrippa**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Estephanie Resnick

	FY 08-09 Budget Adopted	FY 08-09 Budget Actual	FY 09-10 Budget Adopted	FY 09-10 Budget Amendment #2	FY 09-10 Budget Actual	FY 10-11 Budget Adopted	FY 10-11 Budget Projected	FY 11-12 Budget Proposed
Revenues								
City Tax Increment Revenue	1,867,097	1,867,097	1,616,379	1,616,379	1,616,379	1,335,543	1,335,543	1,045,318
County Tax Increment Revenue	1,164,404	1,164,404	1,049,085	1,049,095	1,049,095	933,990	933,990	647,286
Carryover from prior year	4,000,000	4,756,726	4,615,123	4,615,123	4,951,586	4,872,545	5,344,494	3,985,407
All other revenues (name)					71,550		44,771	
Transfers in from others (name)								
Interest earnings	166,000	248,891	27,359	27,359	175,370	60,000	50,000	50,000
Revenue Total	7,199,501	8,037,108	7,307,956	7,307,956	7,863,990	7,202,078	7,708,798	5,728,011
Expenditures								
Administrative Expenditures								
Employee salary (Administrative)	182,574	182,250	182,574	182,574	184,287	136,000	131,000	149,000
Employee Fringes (Administrative)	16,524	11,726	16,524	16,524	11,275	64,000	62,000	72,000
Contractual services			5,000	5,000				
Insurance								
Audits and studies		44,771						
Bad Debt Expense								
Printing and publishing						2,000	100	500
Marketing	5,000	1,189	10,000	10,000	4,277	7,500	5,000	7,500
Advertising and notices	12,000	6,831	12,000	12,000	7,665	10,000	7,600	9,000
Travel and Training	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Lease - Auto	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Rent/lease costs			2,500	2,500	2,554			
Equipment other than office	10,000	550	10,000	10,000	1,810	5,000	1,000	3,000
Office equipment and furniture	10,000	2,016	10,000	10,000	669	5,000	1,000	3,000
Other Admin. Exps (attach list)								
(A) Subtotal Admin Expenses, %								
County Administrative Charges at 1.5%	247,998	261,233	260,498	260,498	204,437	241,400	219,500	255,900
	17,466	17,466	15,736	15,736	15,736	14,010	14,010	9,709
(B) Subtotal Admin Exp & County Charge	265,464	278,699	276,234	276,234	220,173	255,410	233,510	265,609
Operating Expenditures								
Employee salary (Operating)	64,800	69,484	64,800	64,800	61,568	43,150	41,213	47,000
Employee Fringes (Operating)	325,000	406,084	425,000	425,000	203,487	19,850	18,546	22,000
Contractual services						5,000	310,000	340,000
Insurance	10,000	10,000	7,510	7,510	5,000	7,500	5,000	4,000
Audits and studies								
Printing and publishing	2,000	2,970	2,500	2,500	2,400	2,500	2,500	2,500
Membership/Dues								
General Operating	10,000	14,195	15,000	15,000	8,376	15,000	13,000	15,000
Legal services/court costs					486	2,500	2,500	2,500
Property Maintenance	2,200,000	1,541,998	1,575,000	1,545,000	365,343	1,200,000	432,860	650,000
Land/building acquisitions & Demo/Relo	2,376,178	309,633	3,380,000	4,010,000	1,290,876	3,943,526	1,684,812	3,407,225
Infrastructure improvements								
Debt service payments								
Assistance to Non-profits	10,000		10,000	10,000		10,000	8,000	10,000
Housing Assistance Projects	250,000		600,000	100,000		350,000	205,350	250,000
Redevelopment facade / CBI/G grants given out	700,000	68,250	350,000	350,000	150,564	100,000	6,000	100,000
Redevelopment loans / grants issued out			300,000	200,000	1,404	50,000	6,000	50,000
Building construction & improves	50,000	45,033	10,000	10,000		535,000	535,000	200,000
Youth Activity Center						250,000	220,000	240,000
Transfer out to others (Community Policing)	287,000	254,641	287,000	287,000	219,036	600		500
Other Oper. Expenses (attach list)	6,286,978	2,722,564	7,026,810	7,026,810	2,299,323	6,934,526	3,489,781	5,340,725
(C) Subtotal Oper. Expenses	647,059	2,722,564	4,912	4,912	742	12,142	7,708,798	121,677
(D) Reserve/Contingency	7,199,501	3,001,263	7,307,956	7,307,956	2,519,496	7,202,078	7,708,798	5,728,011
Expenditure Total (B+C+D)								
Cash Position (Rev-Exp)		4,799,854			5,344,494		3,985,407	

15.69%

15.12%

7

1

2

3

4

5

6

Project	FY08-09 Budget Adopted	FY08-09 Budget Actual	FY09-10 Budget Adopted	FY09-10 Budget Amendment 2	FY09-10 Budget Actual	FY10-11 Budget Adopted	FY10-11 Budget Projected	FY11-12 Budget Proposed
Palm Drive Development		21,600					4974	
U.S. Highway 1 Commercial Sector		102,799						
Krome Xpress	78,178							
NW 12th St/3rd Ave Industrial Streetscape	1,100,000	227,001	750,000	750,000	813,712		167,172	
NW 18th St/1st Ct Streetscape	300,000		300,000	300,000	243,265			
Industrial / Commercial Facade Program	700,000	62,850	350,000	350,000	165,225	250,000	145,350	200,000
Best Buy Infrastructure, Phase II	300,000							
Pioneer Museum Improvements	60,000	43,733	10,000	10,000	1,404	50,000	6,000	50,000
NE 14th St/1st CWSW 2nd Ave Streetscape	600,000		700,000	700,000	27,113	507,000	368,540	
Housing Rehab Funds - matching to other sources	250,000		300,000	0				
Acquire Property in CR Area	1,500,000	1,450,000	1,500,000	1,500,000	333,658	1,160,000	400,000	610,000
Demo Houses in NCR Area and Relo Tenants	400,000	24,000	75,000	45,000	21,685	40,000	30,610	40,000
Buy Dilapidated Housing Structures on NW14th St	300,000							
US 1 Traffic Signal and other Infrastructure			350,000	0				
Hookup and Lateral Project			300,000	100,000	82,795	110,000		
Between NW 14th St/18th St Streetscapes			1,160,000	1,160,000		453,772	453,772	50,000
Commercial Building Improvement Grant Program			100,000	100,000	8,672	100,000	60,000	
Street Lighting in NW Neighborhood			50,000	50,000				
West Palm Dr/2nd Ave Drainage Project			70,000	70,000				
Loans/Grants to Businesses			200,000	100,000		100,000		100,000
WNW Streetscape Project Phase 1				330,000		1,734,000		1,425,000
NW 7th St Streetscape/Sewer Project				200,000		290,804	292,504	
NW Neighborhood Sidewalk Project				450,000	123,991	397,850	397,850	
NW 14th St/NW1st Ave Streetscape Project						450,000	397,850	576,085
Youth Activity Center						535,000	535,000	200,000
Recapture of Overpayment to Contractor (Other Revenue)					-4,000			
NW 12th Street between NW 6th and 8th Avenues								356,140
WNW Streetscape Project Phase 2								800,000
NE 3rd & NE 2nd Sts, Eldon and Thelma Cts Streetscape								250,000
Total Projects Cost	5,368,178	1,031,983	6,215,000	6,215,000	1,317,520	5,176,526	2,981,772	4,857,225

