



287819 Ed-OMB

City of Miami Gardens

April 12, 2016

Office of the Mayor
Stephen P. Clark Center
111 NW 1st Street
Miami, FL 33128

Mayor Gimenez,

I hope that this letter finds you well. The City of Miami Gardens has made the decision to study and create a CRA to assist the City with future development. To that end, enclosed with this letter you will find a certified copy of Resolution No. 2016-42-2941, which was adopted by the Miami Gardens City Council on March 9, 2016. This Resolution adopted a Finding of Necessity for a 27th Avenue Corridor Community Redevelopment Area in the City of Miami Gardens. A copy of the Finding of Necessity is also attached for your review.

The attached Finding of Necessity encompasses three separate study areas. However, at this time the City only intends to pursue the 27th Avenue study area. The City considers the 27th Avenue to be the focal point of the City and development of this area with cultural opportunities is very important to that end and to the elimination of blight. We are pursuing the development of a performing arts center in the 27th Avenue Corridor, to attract cultural events, which would not only have a positive effect on the City, but which would have Countywide significance. The City would like to creation a CRA in this district for the purpose of raising the necessary funds to undertake the development of the performing arts center. Keith & Schnars, the City's consultant, has prepared a detailed finding of necessity, and the City Council has concluded that in accordance with the Finding, that the area designated as the 27 Avenue corridor meets the standards for blight. If you would like additional information or would like to visit the area, I would be happy to arrange that visit.

The City is requesting your support and recommendation of a CRA for the 27th Avenue corridor for the purpose outlined in this letter. We are also respectfully requesting that you recommend to the Board of County Commissioners that they delegate the necessary statutory powers to the City of Miami Gardens so that the City can move forward with the CRA process. Time is of the essence in this matter and the City would like to move expeditiously in creating the CRA.

Thank you for your time and consideration in this matter I look forward to hearing from your office soon in this regard.

Sincerely,

Mayor Oliver G. Gilbert, III

cc: Sonja Dickens, City Attorney
Cameron D. Benson, City Manager

Oliver Gilbert
Mayor

Felicia Robinson
Vice Mayor

Lisa C. Davis
Council Member

Rodney Harris
Council Member

Erhabor Ighodaro, Ph.D.
Council Member

Lillie Q. Odom
Council Member

David Williams Jr.
Council Member

Cameron D. Benson
City Manager

Ronetta Taylor, MMC
City Clerk

Sonja K. Dickens
City Attorney

OFFICE OF THE MAYOR
MAY 18 9:02

RECEIVED

RESOLUTION NO. 2016-42-2941

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA, MAKING A FINDING OF NECESSITY AND ACCEPTING THE FINDING OF NECESSITY REPORT PREPARED BY KEITH AND SCHNARS, P.A., FOR THE ESTABLISHMENT OF A COMMUNITY REDEVELOPMENT AGENCY ("CRA"), A COPY OF WHICH IS ATTACHED HERETO AS EXHIBIT "A"; PROVIDING FOR INSTRUCTIONS TO THE CITY CLERK; PROVIDING FOR THE ADOPTION OF REPRESENTATIONS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, on May 8, 2013, the City Council adopted Resolution 2013-137-1933, which authorized the City to retain consultant's, Keith and Schnars, P.A. for the preparation of a finding of necessity report for the establishment of a Community Development Agency ("CRA") for the NW 27th Avenue, SR 826, and SR 7/US441 study areas, and

WHEREAS, the City Council concurs with the Finding of Necessity Report and makes a Finding of Necessity pursuant to Chapter 163, Section III, Florida Statutes, one or more slum or blighted areas exist in the NW 27th Avenue, SR 826, and SR7/US441 corridors, and

WHEREAS, the City Council also finds that the rehabilitation, conservation, or redevelopment, or a combination of areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City of Miami Gardens, and

WHEREAS, the City Council further finds a need for the preparation of a Community Redevelopment Plan for the areas,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS, FLORIDA AS FOLLOWS:

Section 1: ADOPTION OF REPRESENTATIONS: The foregoing Whereas paragraphs are hereby ratified and confirmed as being true, and the same are hereby made a specific part of this Resolution.

Section 2: AUTHORIZATION: The City Council of the City of Miami Gardens hereby makes a Finding of Necessity and accepts the Finding of Necessity Report prepared by City consultant's, Keith and Schnars, P.A., for the establishment of a Community Redevelopment Agency ("CRA"), a copy of which is attached hereto as Exhibit "A".

Section 3: INSTRUCTIONS TO THE CITY CLERK: The City Clerk is hereby instructed to deliver a certified copy of this Resolution and the Finding of Necessity Report to the Board of Commissioners, Miami-Dade County, Florida.

Section 4: EFFECTIVE DATE: This Resolution shall take effect immediately upon its final passage.

PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF MIAMI GARDENS AT ITS REGULAR MEETING HELD ON MARCH 9, 2016.



OLIVER GILBERT, III, MAYOR

ATTEST:


RONETTA TAYLOR, MMC, CITY CLERK

PREPARED BY: SONJA KNIGHTON DICKENS, ESQ., CITY ATTORNEY

SPONSORED BY: CAMERON D. BENSON, CITY MANAGER

Moved by: Mayor Gilbert
Seconded by: Vice Mayor Robinson

VOTE: 7-0

Mayor Oliver Gilbert, III	<input checked="" type="checkbox"/> (Yes)	<input type="checkbox"/> (No)
Vice Mayor Felicia Robinson	<input checked="" type="checkbox"/> (Yes)	<input type="checkbox"/> (No)

Councilwoman Lillie Q. Odom	<input checked="" type="checkbox"/> (Yes)	<input type="checkbox"/> (No)
Councilman David Williams Jr	<input checked="" type="checkbox"/> (Yes)	<input type="checkbox"/> (No)
Councilwoman Lisa Davis	<input checked="" type="checkbox"/> (Yes)	<input type="checkbox"/> (No)
Councilman Rodney Harris	<input checked="" type="checkbox"/> (Yes)	<input type="checkbox"/> (No)
Councilman Erhabor Ighodaro, Ph.D.	<input checked="" type="checkbox"/> (Yes)	<input type="checkbox"/> (No)

State of Florida
County of Miami-Dade

CERTIFICATION

I, the undersigned, duly appointed City Clerk of the City of Miami Gardens, Florida, hereby certify that the attached is a true and correct copy of Res# 2016-42-2941 as shown in the records of the city on file in the office of the city clerk.

Witness, my hand and the corporate seal of the city of Miami Gardens, Florida, this 11 day of April 2016.