*** Merged with NE 14th St/NE 1st Ct Project

2010-11

- 1= 650,000
 - 2= 3,407,225
 - 3= 250,000
 - 4= 100,000
 - 5= 50,000
 - 6= 200,000
- 4,657,225

**City of Florida City
Community Redevelopment Agency
Annual Report
Fiscal Year 2010-11**

Prepared effective 09-30-11

Introduction

The Florida City Community Redevelopment Agency (CRA) was created in 1996 and completed its 16th full year of operation in FY 2010-11. The CRA continued to facilitate a number of private development projects in the Community Redevelopment Area (CR Area) in the current year. The CRA also continued the on-going series of neighborhood streetscapes. The streets in and around the Coral Bay Manor Subdivision in the CR Area are about 70% complete with Phase III to follow in FY 2011-12. Streetscapes in other neighborhoods in the Northwestern part of the CR Area will also begin in 2011-12.

This report will address the primary operating aspects of the CRA, revenue shrinkage and significant projects for FY 2011-12, as well as the proposed budget and CRA plans for the coming year.

During the 2009, the CRA completed a revised Community Redevelopment Plan (CR Plan) and worked with County staff to get the new CR Plan through the County's approval process. The focus of the original 1995 CR Plan had been on the recovery from Hurricane Andrew, the facilitation of revenue enhancing commercial development projects, and the development of public/private partnerships to generate new construction. The newly approved CR Plan with the expanded CR Area contains a large residential area in Northwest Florida City in which the infrastructure is deficient and many of the structures are dilapidated. Much of the focus and spending of the CRA over the coming years will be the correction of this infrastructure deficit and upgrading the appearance and quality of life in this predominately African-American neighborhood. Emphasis will also be on arresting the blighting effects of dilapidated structures in this residential neighborhood through rehabilitation of some structures and the demolition of others that are beyond redemption. The CRA's focus in the new CR Plan has also been broadened to include more proactive projects initiated solely by the CRA.

I. Staffing and operating expenses

The CRA has retained all of its primary staff members that were budgeted during FY 2010-11. Rick Stauts is the Executive Director of the Community Redevelopment Agency. The City Finance Director, Mark Ben-Asher, is the Treasurer of the CRA. Jennifer Evelyn, City Clerk, serves as the Board Secretary. All staff members except Mr. Stauts serve on a part-time basis. Employee salary and fringes are divided into two categories, administrative and operating. The CRA also pays part of the salaries of two staff members in the Finance department who handle accounting and finance functions for the CRA.

II. Administrative Procedures

The Agency by-laws establish the CRA composition, purpose and powers, meetings and notice requirements and administrative procedures. New by-laws were adopted during FY 2010-11. The Agency is composed of the Mayor and four (4) elected City Commissioners and two (2) representatives of the CR Area business community. The By-laws designate the Mayor as the Board Chairman and the Vice-Mayor as the Vice Chairman of the Board.

The CRA Board meets on an as needed basis, but the meetings have averaged about one per month during FY 2010-11. The Board typically meets immediately prior to a City Commission Meeting on either the second or fourth Tuesday of the month.

III. Community Redevelopment Plan Implementation

In 2009, the Agency adopted a new total rewrite of the CR Plan. The new CR Plan provided for expansion of the CR Area to take in four additional areas in need of redevelopment. The new CR Plan and expansion areas were approved by the County and the Interlocal Agreement was executed on July 10, 2009. The focus of implementation is the facilitation of proposed and new development projects through providing necessary infrastructure and upgrading public infrastructure in the residential sections of the CR Area. In anticipation of the expansion of the CR Area to take in the Northwest Neighborhood (which contains the worst housing and highest crime rates in the City), the CRA did not spend all of the prior years' increment revenue. The cost of addressing the needs of this area will be significant over the coming years and a surplus was developed to help begin the process. The FY 2011-12 budget allocates that surplus.

In 2010, the CRA commissioned Iler Planning to create a development plan for the Palm Drive corridor. Palm Drive is the major east/west corridor in Florida City and is the route taken by those traveling to Everglades National Park from US 1. The plan provides for proposed streetscapes and design criteria to be used as the street is widened from two lanes to four, west of 6th Avenue. The

plan incorporates the proposals related to parking for the Busway as well as the Pineland Park Area and potential uses of that state owned conservation area.

Development and Infrastructure Projects Funded During FY 2010-11

NW 12th Street / NW 3rd Avenue Industrial Infrastructure Project: This project was originally budgeted for \$1,100,000 and the bid was awarded for \$996,000. The construction upgraded the appearance of the industrial area between Krome Avenue and NW 3rd Avenue through creation of parking, landscaping, curb and gutters, drainage, lighting, sidewalks, and repaving the street. Most of the property owners fronting NW 12th Street and NW 3rd Avenue have participated in the new Commercial and Industrial Façade Renovation program, so the whole area will undergo a facelift. The FY 2010-11 expenditures were \$167,172 and this completed the project..

Palm Drive Development: The CRA assisted development and construction of the El Churrito Plaza Shopping Center on Palm Drive through the installation of water lines, a fire hydrant, and sidewalks. The CRA paid \$4,974 in cost for the infrastructure. Part of the bid for the NE 14th Street/NW 1st Court Project included a small construction activity on the corner of Palm Drive and SW 2nd Avenue. This construction involved drainage, parking realignment, and landscaping to address issues in front of the Everglades Hostel and Rosita's Restaurant.

Commercial and Industrial Façade Program: The CRA adopted a Commercial and Industrial Building Façade Program in FY 2007-08 to assist building owners within the CR Area to upgrade the appearance of their buildings. The first area to be addressed was the industrial area around NW 12th Street and NW 3rd Avenue. The owners of the industrial buildings in this area have been anxious to rework the appearance of their structures. Several new industrial buildings have been completed outside the CR Area in the past several years and the owners of the older buildings in the CR Area are at a disadvantage. The building owners near NW 12th Street realize that they must improve the appearance of their buildings, or the best tenants will seek quarters elsewhere. Combining the façade improvements with the streetscape improvements on NW 12th Street and NW 3rd Avenue will change the face of the whole area. The façade project was budgeted for \$250,000. Four industrial and commercial buildings were addressed with CRA funds in FY 2010-11 totaling \$145,350 and two more buildings are already in the application process for FY 2011-12.

Pioneer Museum Improvements: \$6,000 was expended in FY 2010-11 for improvements to the Florida Pioneer Museum on Krome Avenue. The Museum building is owned by the City and the facility is operated by a non-profit that oversees and displays the museum collection. The facility is a jewel that has drawn students and travelers in the past to the heart of the Community Redevelopment Area. Over the last several years, the Museum has undergone a facelift including a new roof,

structural repairs, new electrical system, plumbing upgrades, air conditioning system replacement, security system upgrades, and has been completely repainted. The building is historic and is one of the few remaining original Florida East Coast Railroad Buildings. Most of the \$6,000 this year was spent on upgrades to security.

NE 14th Street NE 1st Court Streetscape Project: NE 14th Street runs between Krome Avenue and US1 on the north side of Florida City Center. NE 1st Court runs north from NE 14th Street to Lucy Street (and was one of the last dirt streets in the CR Area). These two streets were budgeted in FYs 2009-11 for improvements totaling \$700,000. Improvements include creation of landscaping, curb and gutters, drainage, lighting, sidewalks, paving 1st Court, and repaving NE 14th Street. Though the some of the work was done in FY 2009-10, \$368,540 was expended in FY 2010-11.

Acquisition of Property in the Northwest Neighborhood: \$1,160,000 was budgeted for the acquisition of dilapidated structures in the Northwest Neighborhood. Funds could also be used for acquisition of undeveloped parcels for the purpose of site assembly. During the year the CRA expended approximately \$400,000 for acquisition of parcels.

Demolish Houses and Relocate Tenants in Northwest Neighborhood: \$40,000 was budgeted to demolish dilapidated houses in the Northwest Neighborhood and to relocate the tenants from those houses. It was anticipated that this would be done in conjunction with an NSP3 grant, that unfortunately went to other cities within the County. Approximately \$30,610 was expended doing demolition of houses owned by the CRA. Since there were no legal tenants in the units when acquired, there was no relocation expense involved. The CRA also paid for the demolition of ten structures within the CR Area using the County Unsafe Structures Board process.

CRA Sidewalk Project: Much of the CR Area and most of the Northwest Neighborhood did not have sidewalks. The CRA began an intensive effort to build sidewalks throughout the CR Area. The CRA piggybacked on a City contract with Wrangler Construction pursuant to Chapter 287.056, Florida Statutes, and funded \$397,850 in sidewalk construction within the CR Area.

Commercial Building Improvement Grant Program: A number of shopping centers and industrial buildings completed their construction at about the same time the economy entered a recession. This left a large number of new potential business spaces that the property owners were having a difficult time leasing. To assist in filling some of these vacant spaces, the CRA developed this program in 2010 to help potential tenants be able to afford to build out the shopping center spaces and make them ready for occupancy. Under this program, the CRA will pay for up to 50% of the cost with a maximum of \$10,000. The building owner is also required to contribute. During FY 2010-11, four businesses were able to take advantage of the program. CRA expenditures were

\$60,000.

NW 1st Court, NW 2nd Avenue, NW 2nd Court Streetscape Project: This project was originally budgeted for \$453,772 and is Phase Two of the upgrade for the Coral Bay Manor Neighborhood. The construction enhances the appearance of the residential area through creation of landscaping, curb and gutters, drainage, lighting, sidewalks and repaving the streets. The construction contract was executed on March 2, 2011. The project should be completed before the end of September and is on schedule and on budget.

NW 7th Street Streetscape and NW 8th Street Sewer Lines and Hookup Project: This project was originally budgeted for \$292,504 and is an upgrade of the street on the north side of the new Youth Activity Center (which is under construction). The construction enhances the appearance of the residential area through completing an unfinished street, creation of landscaping, curb and gutters, drainage, lighting, sidewalks, sewer lines, 3 sewer hookups, and repaving the short piece of the existing NW 7th Street. New sewer lines and hookups are also being installed on part of NW 8th Street and three houses there were hooked up to the City's sewer system. The construction contract was executed on April 13, 2011. The project should be completed before the end of September and is on schedule and on budget, including change orders.

Florida City Youth Center: The new Youth Center is under construction in the CR Area on the corner of NW 5th Street and Davis Parkway. The total budget for the facility is \$3,000,000 and the CRA paid \$535,000 of that amount in FY 2010-11 and will pay \$200,000 in FY 2011-12. The center will serve as a haven for youth, containing a gym, computer lab, study areas, game areas, a kitchen, and other facilities to serve the youth of the community. The Youth Center should be completed in April, 2012.

Other CRA Activities:

The CRA was also designated the lead entity for the City for several additional projects in the CR Area. The County is undertaking a management plan for the conservation area on Palm Drive and the CRA is working with DERM to create a passive recreational plan for the new park which will be in the CR Area. Miami-Dade Transit Authority has completed an Environmental Assessment on two city blocks where MDTA plans to acquire land for a Park and Ride Facility adjacent to the Busway. Acquisition began in FY 2010-11. The parking facility will be in the CR Area on Palm Drive and the CRA is coordinating with MDTA on the project.

The CRA is also coordinating two Florida Department of Environmental Protection grants totaling \$800,000 and a State of Florida Small Cities CDBG project for \$750,000. These three grants will be used to upgrade the potable water system in the part of the CR Area known as the Northwest

Neighborhood.

Plan Consistency

The significant number of development projects that were either completed, under construction or planned, combined with the substantial increase in the CR Area tax base attest to the "bottom line" success of CRA implementation over the past 16 years. The CRA has made excellent progress in implementing a number of the adopted CR Plan Goals during FY 2010-11 including:

1. Create strong partnerships with area non-profits, the real estate industry, the financial community and potential businesses in successfully developing existing and new commercial and industrial uses. The CRA has worked with several realtors over the past year as they attempted to locate available sites for business growth or relocation. Stronger relationships have been forged with the Florida Pioneer Museum and with Centro Campesino.
2. Assist area landowners in transforming slum and blighted conditions into value-stable and value-growth properties. The CRA Façade Grant Program has assisted in the renovation of facades on four industrial or commercial buildings in the CRA. Two other building owners are working on their plans and should begin upgrading their facades in FY 2011-12.
3. Use CRA funds as an incentive and leveraging factor in non-profit and private sector development opportunities. The expenditure of CRA infrastructure funds along Krome Avenue, US 1, and Palm Drive directly contributed to the decision by AutoZone, Bank of America, Rise Academy, El Churrito Plaza, Krispy Cream, and Chase Bank to locate on US 1 and on Palm Drive. Dollar General Corporation is doing its due diligence for a 9,000 square foot store on Palm Drive after signing Sales and Purchase Agreements on the land. A new five-story hotel will start construction in FY 2011-12 on Krome Drive.
4. Attract relocating businesses to the CR Area through an aggressive marketing program coordinated with the South Dade Vision Council and the Beacon Council.
5. Assist local businesses and start-up entrepreneurs in relocating to the CR Area. The Commercial Building Improvement Grant Program was used to attract new businesses to vacant commercial space. Medical Park Diagnostic Center, C-Mart (a new dentist), Active Spine Center, Lincoln-Marti School, and several other businesses relocated to within the CR Area in FY 2010-11.
6. Increase the overall attractiveness of the Area through strict Code enforcement and special

projects and programs such as streetscaping and facade improvements. The CRA has worked closely with the City Code Enforcement Department and the City Public Works Department to address the appearance of the CR Area.