Yvette Lopez
City Clerk
City of Miami Gardens, Florida

FINDING OF NECESSITY

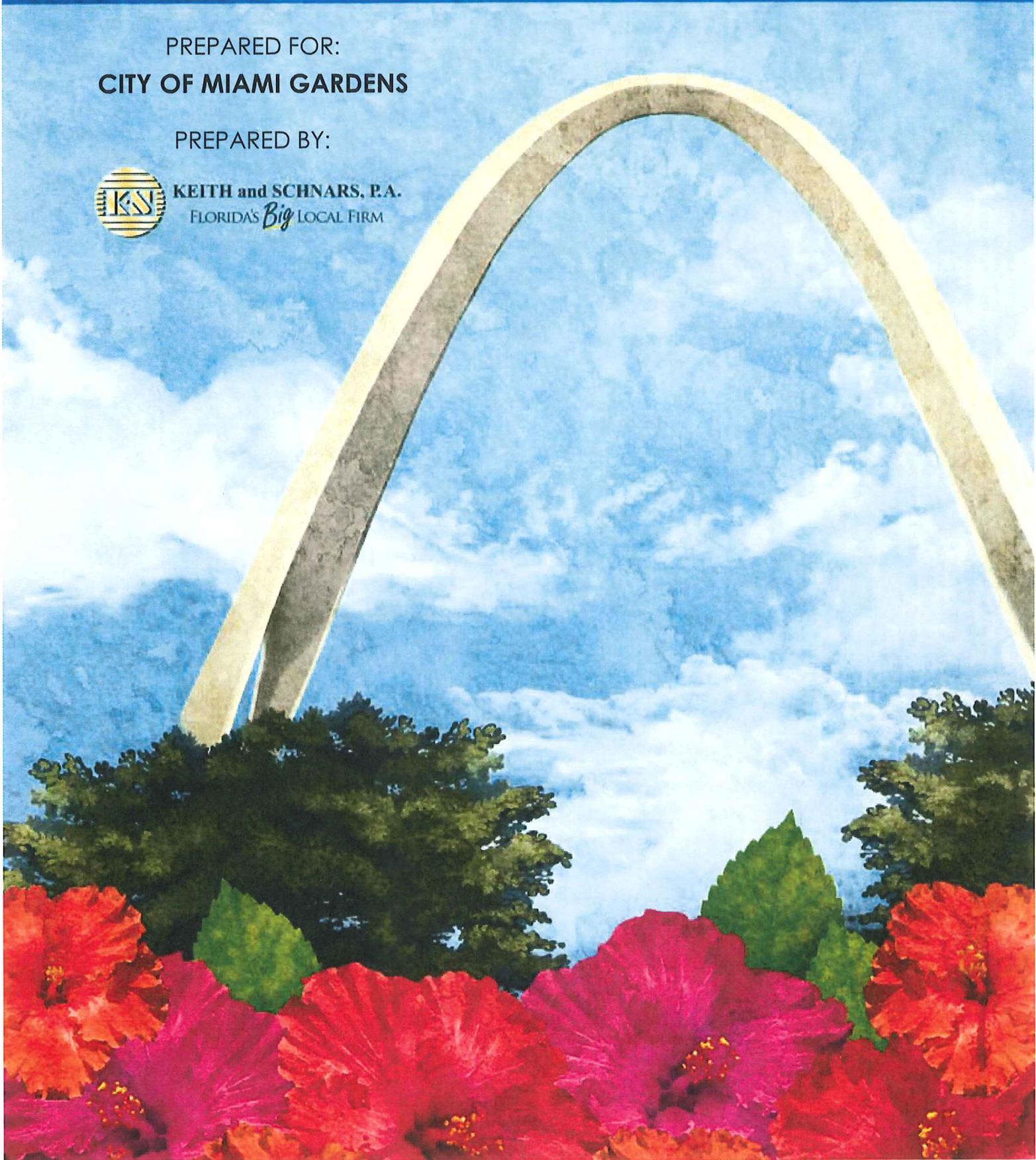
COMMUNITY REDEVELOPMENT AREA

PREPARED FOR:
CITY OF MIAMI GARDENS

PREPARED BY:



KEITH and SCHNARS, P.A.
FLORIDA'S *Big* LOCAL FIRM



CITY OF MIAMI GARDENS

CITY COUNCIL

Oliver G. Gilbert III, Mayor
Lisa C. Davis, Vice-Mayer
Rodney Harris, Councilman
Erhabor Ighodaro, Ph.D., Councilman
Lillie Q. Odom, Councilwoman
Felicia Robinson, Councilwoman
David Williams Jr., Councilman

CITY STAFF

Cameron Benson, City Manager
Shellie Ranson-Jackson, Building and Code Compliance Department Director
Building Official
Cyril Saiphoo, AICP, Planning and Zoning Manager
Irma Matos, Associate Planner
O. Tom Ruiz, Public Works Director

KEITH AND SCHNARS STAFF

Michael L. Davis, Principal in Charge
Dawn Sonneborn, AICP, Former Director
James Kahn, AICP, Assistant Director
Debbie Love, AICP, Senior Planner, Project Manager

TABLE OF CONTENTS

Executive Summary.....	1
Overview and Purpose	3
Introduction	3
The Community Redevelopment Act of 1969	3
Finding of Necessity	6
Slum Area	7
Blighted Area.....	7
Methodology.....	8
Finding of Necessity Study Area	10
Study Area Description	10
NW 27 th Avenue Study Area	10
SR 826 Study Area	11
SR 7/US441 Study Area	11
Study Area Land Uses.....	13
Existing Uses	13
Land Use	14
Zoning.....	14
Study Area Assessment.....	17
A. Socio-Economic Conditions	17
Race	17
Income.....	18
Poverty Level	19
Education.....	20
Employment	20
B. Site and Structure Conditions.....	21
Age of Structures	21
Aggregated Assessed Valuation	22
Vacancy.....	23
Overcrowding	23
Code Enforcement Violations.....	24
a. Junk and Trash.....	24
b. Unsafe Structures	25
Faulty Lot Layout	26
Diversity of Ownership	27
Crime Statistics	27
Public Services	28
a. Sanitary Sewer.....	28
b. Storm Drainage.....	28

TABLE OF CONTENTS

C. Other Indicators of Slum and Blight.....	29
Brownfields.....	29
Enterprise Zones.....	29
Conclusions.....	32
Opportunities.....	32
Public-Private Partnerships.....	32
Homeowner Rehabilitation Program.....	32
Mortgage Subsidies and Second Mortgage Assistance Program	33
Commercial Property Improvement Program	33
Land Banking and Site Assembly Program.....	33
Economic Development Package.....	33
Signage, Entry Features, Public Area, and Landscaping Projects	34
Infrastructure Improvement Projects.....	34
Community Policing Innovations	34
Recreation and Community Facilities Projects	34
Recommendations	35

List of Figures

<u>Figure</u>		<u>Page</u>
Figure 1:	Study Area Comparison.....	10
Figure 2:	Existing Uses	13
Figure 3:	Population Demographics	17
Figure 4:	Median Household Income	18
Figure 5:	Poverty Level	19
Figure 6:	Unemployment Rate	20
Figure 7:	Structure Age.....	21
Figure 8:	Aggregated Assessed Valuation	22
Figure 9:	Occupied Housing Units	23
Figure 10:	Overcrowding	23
Figure 11:	Junk & Trash Code Violations	24
Figure 12:	Part 1 Total Crime Per 1,000/Population	27

TABLE OF CONTENTS

List of Tables

<u>Table</u>		<u>Page</u>
Table 1:	Study Areas and City Acreage Summary	11
Table 2:	Land Uses by Study Area (Acres)	13
Table 3:	Educational Attainment	20
Table 4:	Pending Junk and Trash Code Violations	24
Table 5	Total Crime per 1,000 Population Based on FBI Statistics	28

List of Maps

A.	CRA Boundary Map	12
B.	Land Use Map	15
C.	Zoning Map	16
D.	Brownfield Map	30
E.	Enterprise Zone Map.....	31

List of Appendices

- A. Photographic Inventory
- B. Community Workshops
- C. Parcel Inventory

Miami Gardens (population 107,167) is located in northern Miami-Dade County and is approximately 20 square miles in size. To the north are the cities of Miramar and West Park and unincorporated Broward County; directly south is the City of Opa-Locka and the Opa-Locka Airport; the cities of Pembroke Park and N. Miami Beach borders the City to the east; and unincorporated Miami-Dade County is adjacent to its western, eastern and southern borders.

The City of Miami Gardens City Council authorized the preparation of a Finding of Necessity Study in 2013. In accordance with Chapter 163, Part III, Florida Statutes, the Finding of Necessity Study assesses conditions of slum and blight in a defined study area within the City.

The Finding of Necessity Study evaluates the existence of deterrents to sound planning growth and development as defined in Section 163.355, Florida Statutes. The detailed examination of existing land use characteristics, socioeconomic conditions, and other indicators that occurs in a Finding of Necessity Study produces the basis for creating a community redevelopment area (CRA) in accordance with Section 163.355, Florida Statutes.

Working with the City of Miami Gardens, Keith and Schnars, P.A. (K&S) assembled background data, conducted pedestrian and windshield surveys, and analyzed information in a manner consistent with Florida Statutes. The Finding of Necessity determined that the following criteria of slum and blight exist within the Study Area and that the Study Area meets the requirements for the creation of a CRA:

- 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 (“slum”). *The Study Area has a higher person per household rate (3.5) than the County (2.9). Family households with five people or more in study area (23%) exceeds that of the County (15%).*
- Deterioration of site and other improvements (“blight”). *The majority of structures (39%), both residential and commercial, within the Study Area were constructed from 1950-1970. The useful life of any building is 30 years. Redevelopment will provide modern, cost-efficient buildings. There are 10 unsafe structures within the Study Area. Additionally, there are numerous abandoned buildings, particularly along the major corridors.*
- Faulty Lot Layout in Relation to Size, Adequacy, Accessibility, or Usefulness (“blight”). *Widening of the trafficway corridors has let many lots with poor access and reduced the frontage to where inferior properties resulted that cannot be adequately developed without intervention.*

EXECUTIVE SUMMARY

- Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area (“blight”). *The majority of the parcels within the Study Area are owned by separate individuals. The parcels along the corridors are small and have loss much of their frontage due to roadway widening; this situation, coupled with diverse ownership will make redevelopment difficult unless the parcels are assembled.*
- Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality (“blight”). *Based upon the 2010 Census data for the City of Miami Gardens there is a 20 percent vacancy rate within the Study Area.*
- 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 (“blight”). *Although only comprising 13.35 percent of the City, in 2013 fully 20 percent of the Code Violations relating to Junk and Trash occur within the Study Area.*
- Incidence of crime in the area higher than in the remainder of the county or municipality (“blight”). *Based on the data analyzed on crimes per acre, the study area is one (1) Part 1 Crime per acre, where the city as a whole averages one (1) crime per three (3) acres. This data clearly indicates a higher incidence of crime with in the study area as compared to the city as a whole.*

The Finding of Necessity illustrates that the Study Area is in need of specific actions to reverse trends of economic and socioeconomic decline. The characteristics and indicators of slum and blight conditions documented in this Finding of Necessity meet or exceed the standards established in Florida Statutes. The creation of a CRA for this Study Area will provide additional resources to the City, which will provide the ability to relieve some of the pressure on the area through investments in public infrastructure including sanitary sewer upgraded sidewalks, landscaping, and streetscape improvements.

OVERVIEW AND PURPOSE

The purpose of this Finding of Necessity Study analysis, as authorized by the City of Miami Gardens City Council, is to determine if the criteria under Section 163.355 and Section 163.340 of Florida Statutes that define “slum” and “blight” are present and to provide an objective basis for the City Council to adopt a Resolution for Finding of Necessity.

The adoption of a Resolution for Finding of Necessity is the platform for the creation of a Community Redevelopment Plan to provide strategies and mechanisms to implement improvements within the Study Area.

INTRODUCTION

The analysis included in this Finding of Necessity focuses on existing physical characteristics and supporting infrastructure of the Study Area and its ability to generate economic return and local tax revenues. Generally, areas that experience physical decline or are underutilized limit the City’s ability to remain competitive and affect the City’s financial state and level of services. Real property assets and supportive infrastructure that are physically or functionally deteriorated or do not meet the development standards are constrained in their ability to generate adequate tax revenues that are necessary to improve these conditions. As such, their physical character and utility are key factors in determining a community’s economic health. The lack of real property value in these areas results in insufficient ad valorem revenue to improve these areas and necessary improvements, which results in other areas of the City essentially subsidizing improvements in the Study Area. The Community Redevelopment Act provides for a more equitable distribution of tax resources and allows that area which requires improvements to contribute targeted resources to fund these improvements.

This analysis relies on tax roll data acquired from the Miami-Dade County Property Appraiser, interpretations of City data, visual inspections of properties, and Geographical Information System data.

THE COMMUNITY REDEVELOPMENT ACT OF 1969

The purpose of the Redevelopment Act is to assist local governments in preventing and/or eliminating blighted conditions detrimental to the sustainability of economically and socially vibrant communities or areas. The following paragraphs describe those blighting conditions, their specific effects, and the intentions of the community redevelopment regime as a tool for implementing policy and programs:

OVERVIEW AND PURPOSE

- *Section 163.335(1), F.S. ...[blighted areas] constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.*
- *Section 163.335(2), F.S. ...certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of the property in such areas.*
- *Section 163.335(3), F.S. ...powers conferred by this part are for public uses and purposes which public money may be expended and the power of eminent domain and police power exercised, and the necessity in the public interest for the provisions herein enacted is hereby declared as a matter of legislative determination.*
- *Section 163.335(5), F.S. ...the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and*

OVERVIEW AND PURPOSE

provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefore and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns.

- *Section 163.335(6,) F.S. ...there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such conditions is a proper matter of state policy and state concern is for a valid and desirable purpose.*

Under the Redevelopment Act, if an area is found to be blighted, a resolution must be adopted by the local governing body finding that there are blighted conditions within the defined study area, and that the repair, rehabilitation, and/or redevelopment of such areas is in the interest of public health, safety, and welfare. If an area is found to have blighted conditions, the next step is to establish a Community Redevelopment Agency (CRA).

The CRA, as the legal unit acting for City of Miami Gardens, would direct the preparation of the community redevelopment plan for that area described in the "Finding of Necessity Resolution". The community redevelopment plan must provide physical information on the redevelopment area and identify potential project types that can diminish or eradicate the specified blighted conditions.

Under the Redevelopment Act, a redevelopment plan is subjected to a compliance review conducted by the local planning agency (LPA) before it can be submitted to the City Council for approval. The LPA has up to 60 days to review the redevelopment plan as to its conformity with the City's comprehensive plan for the development of the City as a whole and provide comments to the CRA. After receiving recommendations from the LPA, the local governing body shall hold a public hearing on the approval of a community redevelopment plan after public notice in a newspaper having a general circulation in the area of operation of the community redevelopment area.

The next step under the Redevelopment Act is the creation of a redevelopment trust fund, established by ordinance and adopted by the City Council, the governing body that created the CRA. The most recent certified real property tax roll prior to the effective date of the ordinance will be used to establish the tax base (the "Base Year") within the redevelopment area in order to calculate the tax increment.

OVERVIEW AND PURPOSE

In the present case, the assumed timetable to move forward suggests that the calculation of the tax increment will rely upon the 2016 certified rolls. After putting in place the redevelopment architecture described above, the CRA will become funded upon the availability of tax increment revenues. Tax increment revenues become available as the result of increased property assessments associated with new development and redevelopment within the redevelopment area beyond those of the Base Year. Funds allocated to and deposited into the trust account are used by the CRA to finance or refinance any community redevelopment it undertakes pursuant to the approved community redevelopment plan.

Before the City can adopt any resolution or enact any ordinance to create a community redevelopment agency, approve a community redevelopment plan or establish a redevelopment trust fund, the governing body must provide public notice of proposed actions to each taxing authority which has the power to levy ad valorem taxes within the redevelopment area boundaries. Such notice alerts these taxing authorities to any possible changes in their budgets as a result of a redevelopment action. As a policy matter, it is assumed that the following entities with ties to the activities of the City of Miami Gardens government will receive notice of any actions stemming from either this analysis or subsequent initiatives should they be authorized under the terms of the Redevelopment Act:

- Miami-Dade County Board of County Commissioners
- Miami-Dade County Public Schools

Chapter 163, Part III, Florida Statutes (F.S.), allows municipalities to designate a Community Redevelopment Area (CRA) as a dependant special district where future County and City tax increment revenues can be used to fund infrastructure improvements and development, as well as new redevelopment initiatives.

Miami-Dade County (the County), through its home rule charter, has adopted procedures that govern the creation of community redevelopment agencies within the County. The vesting of the authority to create a community redevelopment agency and a redevelopment trust fund is in the Board of County Commissioners.

The County Commissioners have the authority to delegate CRA powers to a City, and ultimately to a new CRA.

FINDING OF NECESSITY

The Finding of Necessity (FON), as set forth in Section 163.335 and Section 163.355 of Florida Statutes, is an assessment of the Study Area that provides the evidence of slum and/or blight and need for redevelopment due to the area's deficiencies in attracting

OVERVIEW AND PURPOSE

market-based investment of the same rate and quality as surrounding areas and the City as a whole.

Determining if such conditions exist within the Study Area is an initial step in ascertaining an area's appropriateness as a community redevelopment area. This FON analysis documenting the extent of slum and blight conditions and analysis in support of that documentation is referred to herein as the "Report".

This Report describes the physical, economic, and regulatory conditions within the community redevelopment study area that are associated with blight or its causes and discusses the need for a community redevelopment area. K&S staff, working with City staff, inspected the redevelopment study area and prepared this Report and the analysis contained herein.

SLUM AREA

Section 163.340(7) of Florida Statutes defines "**Slum area**" 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 with 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.

BLIGHTED AREA

Section 163.340(8) of Florida Statutes defines "**Blighted area**" 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;

OVERVIEW AND PURPOSE

- 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.