7. Provide cost-effective and strategic infrastructure improvements that are necessary to ensure the on-going redevelopment of the CR Area. The CRA continues to subsidize part of the cost of public infrastructure to attract business and residential growth in the CR Area

These and other adopted principles will be supported and further implemented during the upcoming year.

IV. Tax Base Growth and Proposed Budget

The continuing goal of the CRA is the expansion of the property values within the CR Area to the maximum extent possible and to improve the physical quality of life for the businesses and residents of the CR Area, consistent with the adopted Community Redevelopment Plan. The 2011 tax base of the CR Area has grown to its present value of \$210 million, an increase of over 492% since the CRA's inception in 1995. However, in 2011, tax values fell by \$29 million from 2010 as they did throughout much of the county. The approved FY 2011-12 CRA Annual Budget (see Exhibit A) summarizes the planned financial program for the CRA in the coming year. Total funds available in FY 2011-12 are expected to be \$5,728,011. Of this amount, \$1,045,318 is the annual City increment revenue contribution and \$647,286 is the Miami-Dade County increment revenue contribution. The remainder constitutes \$3,985,407 in carryover funds from FY 2010-11 and projected interest income of \$50,000. The large carryover is a result of the planned expansion of the CR Area to include the Northwest Neighborhood. The CRA accumulated surplus funds for several years in anticipation of the expansion that was approved on 2009. Some of these funds was expended in FY 2010-11 on projects described in Section III, and the remainder is scheduled for expenditure in FY 2011-12.

During FY 2009, the CRA, with County approval, added additional blighted parts of the City to the CR Area. The CR Plan was updated to outline the City and CRA plans for these four areas. The additional areas include the Northwest Neighborhood, a small residential area near the Florida City Busway proposed Park and Ride, the state-owned Pineland area on West Palm Drive, and an infrastructure deficient agricultural based property south of Palm Drive and west of Krome Avenue. It is not anticipated that these areas will contribute significantly to increment revenue for a number of years. During FY 2011-12, the CRA will continue investing existing increment revenue in the Northwest Neighborhood to address the blighted conditions there.

PROPOSED FY 2010-11 Expenses

Administrative Expenses

1. Employee Salaries (\$149,382)

The administrative salary costs charged to the CRA will be as follows:

60% of Executive Director	\$118,410 x .60 = \$71,045
10% of Mayor/Chairman	154,810 x .10 = 15,481
25% of CRA Treasurer	120,028 x .25 = 30,007
30% of City Comptroller	51,293 x .30 = 15,388
10% of City Clerk	62,440 x .10 = 6,244
33% of City Accountant	33,991 x .33 = 15,101
	<hr/>
	\$149,382

Employee Fringes (\$72,355)

This line item is for part of the cost of fringe benefits for the employees. These benefits are such things as FICA, Workers' Compensation Insurance, FRS contribution, health insurance, and other costs required of the City by the state and federal government.

The CRA commissioned a cost allocation study in FY 2010-11 to be able to better determine its fair share of City administrative and indirect costs. A contract was executed with Willdan, Inc., and better allocation of indirect costs will be available for FY 2012-13.

Note: The operating salary and fringe costs are listed in the "Operating Expenses" section below.

2. Printing and Publishing (\$500)

The CRA will continue to publish brochures for the Commercial Building Improvement and Facades Programs. A new brochure will be published for the Public Infrastructure Program.

3. Advertising and Notices (\$7,500)

The CRA will be advertising public notices for Requests for Qualifications and for Invitations to Bid for infrastructure and other projects, and publishing other legal notices as required. The CRA is also

paying for amending the City's Comprehensive Plan to implement land use changes proposed in the new CR Plan adopted on 2009. This amendment would not be necessary but for the proposed land use changes in the new CR Plan. The advertising costs for this type of Comprehensive Plan amendment are substantial.

4. Travel and Training (\$9,000)

This category includes educational and business events relating to community redevelopment as well as out of town travel for conferences and client meetings. The CRA Executive Director is a member of the Board for the Florida Redevelopment Association and travels frequently to Board and Committee meetings. The Executive Director also represents the CRA at state meetings of the Florida Economic Development Council, the Florida Community Development Association, and the Florida Housing Coalition. Since the grant applications for the Small Cities Community Development Block Grant Program will mainly address issues in the CR Area, attendance at application and implementation workshops is also warranted.

5. Rent/Lease Auto (\$6,500)

The CRA leases a car from the City for use by the CRA Executive Director.

6. Rent/Lease Costs (\$5,400)

The CRA rents office space at the Florida City City Hall.

7. Office Equipment and Furniture (\$3,000)

The CRA plans to upgrade some of its office furniture this year and plans to purchase a scanner. The City is working toward a paperless purchasing environment and a scanner will be needed in each office. The CRA also needs additional lateral filing cabinets, a small meeting table, and another bookcase. The CRA planned to undertake this upgrade in FY 2010-11, but agreed to forgo the purchase since this type of expenditure was frozen for the rest of the City.

8. Other Administrative Expenses (\$3,000)

This line item will be used to pay for miscellaneous administrative expenses such as office supplies, postage, minor equipment replacement, phone expenses, CRA share of copy machine and reproduction costs, coffee and supplies, water, internet, etc.

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9. County Administrative Charge (\$9,707)

Required County fee - 1.5% of County's tax increment contribution

Operating Expenses

1. Employee Salary (\$47,363)

The operating salary cost charged to the CRA will be

40% of Executive Director $\$118,410 \times .40 = \$47,363$

Employee Fringe Benefits (\$21,787)

This line item is for part of the cost of fringe benefits for the employees. These benefits are such things as FICA, Workers' Compensation Insurance, FRS contribution, health insurance, and other costs required of the City by the state and federal government.

Note: The administrative salary and fringe costs are listed in the "Administrative Expenses" section above.

2. Contractual Services (\$340,000)

This line item provides funding for architectural, engineering, and survey professionals for infrastructure and building projects. It also pays for professional services for the changes that are driven by the new CR Plan to the Future Land Use Map. This line item also includes lead based paint and asbestos testing for housing units to be demolished. Other costs are for realtor services and appraisals for the acquisition of foreclosed and abandoned properties. A professional display consultant may be secured for the Museum to assist in upgrading the quality of the displays and fixtures. A grant writer may be secured by contract to assist the CRA in obtaining grants. The CRA has commissioned a cost allocation study to obtain a more reasoned method of apportioning indirect cost.