METHODOLOGY

The collection, evaluation, and analysis of data and information relating to the FON centers around the factors and components that determine the existence of blight and slum areas as described and defined in Florida Statutes. The Study includes an examination of each statutory criterion to determine the information required to prove the presence or absence and extent of a specific condition. For conditions considered most predominant in the Study Area, a more detailed analysis was undertaken.

Field surveys were conducted. The intent of the surveys was to record certain observable conditions that meet the requirements of Florida Statutes relative to a “the Study”. The surveys included the viewing of the entire Study Area on a parcel-by-parcel basis. The specific criteria utilized to establish the data needed and indicated on the maps are as desired in Section 163.335 and Section 163.355 of Florida Statutes:

OVERVIEW AND PURPOSE

City to solicit public input during the FON process there were two public workshops to inform the public and provide a forum for input. City staff provided stakeholder and public notifications to insure meaningful citizen participation. Attached in **Appendix B** is a list of community comments provided at the workshops.

After preliminary data collection and analysis, the Study ultimately focused on seven major conditions that are indicative of slum and blight. These are:

- High Density and Overcrowding;
- Site and Structure Deterioration;
- Faulty Lot Layout in Relation to Size, Adequacy, Accessibility, or Usefulness;
- Diversity of Ownership;
- Vacancy Rates;
- Code Violations; and
- Crime.

<The Remainder of This Page Intentionally Left Blank>

FINDING OF NECESSITY STUDY AREA

Miami Gardens (population 107,167) is located in northern Miami-Dade County and is approximately 20 square miles in size. To the north are the cities of Miramar and West Park and unincorporated Broward County; directly south is the City of Opa-Locka and the Opa-Locka Airport; the cities of Pembroke Park and N. Miami Beach border the City to the east; and unincorporated Miami-Dade County is adjacent to its western, eastern and southern borders.

STUDY AREA DESCRIPTION

The City of Miami CRA Study Area FON report provides an analysis of the properties within the Study Area to determine whether conditions of slum and blight exist sufficiently to merit establishment of a CRA.

K&S analyzed three sub-areas, which for the purpose of analysis, are identified as: 1) NW 27th Avenue, 2) SR7/US 441, and 3) a portion of SR 826. These areas are described in detail below and illustrated on **Map A**. The combined study areas consist of approximately 1,707 acres or approximately 13.35% of the City (**Figure 1**).

Together, these three subareas are characterized by their varying size lots (some are approximately 5,200 square feet); diversity of ownership; status of infrastructure, e.g., insufficient drainage, damaged swales, crumbling sidewalks; and relatively low land value. Several large tracts of land are vacant, notably in the northwestern corner of the study area and along the NW 27th Avenue Corridor.

NW 27th Avenue Study Area

This linear study area includes NW 27th Avenue between NW 215th Street (County Line Road) and SR 826 (Palmetto Expressway). It is bounded by NW 47th Avenue to the west and includes properties north of the Snake Creek Canal, excluding the residential area between NW 37th Avenue north of NW 207th Street and NW 27th Avenue and Calder Race Course and Casino to the east.

STUDY AREAS

■ Study Areas
■ City of Miami Gardens

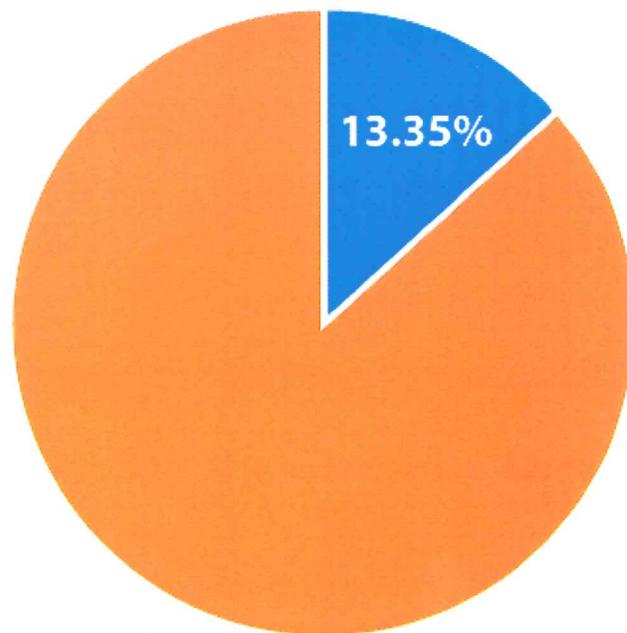


Figure 1: Study Area Comparison

Source: City of Miami Gardens and Miami-Dade Property Appraiser

FINDING OF NECESSITY STUDY AREA

SR 826 Study Area

This study area runs between NW 27th Avenue to SR 9. It includes the parcels adjacent to the north side of the expressway and the “Triangle” industrial area bounded by NW 17th Avenue, Biscayne Canal, and SR 9.

SR 7/US 441 Study Area

The SR 7/US 441 study area runs between NW 215th Street to the north and SR 9 to the south and includes parcels adjacent to and near the corridor.

As shown in **Table 1** below, the largest is the NW 27th Avenue study area.

Table 1 Study Areas and City Acreage Summary Comparison				
	Square Feet	Acres	Square Miles	Percentage
City of Miami Gardens	557,568,000.00	12,800.00	20.00	100.00%
Study Area				
27 th Avenue	45,575,717.17	1,046.27	1.63	8.15%
SR 826	17,154,656.36	393.82	0.62	3.10%
SR7 Corridor	11,631,114.24	267.01	0.42	2.10%
Combined Study Areas	74,361,487.77	1,707.10	2.67	13.35%

Source: City of Miami Gardens and Miami-Dade Property Appraiser

The Property Appraiser’s Office provides data regarding the parcels and their sizes as well as the uses of the property. This data does not necessarily match the data from the City’s GIS system since waterways and some roadways are not designated within the Property Appraiser’s data.

<The Remainder of This Page Intentionally Left Blank>

STUDY AREA LAND USES

EXISTING USES

The land uses that exist within the study areas are provided in **Table 2** and illustrated on **Figure 2**. These figures are derived from the Property Appraiser data provided for this analysis. The largest component of the land uses are commercial properties with nearly 38 percent allocated to that use.

Residential uses comprise 18.5 percent of the land uses within the total study areas and are generally evenly divided between Single Family and Multi-Family. There is also a large amount of Vacant or Undeveloped land in the study areas. These properties could be used for either commercial or residential uses.

EXISTING USES

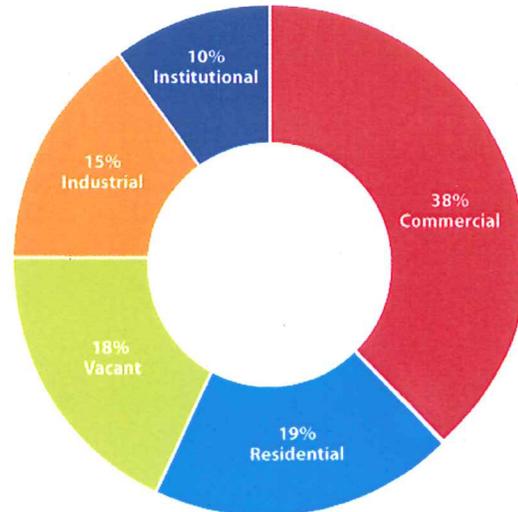


Figure 2: Existing Uses

Source: City of Miami Gardens and Miami-Dade Property Appraiser

The Vacant or Undeveloped properties offer the most significant opportunity for economic development, particularly the large sites that are available. The Vacant or Undeveloped property is located primarily in the 27th Avenue study area.

Category	NW 27 th Avenue	SR 826	SR7 / US 441	Total	Percent of Total Acres
Single Family	134.88	10.44	1.50	146.82	8.6%
Multi Family	164.20	1.86	1.48	167.54	9.9%
Commercial	369.51	70.53	203.98	644.02	37.9%
Industrial	7.96	223.11	29.78	260.85	15.4%
Institutional	139.52	22.25	11.94	173.71	10.2%
Vacant or Undeveloped	230.20	58.10	18.33	306.63	18.0%
Total Acres	1,046.27	393.82	267.01	1,701.10	100.0%
Percent Total by Study Area	61.5%	22.8%	15.7%	100.0%	

Source: City of Miami Gardens and Miami-Dade Property Appraisers

The area designated for analysis contains primarily Commercial and Industrial Land Uses. This is consistent with typical CRA area establishment and planning since the programs are generally designated for those uses. CRA planning is unlike general municipal planning, where a balanced mixture of residential and non-residential uses is proposed.