3. Audits and studies (\$4,000)

This line item pays the CRA's share of the cost of the annual City Audit (CAFR) plus publication and distribution.

4. Membership and dues (\$2,500)

This line item pays for CRA memberships in the Florida Redevelopment Association, the Florida Economic Development Council, the Florida Community Development Association, the Florida Housing Coalition, and the Florida Special Districts Program.

5. Legal Services/ Court Costs (\$15,000)

This line item pays for the cost of the City Attorney's review and /or preparation of CRA documents, Resolutions, agenda items, and contracts, and for attendance at CRA Board Meetings. The CRA also incurs legal expenses when it acquires property in the CR Area.

6. Property Maintenance (\$2,500)

The CRA pays the City Public Works Department to cut the grass and maintain the twenty three (23) CRA-owned properties.

7. Property Acquisition and Demolition (\$650,000)

This CRA budget provides \$650,000, for acquisition of dilapidated housing and vacant lots in the "Snake Pit" area and the Northwest Neighborhood and \$40,000 to pay for demolition of the dilapidated structures. It is not known which parcels will be acquired or demolished. What is acquired will be a function of what comes on the market, what properties complete the foreclosure process and are available, whether a desired property is for sale at a price the CRA is willing to pay, and in many cases, the finalization of probate issues so that an heir can pass a clean title. The properties will be held until the real estate market improves and they will eventually be developed for affordable or market rate housing. The CRA has developed acquisition plans for four sections of the CR Area.

8. Infrastructure Improvements (\$3,407,225)

This line item pays for the cost of the public infrastructure projects to be undertaken in the CR Area. These projects are detailed in the Projects Section on page two of the CRA Budget and Section VI of this report.

9. Assistance to Non-Profits (\$10,000)

This line item will pay for an operating subsidy for the Florida Pioneer Museum Association to

operate the Florida Pioneer Museum. The Museum is a major tourist attraction on Krome Avenue within the CR Area and the CRA desires to fund the cost of expanded hours so the historic building and museum displays are more readily available to tourists and local residents alike. The Association will be working with local schools to encourage field trips to the museum and this will require expanded hours of operation.

10. Redevelopment Façade Grants/Commercial Building Improvement Grant Program (\$250,000)

This line item will pay the CRA's part of approved façade rehabilitation projects undertaken by owners of commercial or industrial buildings. The CRA Board has established policies and procedures document to provide guidance on use of the funding. The CRA also initiated a new program in 2010 to assist businesses with the cost of moving into vacant shopping center and other unused commercial space. The CRA Board has established a policies and procedures document to provide guidance on use of both of the funding programs.

11. Redevelopment Loans/Grants to Businesses (\$100,000)

The CRA maintains an "opportunity fund" that would be used to incentivize potential tax-generating or job creating proposals within the CR Area. The CRA must be opportunistic and flexible to take advantage of unplanned business relocations or new businesses desiring to locate within the CR Area. The CRA budget for this activity is \$100,000.

12. Building construction & Improvements (\$50,000)

This line item will pay for the cost of improvements for the Florida Pioneer Museum. The CRA, the City, and the Florida Pioneer Museum Association want to see greater utilization of the Museum by both tourists and local residents. To accomplish this, the quality of the viewing experience has to be upgraded through better and more diverse displays. The CRA will also be funding a storage building adjacent to the Museum to hold the items in the collection that are not on display. A local architect has offered to design the building for free, and a local builder is willing to build it for free if the CRA pays for the building materials, permits, impact fees, and other similar costs. Collectively, the CRA should save about \$10,000 in design fees because of the donation. Construction cannot begin until the caboose behind the Museum is relocated to the Ft Pierce Railroad Museum.

13. Florida City Youth Activity Center (\$200,000)

The new Florida City Youth Activity Center is under construction in the CR Area on the corner of NW 5th Street and Davis Parkway. The total budget for the facility is \$3,000,000 and the CRA paid

\$535,000 of that amount in FY 2010-11 and will pay \$200,000 in FY 2011-12. The center will serve as a haven for youth, containing a gym, computer lab, study areas, game areas, a kitchen, and other facilities to serve the youth of the community. The Youth Center should be completed in April, 2012. The CRA should be making no further contribution to the construction or operation of the Youth Center.

14. Transfer out to others (\$240,000)

This line item pays for enhanced police services within the CR Area. These three officers devote 100% of their time to the CR Area.

100 % of 3 Police Officers	\$240,000
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15. Other Operating Expenses (\$500)

This line item pays for various and sundry operating expenses. Items covered are such small things as camera batteries, water provided for a road race in the CR Area, and other miscellaneous purchases.

16. Reserve/Contingency (\$121,677)

This line item will provide a source of funds to pay for cost overruns or enhancements for infrastructure projects or unanticipated CRA costs, as well as a source of funds for the CRA to be opportunistic. This is only 2.1% of the total budget.

V. Future Development Projects and Other Agency Initiatives

The CRA plans to continue to work with private developers and public funding agencies to recruit employment-generating businesses and to create affordable housing opportunities in the CR Area. One development project by Pinnacle Housing Group that was coordinated in FY's 2009-11 completed construction and leased up in FY 2010-11. In addition, several infrastructure, design and streetscape projects are also planned as noted below.

Private developers seeking assistance from the CRA must go through the CRA's project selection process, which involves application submittal, review by staff and City Engineer, funding recommendation from the CRA Executive Director, and eventual approval by the CRA Board. CRA staff and Board use the following criteria in deciding whether projects should be funded:

- 1) Does the project provide a significant benefit to CR Area businesses and residents?
- 2) Is the project consistent with the Community Redevelopment Plan?
- 3) Will pay back through estimated revenue increases to City occur within 5-7 years?
- 4) Are project funds provided to a private developer on a reimbursement basis such that a project is at least 50% constructed before CRA funds are released?
- 5) Is the applied for amount necessary to make the project feasible?
- 6) Are CRA infrastructure improvements timed such that the private developer effort will be underway before or concurrently with the CRA funded infrastructure?

This process has worked well for the CRA. During the period from FY's 2003-2011, the CRA expended over \$1,200,000 in increment revenue to create public infrastructure on US 1, Krome Avenue, and Palm Drive as an incentive to businesses to locate there. The enhanced property values where businesses have located and built buildings are now generating approximately \$560,000 a year in new increment revenue. Further, there is still a significant amount of vacant land ready for development that is now served by this same public infrastructure. A new Dollar General Store, a new Chase Bank, and a new five-story Hilton Hotel are scheduled for completion in FY 2011-12 in areas where the CRA has previously constructed infrastructure. This investment in public infrastructure will pay great dividends to both the City and County long after the life of the CRA has ended.

The CRA is also assembling several sites for future housing or other redevelopment. Most of the acquisitions will occur in the four areas where acquisition plans have been created. While property costs are low compared to recent years, now is the time to buy, demolish dilapidate structures, and assemble future building sites. This will address slum and blighting conditions in the CR Area as well as provide for future affordable housing.

The CRA does not have any indebtedness at this time. To date, the CRA has limited its activities to "pay as you go". Though this may have retarded some CRA actions in implementing the CR Plan, the CRA has been able to manage the sharp reduction taxable value and in revenue over the past four years.

VI. FY 2011-12 Public Improvements and Assistance to Private Developments

NW 14th Street/NW 1st Streetscape Project: Phase III of the Coral Bay Manor Streetscape project has been bid and awarded. Construction will begin in October, 2011. Improvements and will include

a new streetscapes on NW 1st Avenue and NW 14th Street to include on-street parking, sidewalks, drainage, landscaping, lighting, curb and gutters, and repaving. This is the last phase of the Coral bay Manor project. The bid for this phase was \$576,085.

Commercial and Industrial Façade Program: The CRA has adopted a Commercial and Industrial Building Façade Program to assist building owners within the CR Area in upgrading the appearance of their buildings. The first area to be addressed was the industrial area around NW 12th Street and NW 3rd Avenue. Many of the industrial buildings in this area have already reworked the appearance of their structures. Several new industrial buildings opened outside the CR Area in 2009 and the building owners near NW 12th Street realize that they must improve the appearance of their buildings, or their best tenants will seek quarters elsewhere. Combined with the streetscape improvements on NW 12th Street and NW 3rd Avenue, this façade renovation program will change the face of the whole area. The façade project is budgeted for \$200,000.

Pioneer Museum Improvements: The Museum building is owned by the City and the facility is operated by a non-profit that oversees and displays the museum collection. The facility is a jewel that has drawn students and travelers in the past to the heart of the Community Redevelopment Area. The building is designated as a historic structure and is one of the few remaining of the original Florida East Coast Railroad Buildings that survive. The CRA will assist the Museum in FY 2011-12 with the cost of new displays for part of its collection. Also the CRA may fund the cost of materials for an ancillary storage facility adjacent to the Museum to house the portion of the museum collection that is not on display. The construction project is budgeted for \$50,000.

WNW Neighborhood Streetscape Project, Phase I: Pinnacle Housing Group has just completed an 87 unit tax credit driven affordable housing development in this neighborhood. The CRA has also demolished four dilapidated structures in this neighborhood and is planning on demolishing two others. To make this homeowner dominated area look better, the CRA is undertaking a streetscape project in this quadrant of the CR Area. The project will encompass nine square blocks. All of the streets in that area will be reconstructed to include curb, gutter, landscaping, sidewalks, lighting, and repaving. The project design is complete and it should be out to bid before the end of October. The projected cost is \$1,425,000.

WNW Neighborhood Streetscape Project Phase II: This is a continuation of the streetscapes that will be completed in one of the areas added to the CR Area in 2009. The WNW Neighborhood Streetscapes will be completed over 6-10 year. This year we are doing Phase I (as described above) and paying for part of the construction of Phase II. Design for Phase II is underway and should be finished in March. We will bid out construction in March/April and plan to expend the \$800,000 of construction funding before September 30. We expect the cost will exceed \$1,000,000 for Phase II

and we will pay the balance out of FY 2012-13 funds. We want to get to a point where we are designing streetscapes one year and bidding them out in October-November of the next year. This way we will be expending our funds at a quicker pace.

NW 12th Street between NW 6th Avenue and NW 8th Avenue: NW 12th Street is one of five unimpeded east-west corridors in the City and is heavily used. The construction will occur in two phases to minimize disruption of traffic by having part of the street always open for detour purposes. The streetscape will include new street paving, sidewalks, curb and gutters, drainage, landscaping, lighting, and the first round-a-bout in the City. The project design is complete and it should be out to bid before the end of October. The projected budget is \$356,000.

Youth Activity Center: The City and the CRA are jointly constructing a new Youth Activity Center within the CR Area. This center will serve as a recreation/gathering/tutoring space for the youth of our community. It will contain a gymnasium, meeting space, study areas, and other recreational facilities as well as a computer lab where students who do not have home access to the internet may work on homework and research assignments. The cost of construction is \$3,000,000 million dollars, of which the CRA is contributing \$200,000 in FY 2011-12.

Commercial Building Improvement Grant Program: The CRA has budgeted \$50,000 for grants to assist new and expanding businesses to relocate into unused shopping center and commercial space. The program requires a match from the business and a contribution from the building owner as well. The use of the funds is limited to improvements that remain in the building as tenants change, such as lighting, flooring, partitions, etc.

Loans and Grants to Businesses: Because of the economy, the CRA has budgeted \$100,000 to assist businesses with grants or loans. It is not the intent of the CRA to make a lot of small loans or grants, but rather to have a budget line item that would allow the CRA to be flexible should a large job-creating opportunity for a public-private partnership present itself.

NE 3rd St/NE 2nd St/ Thelma Ct/Eldon Ct Streetscapes: A local developer has secured a Hilton franchise for a 98 room 5 story suites hotel at the end of the Turnpike. The CRA will construct a streetscape on the entrance streets leading to the hotel as part of the incentive package to make the project work. The streetscape will include new street paving, sidewalks, curb and gutters, drainage, landscaping, and lighting. The hotel should create 25 new jobs and \$5,000,000 in ad valorem tax value in the CRA. The projected budget is \$250,000.

VII. FY 2010-11 Housing Programs

Acquire Property in the CR Areas: \$610,000 is budgeted for the acquisition of dilapidated structures in four sections of the Northwest Neighborhood. Funds could also be used for acquisition of undeveloped parcels for the purpose of site assembly. This part of the Northwest Neighborhood contains many housing units that are unfit for rehabilitation and just should be demolished. The properties will be held until the real estate market improves and they will eventually be developed for affordable or market rate housing. The CRA has completed acquisition plans for the four sections of the CR Area.

Demolish Houses in the CR Area: \$40,000 is budgeted to demolish housing structures in the Northwest Neighborhood that are acquired by the CRA or that are demolished by the CRA based on orders from the County Unsafe Structures Board. There are a number of housing units that are in foreclosure or that have been abandoned that the CRA is planning to acquire so they can be demolished. The properties will be held until the real estate market improves and they will eventually be developed for affordable or market rate housing.

VIII. Enhanced Public Safety Program

Community Policing Program: The CRA plans to continue implementation of the special public safety program. This program enhances Florida City Police patrols, over and above normal service levels, for CR Area only. The projected cost of this program is \$240,000 for FY 2011-12. This innovative community policing program has been very effective in providing greatly increased police visibility and interaction with CR Area businesses and residents. Business owners in the area have repeatedly expressed the desire that the program continue and even be strengthened in the future. The CRA Board believes this is one of its most important and necessary programs because it creates a good public safety environment in which quality redevelopment may occur. It also allows our Police department to provide enhanced presence at night to prevent theft in areas where the CRA is paying for infrastructure projects.