STUDY AREA LAND USES

LAND USE

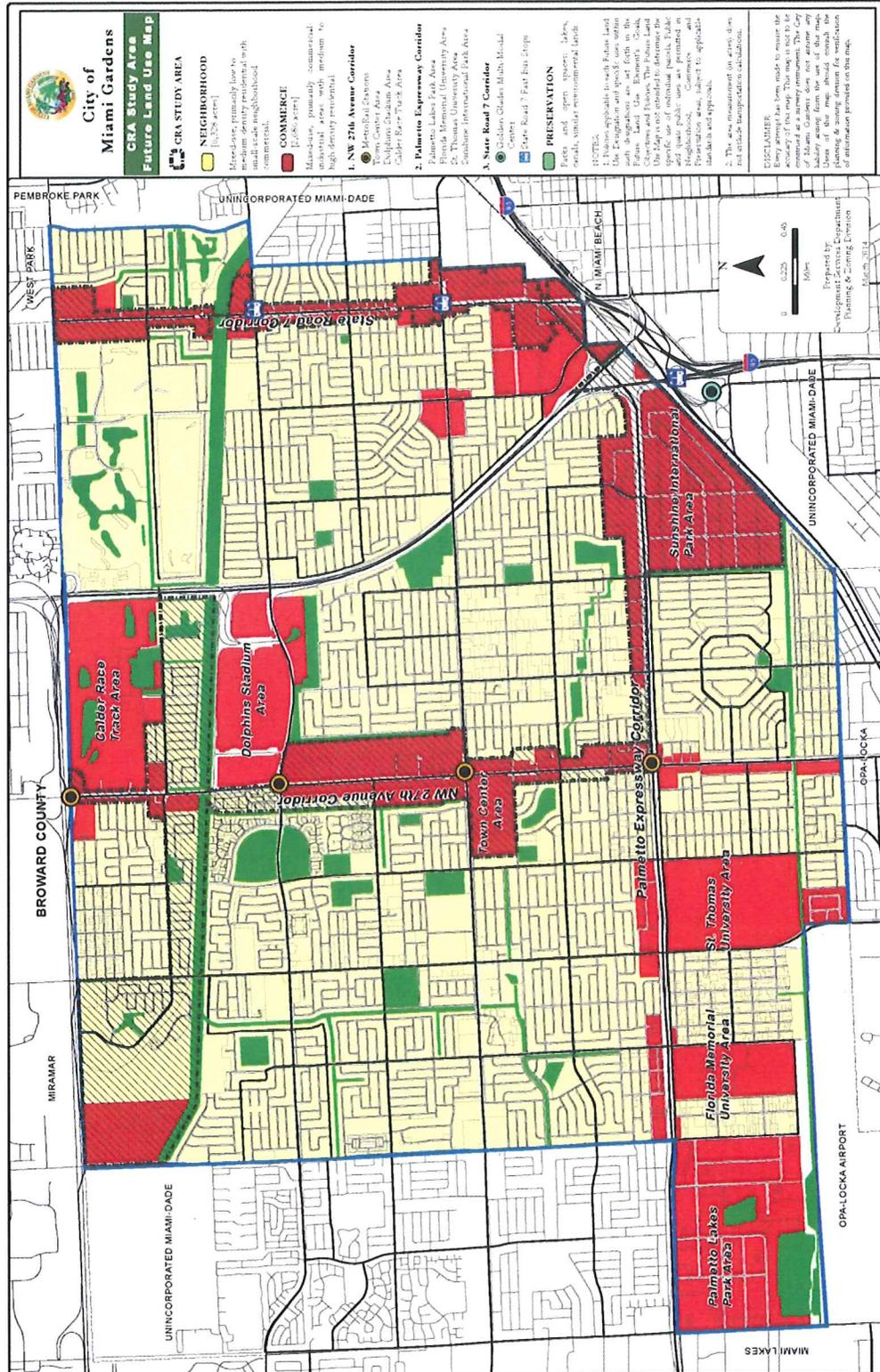
The City of Miami Gardens adopted Land Use Plan designates the majority of the Study Area as Commerce. Below is the Future Land Use Map with the Study Area boundary overlaid. The areas of the Commerce designation can be described as along the transportation corridors and the industrial area south of SR 826, with a large vacant area in the northwest quadrant of the city. The balance of the Study Area is designated Neighborhood which is described as mixed-use, primarily low to medium density residential with small scale neighborhood commercial. Within the Study Area the Future Land Use Map has three special designations which occur; NW 27th Avenue Corridor, Palmetto Expressway Corridor, and SR 7 Corridor. The area on the southwest quadrant of the intersection of NW 183rd Street and NW 27th Avenue is also designated as "Town Center Area".

ZONING

The zoning classifications for the properties within the Study Area are illustrated on the map below. The classifications follow the adopted Land Use designations. The transportation corridors are primarily designated PCD-Planned Corridor Development. The industrial zoning is broken down into two classifications; I-1 (Special Industrial) which includes the major industrial area south of SR 826 and the last vacant parcels in the northwest quadrant of the city. The other industrial classification is I-2 (Heavy Industrial) which is located at the southern end of SR 7. The Town Center Area designated on the Land Use Map has a corresponding designation of TCO-Town Center Overlay which includes all four quadrants of NW 27th Avenue and NW 183rd Street. The residential zonings within the Study Area are R-1 (single Family), R-2 (Two Family), and R-15, 25 and 50 (Multi-Family). Other minor designations include: Neighborhood Commercial and Government Property.

<The Remainder of This Page Intentionally Left Blank>

Map B: Land Use Map



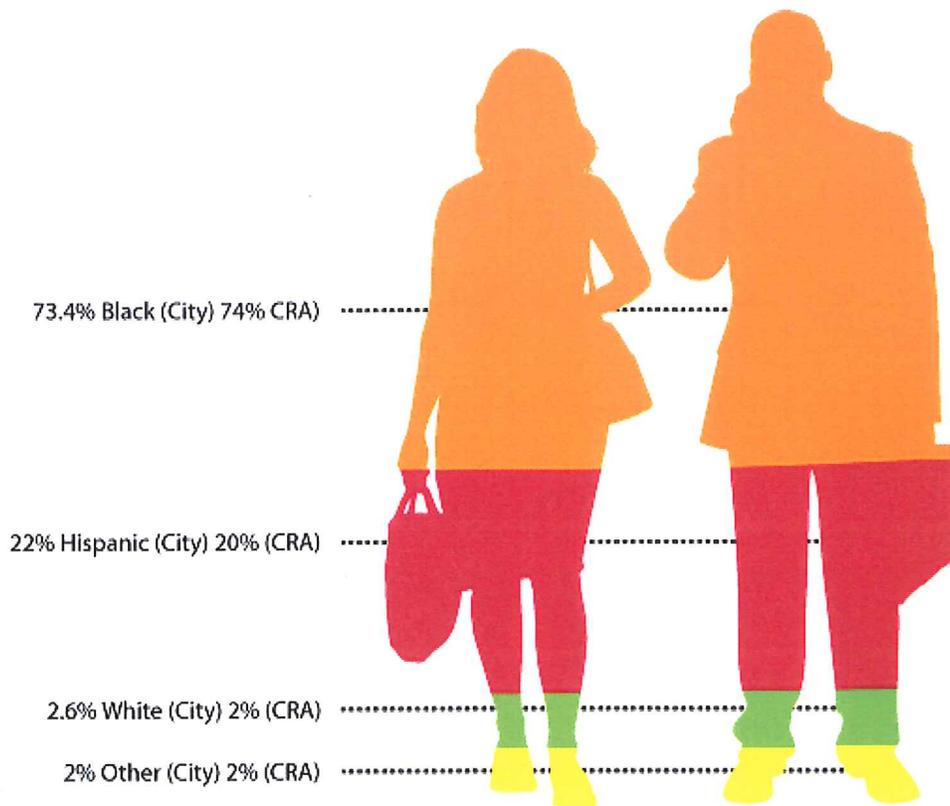
Source: City of Miami Gardens

STUDY AREA ASSESSMENT

A. Socio- Economic Conditions

Race

Based on the 2010 U.S. Census, the City of Miami Gardens had a population of 107,167. The proposed Study Area based on Census Block Group Data translated into a population of 19,007 which is 18 percent of the city. This is contrasted with the Study Area being only 13.5 percent of the city. The breakdown of the population race based on the U.S. Census indicates that the Study Area is consistent with the data for the entire city. **Figure 3** depicts the racial comparison between the City and Study Area.