IX. Summary

Overall, the CRA has grown at a very healthy rate since 1995, even with the property tax shrinkage in 2009, 2010, and 2011, and the CRA has been a very productive catalyst thus far in overall City redevelopment. An effective partnership with Miami-Dade County has greatly assisted the CRA in its mission. This growth stagnation or shrinkage trend is expected to continue over the next several years and funding for large projects will become a challenge. However, the CRA remains confident that it can accomplish all the planned activities in FY 2011-12 consistent with the recently adopted CR Plan.

CITY OF FLORIDA CITY
RESOLUTION NUMBER 11-43

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA ADOPTING THE FISCAL YEAR 2011-12 BUDGET FOR THE COMMUNITY REDEVELOPMENT AGENCY (CRA) IN THE AMOUNT OF \$5,728,011; DIRECTING THE EXECUTIVE DIRECTOR OF THE CRA TO SUBMIT SAID BUDGET TO THE MIAMI DADE COUNTY BOARD OF COUNTY COMMISSIONERS FOR THEIR APPROVAL; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Community Redevelopment Agency of the City of Florida City (the "CRA"), duly created pursuant to Chapter 163, Florida Statutes, has been charged by the City Commission of the City of Florida City (the "City") to undertake redevelopment activities within the designated Community Redevelopment Area and to implement the adopted Community Redevelopment Plan; and

WHEREAS, the Community Redevelopment Agency receives increment revenue from the City and from Miami-Dade County, as defined in Chapter 163.387, Florida Statutes; and

WHEREAS, the 1996 Interlocal Agreement between the City and Miami-Dade County establishing the CRA and the Increment Revenue Trust Fund requires the CRA to annually adopt and transmit a budget to Miami-Dade County for review and approval of the Board of County Commissioners; and

WHEREAS, the Board of Directors of the CRA has approved the FY 2011-12 budget for the operations of the CRA; and

WHEREAS, the Board of Directors of the CRA authorized the Executive Director of the CRA to adjust the budget based on the final county-wide millage to be adopted by the Miami-Dade County Board of County Commissioners and any adjustment in the projected rollover or interest earned.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE OF THE CITY OF FLORIDA CITY, FLORIDA, AS FOLLOWS:

Section 1. Recitals Adopted. That each of the above-stated recitals are hereby adopted and confirmed.

Section 2. Total Budget Amount Established. That the FY 2011-12 budget of the City of Florida City Community Redevelopment Agency is approved at \$5,728,011 in revenues and expenditures as reflected in Exhibit A.

Section 3. Adjustment of Budget if Necessary. Should the Miami Dade County Board of Commissioners or the City Commission City of Florida City propose to modify its

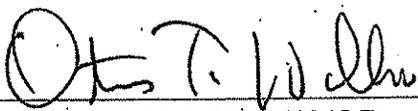
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millage such that the increment revenue contribution to the Community Redevelopment Agency be increased or decreased from this adopted budget, the Executive Director is hereby instructed to adjust the Community Redevelopment Agency budget after its final adoption by the City Commission of the City of Florida City. The Executive Director is authorized to adjust the revenue line items for the City and/or County increment revenue contributions and the expense line item for Reserve/Contingency as necessary to achieve an accurate and balanced budget. The Executive Director is also authorized to adjust the revenue line items for carryover and interest revenue from FY 2010-11 and the expense line item for Reserve/Contingency as necessary.

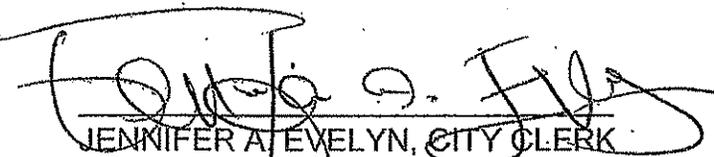
Section 4. Transmission to the Board of County Commissioners. That the City Commission hereby directs the Executive Director of the CRA to forward said budget to the Board of County Commissioners of Miami Dade County for its approval as specified in the Interlocal Agreement with the County.

Section 5. Effective Date. That this Resolution shall be effective immediately upon adoption.

PASSED AND ADOPTED THIS 13th day of September*****, 2011.


OTIS T WALLACE, MAYOR

ATTEST:


JENNIFER A. EVELYN, CITY CLERK

STATE OF FLORIDA
COUNTY OF MIAMI-DADE
Jennifer A. Evelyn
City Clerk
Of the City of Florida City, Florida do hereby certify that the above and foregoing is a true and correct copy of the original thereof as the in this office.
WITNESS, my hand and the seal of said City

Approved as to form and legal sufficiency:



REGINE MONESTIME, CITY ATTORNEY

Offered By: Mayor

Motion to adopt by Vice Mayor Berry seconded by Comm. Butler

FINAL VOTE AT ADOPTION

Mayor Otis T. Wallace	<u>Yes</u>
Vice Mayor Eugene D. Berry	<u>Yes</u>
Commissioner Sharon Butler	<u>Yes</u>
Commissioner Daurell Dorsett	<u>Yes</u>
Commissioner R. S. Shiver	<u>Yes</u>

MEMORANDUM

TO: The Honorable Otis T. Wallace, Mayor
The Honorable, Eugene D. Berry Vice Mayor
The Honorable Commissioner Sharon Butler
The Honorable Commissioner Daurell Dorsett
The Honorable Commissioner R. S. Shiver

FROM: Rick Stauts, CRA Director

DATE: September 13, 2010

SUBJECT: Approval of CRA Budget for FY 2011-12

Enclosed is the proposed CRA Budget for FY 2011-12. The amount of tax increment revenue decreased by \$636,289 over FY 2010-11 based on information provided by the County. The budget package contains the proposed CRA budget in the format in which it will be presented to the County Commission. The CRA budget for FY 2011-12 is projected to be \$5,728,011.

The CRA Board authorized the Executive Director of the CRA to adjust the final budget should the Board of County Commissioners modify their millage at the County's final budget hearing or there be any substantial change in the estimated rollover or interest earned amount for FY 2010-11.

Prior to submission of the budget to the County, the staff will prepare an annual report of CRA activities to be adopted by the City Commission and then forward it to the County with the adopted budget.