POPULATION DEMOGRAPHICS

Figure 3: Population Demographics

Source: American Community Survey

Income

As illustrated in **Figure 4**, the median household income for the Study area is \$45,923 which is 10 percent lower than Miami-Dade County.

MEDIAN HOUSEHOLD INCOME

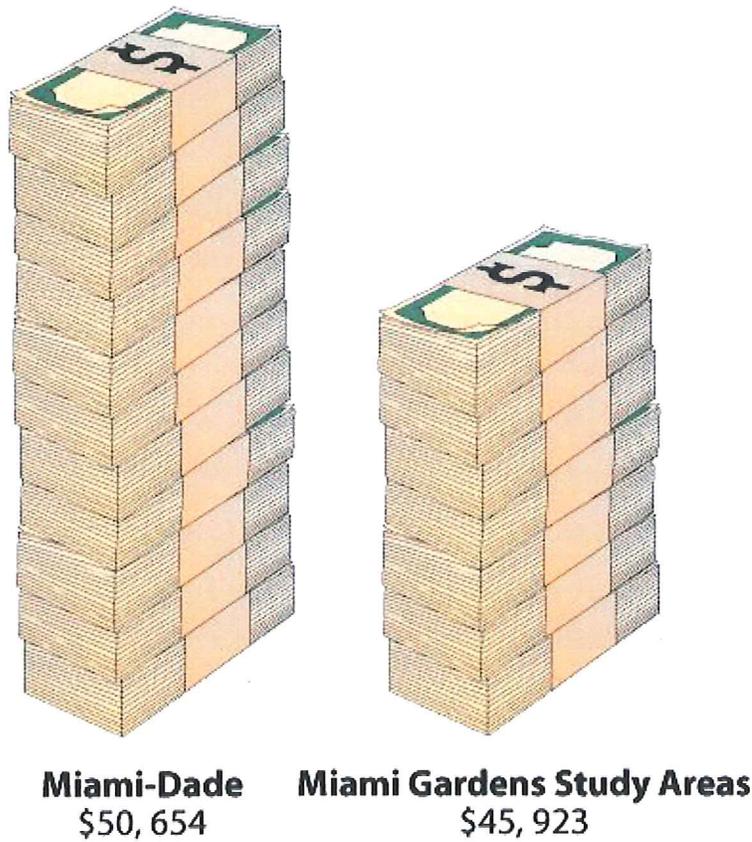


Figure 4: Median Household Income
Source: American Community Survey

STUDY AREA ASSESSMENT

Poverty Level

Poverty level is one indicator of the economic hardship in the community. According to the American Community Survey, 21 percent of individuals are below the poverty level in the City (see **Figure 5**). This is in comparison to 19.1 percent in Miami-Dade County. Based on the similar demographic information, it is reasonable to assume the same contrast exists within the Study Area.

INDIVIDUALS BELOW POVERTY LEVEL

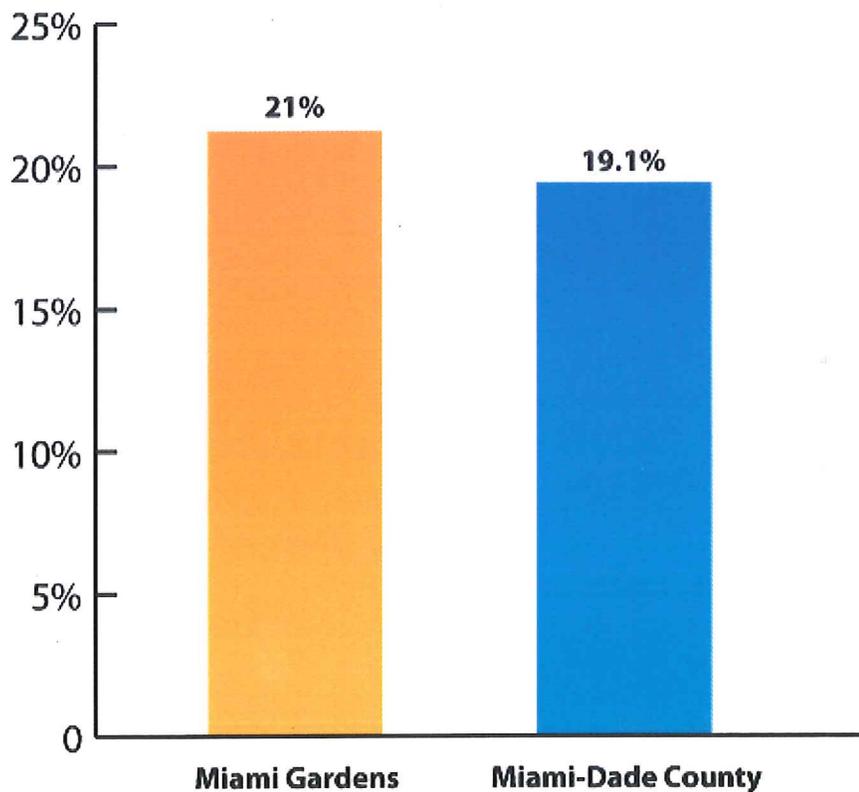


Figure 5: Poverty Level
Source: American Community Survey

STUDY AREA ASSESSMENT

Education

The City of Miami Gardens has a slightly higher education attainment rate than Miami-Dade County. **Table 3** illustrates the education comparison.

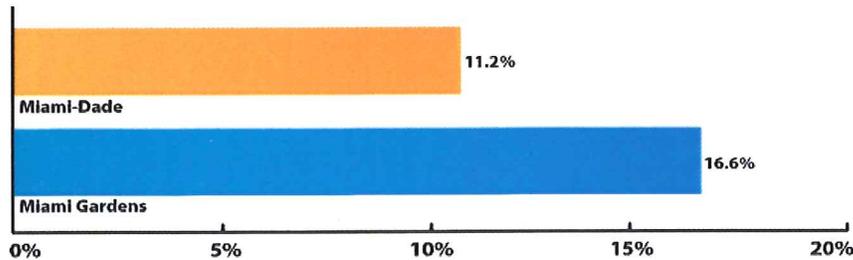
	Less than High School Graduate	High School Graduate	Some College or Associate Degree	Bachelor Degree or Higher
City of Miami Gardens	18.7 %	15.7 %	15.2 %	7.8%
Miami-Dade County	15.3 %	12.2 %	10.0 %	5.9 %

Source: American Community Survey

Employment

Slightly higher educational level however, has not translated into employment. The City of Miami Gardens unemployment rate is significant compared to Miami-Dade County. For the population segment between the ages of 20 to 24, the unemployment rate in Miami Gardens is 31.5 percent, contrasted to Miami-Dade at 17 percent See **Figure 6**.

OVERALL UNEMPLOYMENT RATE



UNEMPLOYMENT RATE 20-24 YEARS

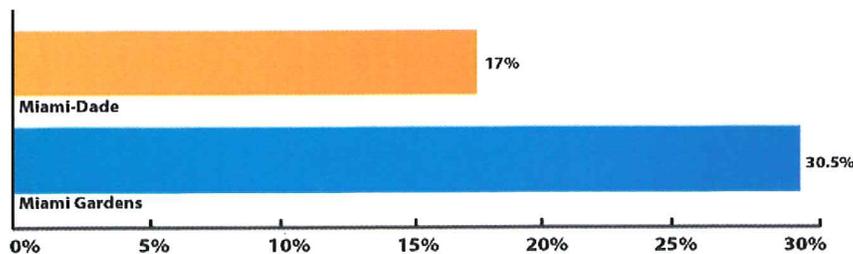


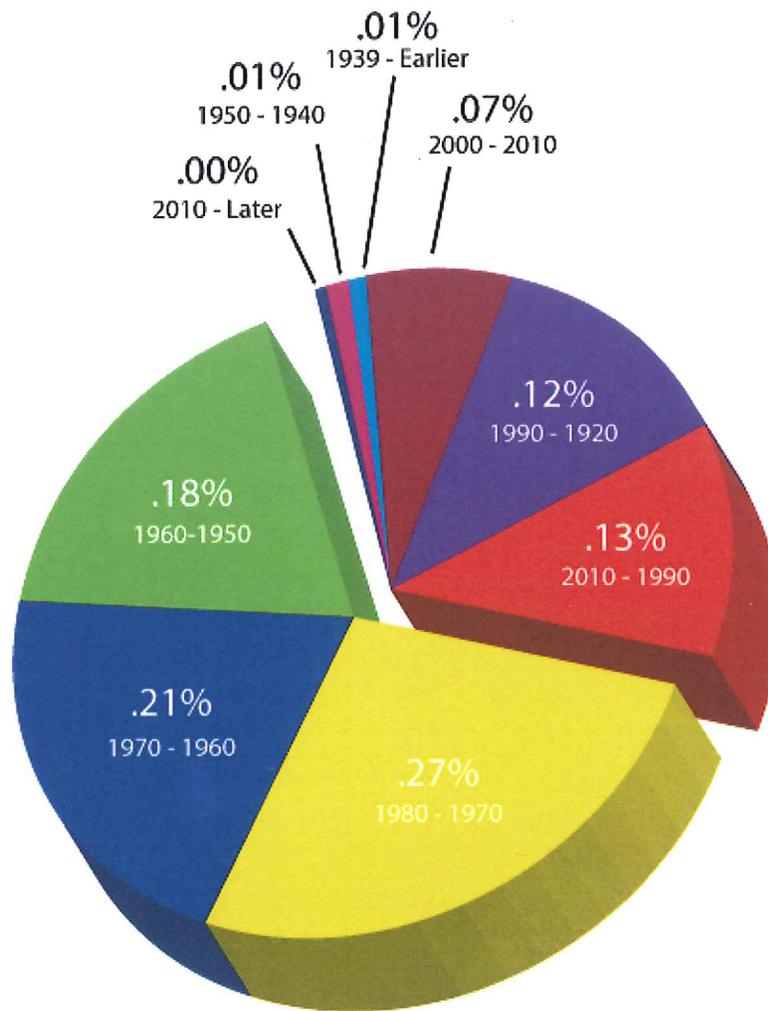
Figure 6: Unemployment Rate

Source: American Community Survey

B. Site and Structure Conditions

Age of Structures

The majority of structures (39%), both residential and commercial, within the Study Area were constructed from 1950-1970 (see **Figure 7**). The useful life of any building is 30 years. Redevelopment will provide modern, cost-efficient buildings.



STRUCTURE AGE

Figure 7: Structure Age

Source: City of Miami Gardens and Block Group Data

STUDY AREA ASSESSMENT

Aggregated Assessed Valuation

Although property valuations have improved considerably since 2010, as reported by the Miami-Dade Property Appraiser, the 2012-2013 taxable values within the City still lag behind Miami-Dade County. See **Figure 8**.

TAXABLE VALUE PERCENT COMPARISON

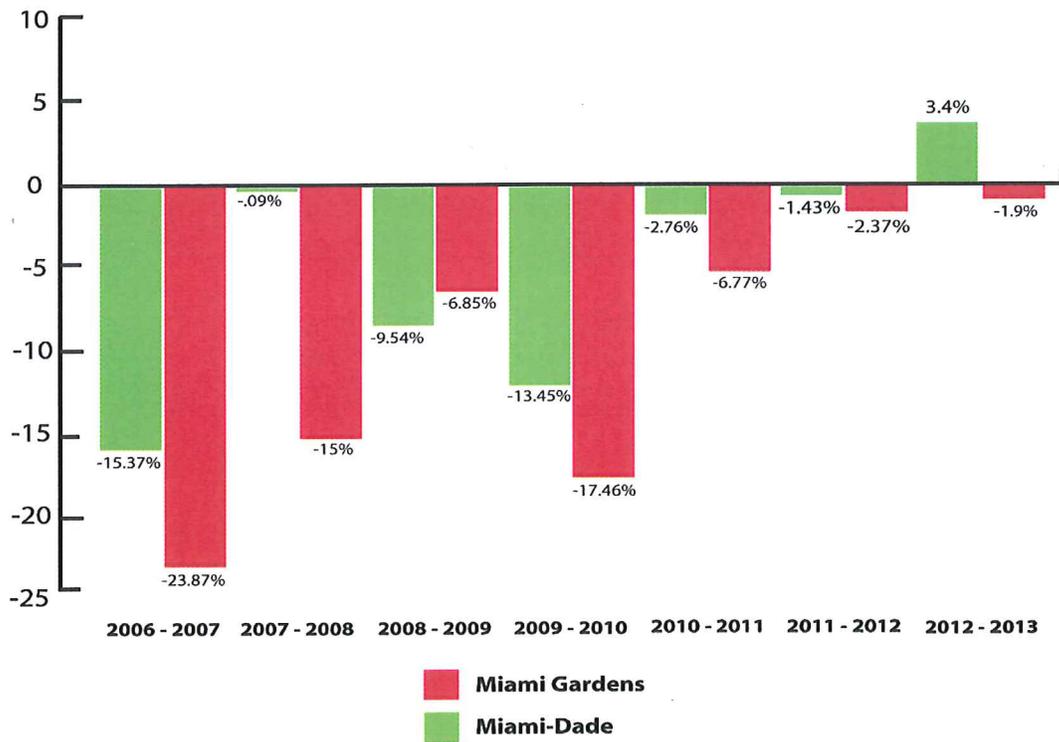


Figure 8: Aggregated Assessed Valuation

Source: Miami-Dade Property Appraiser

<The Remainder of This Page Intentionally Left Blank>

Vacancy

The 2010 Census data for the City of Miami Gardens identified occupied housing units at 94 percent. The Block Group data extrapolated for the Study Area indicates a lower occupancy rate from 80 to 88 percent. **Figure 9** illustrates the individual home occupancy rates in each sub-area. The lower occupancy rate is an indicator of blighted conditions in the area, coupled with increased crime and code violations.

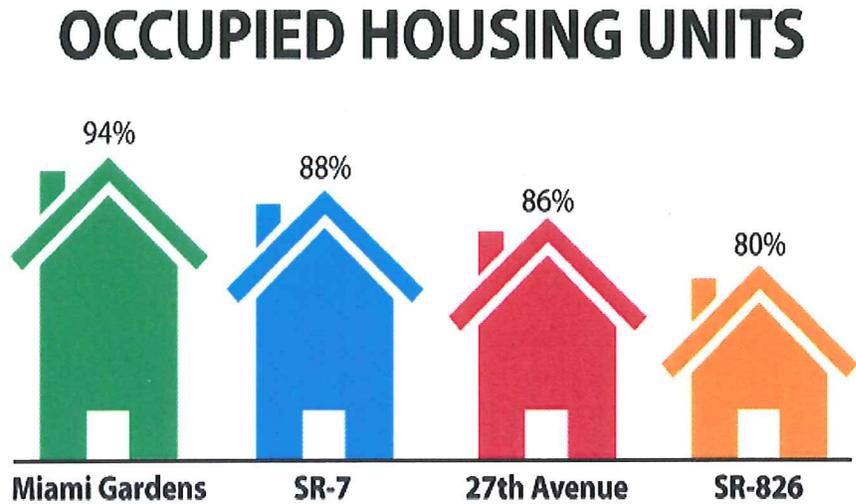
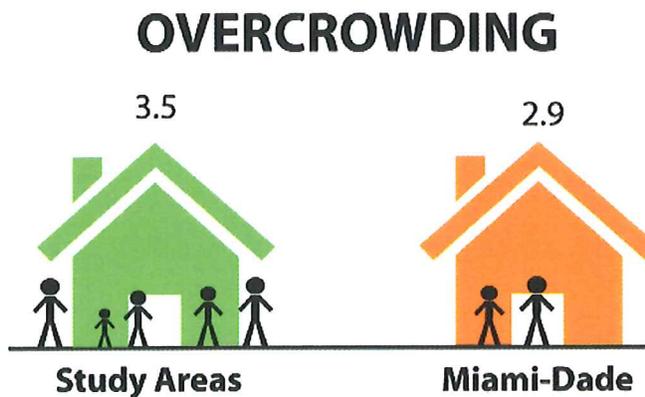


Figure 9: Occupied Housing Units
Source: American Community Survey

Overcrowding

The Study Area has a higher person per household rate (3.5) than the County (2.9). Family households with five people or more in study area (23%) exceeds that of the County (15%).