CITY OF FLORIDA CITY
COMMUNITY REDEVELOPMENT AGENCY
RESOLUTION NUMBER 11-41

A RESOLUTION OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF FLORIDA CITY, FLORIDA ADOPTING THE FISCAL YEAR 2011-12 BUDGET FOR THE COMMUNITY REDEVELOPMENT AGENCY IN THE AMOUNT OF \$5,728,011 AND DIRECTING THE EXECUTIVE DIRECTOR TO SUBMIT SAID BUDGET TO MIAMI DADE COUNTY AND TO THE FLORIDA CITY COMMISSION FOR THEIR APPROVAL; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Community Redevelopment Agency of the City of Florida City (the "CRA") duly created pursuant to Chapter 163, Florida Statutes, has been charged by the City Commission to undertake redevelopment activities within the designated Community Redevelopment Area and to implement the adopted Community Redevelopment Plan; and

WHEREAS, the Community Redevelopment Agency receives increment revenue from the City of Florida City and from Miami-Dade County, as defined in Chapter 163.387, Florida Statutes; and

WHEREAS, the City of Florida City must adopt the CRA budget as part of its annual budget pursuant to Chapter 189.418(5), Florida Statutes; and

WHEREAS, the 1996 Interlocal Agreement between the City of Florida City and Miami-Dade County establishing the CRA and the Increment Revenue Trust Fund requires the CRA to annually adopt and transmit a budget and an annual report to Miami-Dade County for review and approval by the Board of County Commissioners.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF FLORIDA CITY, FLORIDA, AS FOLLOWS:

Section 1. That each of the above-stated recitals are hereby adopted and confirmed.

Section 2. That the FY 2011-12 budget of the City of Florida City Community Redevelopment Agency shall be adopted at \$5,728,011 in revenues and expenditures as reflected in Exhibit A.

Section 3. Should the Miami Dade County Board of County Commissioners or the City Commission of the City of Florida City propose to modify its millage such that the increment revenue contribution to the Community Redevelopment Agency would be increased or decreased from this adopted budget, the Executive Director is hereby instructed to adjust the Community Redevelopment Agency budget prior to its final adoption by the City Commission of the City of Florida City. The Executive Director is authorized to adjust the revenue line items for the City and/or County increment revenue contributions and the expense line item for Reserve/Contingency as necessary to achieve an accurate and balanced budget. The Executive Director is also authorized to adjust the revenue line items for carryover from FY 2010-11, and interest earnings, and the expense line item for Reserve/Contingency as necessary prior to the CRA budget's final adoption by the City Commission of the City of Florida City.

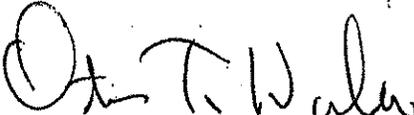
Section 4. That the Board of the Community Redevelopment Agency hereby directs the Executive Director to forward said budget to the City Commission of the City of Florida City for its approval pursuant to Chapter 189.418(5), Florida Statutes.

Section 5. That the Board of the Community Redevelopment Agency hereby directs the Executive Director to forward said budget to the Board of County Commissioners of Miami Dade County for its approval as specified in the Interlocal Agreement with the County after adoption of the CRA Budget by the City Commission of the City of Florida City..

Section 6. That the Executive Director of the CRA is hereby authorized to take any and all action that is necessary to implement the purposes of this Resolution.

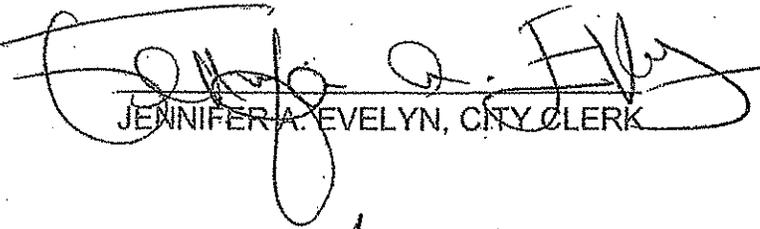
Section 7. That this Resolution shall be effective immediately upon adoption.

PASSED AND ADOPTED THIS 13th day of September*****, 2011.

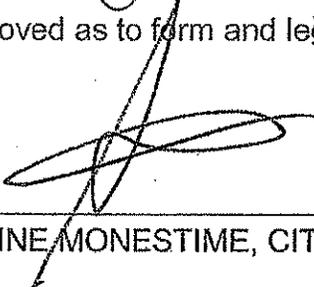


OTIS T WALLACE, CHAIRMAN

ATTEST:


JENNIFER A. EVELYN, CITY CLERK

Approved as to form and legal sufficiency:



REGINE MONESTIME, CITY ATTORNEY

Offered By: Chairman

Motion to adopt by Dir. Butler seconded by Vice Chair Berry

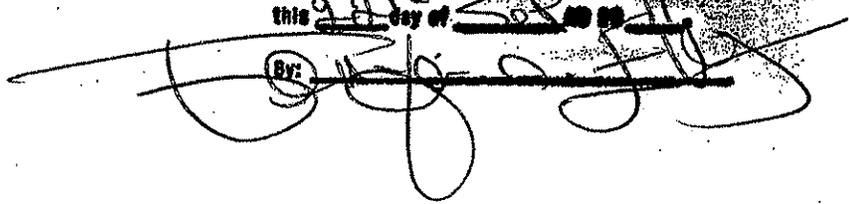
FINAL VOTE AT ADOPTION

Chairman Otis T. Wallace	<u>Yes</u>
Vice Chairman Eugene D. Berry	<u>Yes</u>
Board Member Sharon Butler	<u>Yes</u>
Board Member Daurell Dorsett	<u>Yes</u>
Board Member R. S. Shiver	<u>Yes</u>

STATE OF FLORIDA
COUNTY OF MIAMI-DADE
Jennifer A. Evelyn
City Clerk

I, Jennifer A. Evelyn
Of the City of Florida City, Florida do hereby certify
that the above and foregoing is a true and correct
copy of the original thereof as the is the same.
WITNESS, my hand and the seal of said City

this 22nd day of SEP 2011

By: 

MEMORANDUM

TO: Otis T. Wallace, Chairman
Eugene D. Berry, Vice Chairman
Director Sharon Butler
Director Daurell Dorsett
Director R.S. Shiver

FROM: Rick Stauts, CRA Director

DATE: September 13, 2011

SUBJECT: Adoption of CRA Budget for FY 2011-12

Enclosed is the revised CRA Budget for FY 2011-12. On September 13, 2011, the CRA Board reviewed a draft budget reflecting revenues and expenses of \$5,728,011. The amount of increment revenue decreased by \$636,289 over FY 2010-11, based on projections from the County. This amount might change based on final modifications to proposed millages by either the City or County. The total amount of the CRA budget may also be impacted by the final amount of CRA funds rolled over from FY 2010-11 to FY 2011-12.

The budget package contains the proposed CRA budget in the format in which it will be presented to the County. The Resolution allows the Executive Director to modify the budget prior to final adoption by the City Commission at the second budget meeting in September to account for any millage changes, County tax adjustments, and a variance in rollover.

The budget contains a contingency of \$121,677. Any required changes will be offset against this line item. Should contingency be inadequate and should projects have to be eliminated to balance the budget, the budget will be brought back to the Board for its review.

The County is also undertaking a tighter review of CRA budgets with an eye toward recapturing what they deem to be surplus increment revenue. Should any recapture occur, a new budget for FY 2011-12 will be brought to the Board for its approval. Any recapture would require the elimination of proposed projects.