Per Person Household Rate

Figure 10: Overcrowding
Source: American Community Survey

STUDY AREA ASSESSMENT

Code Enforcement Violations

a. Junk and Trash

The City of Miami Gardens has several categories of code violations which violations are issued. The categories range from unsafe structures to junk and trash. Code violations are a window into the condition of the community and an indicator to determine blight. Blighted conditions are attributable to lower property values and correlates to a higher crime rate. Analysis of the code violations in the targeted at Junk and Trash category indicate that the Study Area has a disproportioned share of violations. There were 84 Junk and Trash code violations city-wide, of which 20 percent were in the Study Area. This is significant when the Study Area only accounts for 13.35 percent of the area. See **Table 4** and **Figure 11**.

JUNK & TRASH CODE VIOLATIONS

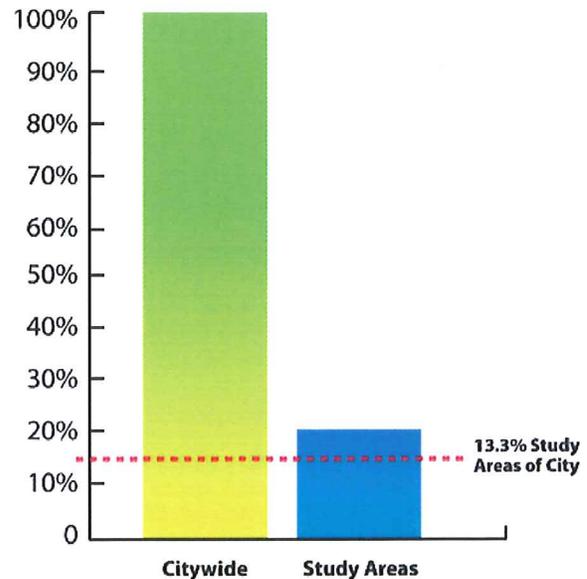


Figure 11: Junk & Trash Code Violations
Source: City of Miami Gardens

Table 4: Pending Junk and Trash Code Violations

	City Wide	Sub-Area NW 27 th Ave	Sub-Area SR 7	Sub-Area 828	Sub-Area Percentage
2013	80	15	1	--	20%
2012	73	26	--	--	36%
2011	34	2	--	--	5%

Source: City of Miami Gardens

STUDY AREA ASSESSMENT

b. Unsafe Structures

In the Study Area there are ten unsafe structures identified (this equates to 8 percent of all unsafe structures within the City). Worthy of noting is that the major properties at the proposed Town Center location are included in the list unsafe structures.



<The Remainder of This Page Intentionally Left Blank>

STUDY AREA ASSESSMENT

Faulty Lot Layout

Many parcels along the commercial corridor were developed when widening of the trafficways to meet concurrency levels was not planned and as a result many of the frontage lots did not provide adequate depth. Widening of the trafficway corridors has left many lots with poor access and reduced the frontage to where inferior properties resulted that cannot be adequately developed without intervention.



<The Remainder of This Page Intentionally Left Blank>

STUDY AREA ASSESSMENT

Diversity of Ownership

Analysis of the property ownership data indicated that a vast majority of the property is under single ownership. With the exception of government owned parcels, the commercial property along the corridors are individually owned and not assembled. See **Appendix C** for a parcel inventory listing.

Crime Statistics

A higher incidence of crime is a prime indicator of blight. Crime also corresponds to deteriorating neighborhoods; unsafe structures and higher unemployment rates.

As a result of these conditions a burden is placed on the city by increasing the need for public safety and other services. This has a direct result on increasing expenditure of tax revenues in the area to stop the downward spiral of property values and available tax revenues. Crime also has the effect of further discouraging investment in the area.

PART 1 TOTAL CRIME PER 1,000 POPULATION

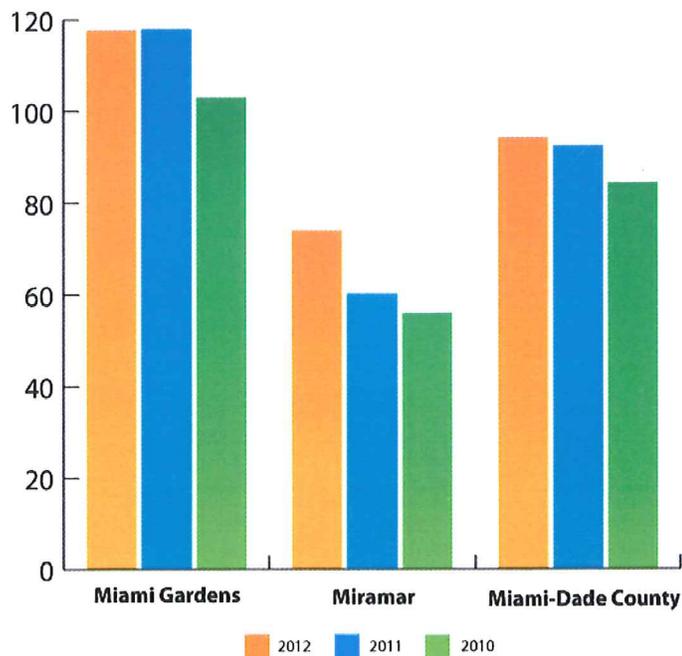


Figure 12: Part 1 Total Crime Per 1,000/Population

Source: FBI Crime Statistics

Crime statistics in the Study Area, the surrounding area, and adjacent municipalities were analyzed to establish a comparison for Part 1 Crimes. Defined by the Uniform Crime Reports compiled by the Federal Bureau of Investigation (FBI), Part 1 Crimes include; Violent Crime, Murder and Non-Negligent Manslaughter, Forcible Rape, Aggravated Assault, Property Crime, Burglary, Larceny-theft, Motor Vehicle Theft and Arson. Crime statistics were also utilized from the City of Miami Gardens Police Department. **Figure 12** illustrates the comparison between Miami Gardens and adjacent city of Miramar and Miami-Dade County crime per 1,000 population.

STUDY AREA ASSESSMENT

The number of reported Part 1 Crime in the identified police sub-areas is 1,721. Although the Study Area only accounts for 13.35 percent of the city area, based on the statistics the sub-areas account for 41 percent of the Part 1 Crime in the city.

When making comparisons by crime between municipalities, statistics are prepared as a percent of 1,000 population. The following chart illustrates Part 1 Crime per 1,000 population based on information available from the FBI for the reporting years available. Based on this chart, the City of Miami Gardens has a higher crime rate than adjacent City of Miramar and Unincorporated Miami-Dade County. Based on the analysis of the study area crime statistics, it is reasonable to assume that the city-wide rate is attributable to the high rates in the FON Study Area.

	2010	2011	2012
Miami Gardens	117.62	117.99	103.06
Miramar	74.04	60.25	55.97
Miami-Dade County Unincorporated	94.2	92.5	84.4

Source: FBI Crime Statistics

Based on the crime rate analysis of the three sub-areas, data supports the conclusion that the FON Study Area meets the criteria related to a higher incidence of crime both within the city and surrounding communities. Left unaddressed, the crime rates will probably continue and continue to be a burden to the City and residents.

Public Services

a Sanitary Sewer

Wastewater is an important service to ensure the continued economic development of an area. It is recommended that a sanitary sewer line be constructed along SR 7/US 441. This will incentivize commercial development along this corridor.

b Storm Drainage

Within the Study Area, there are several areas where storm drainage requires improvement. Residential area on the northwest quadrant of the Study Area has streets that do not drain properly and need improvements. The SR 826 area south of the expressway in the industrial area takes excessive time to drain after major storms. This area also has deficient swales which hamper drainage.



C. Other Indicators of Slum and Blight

Brownfields

The Brown Field Redevelopment Act primary goal was to reduce health and environmental hazards and create abandoned or underutilized industrial sites incentives to clean up contamination and promote development. The City of Miami Gardens has a designated Brownfield area known as Carol City Area (Area ID:BF13990200, Federal Code:025). The Brownfield area includes the majority of the Study Area with the exception of the SR 7 Corridor and the Town Center location, as illustrated on the map below.

Enterprise Zones

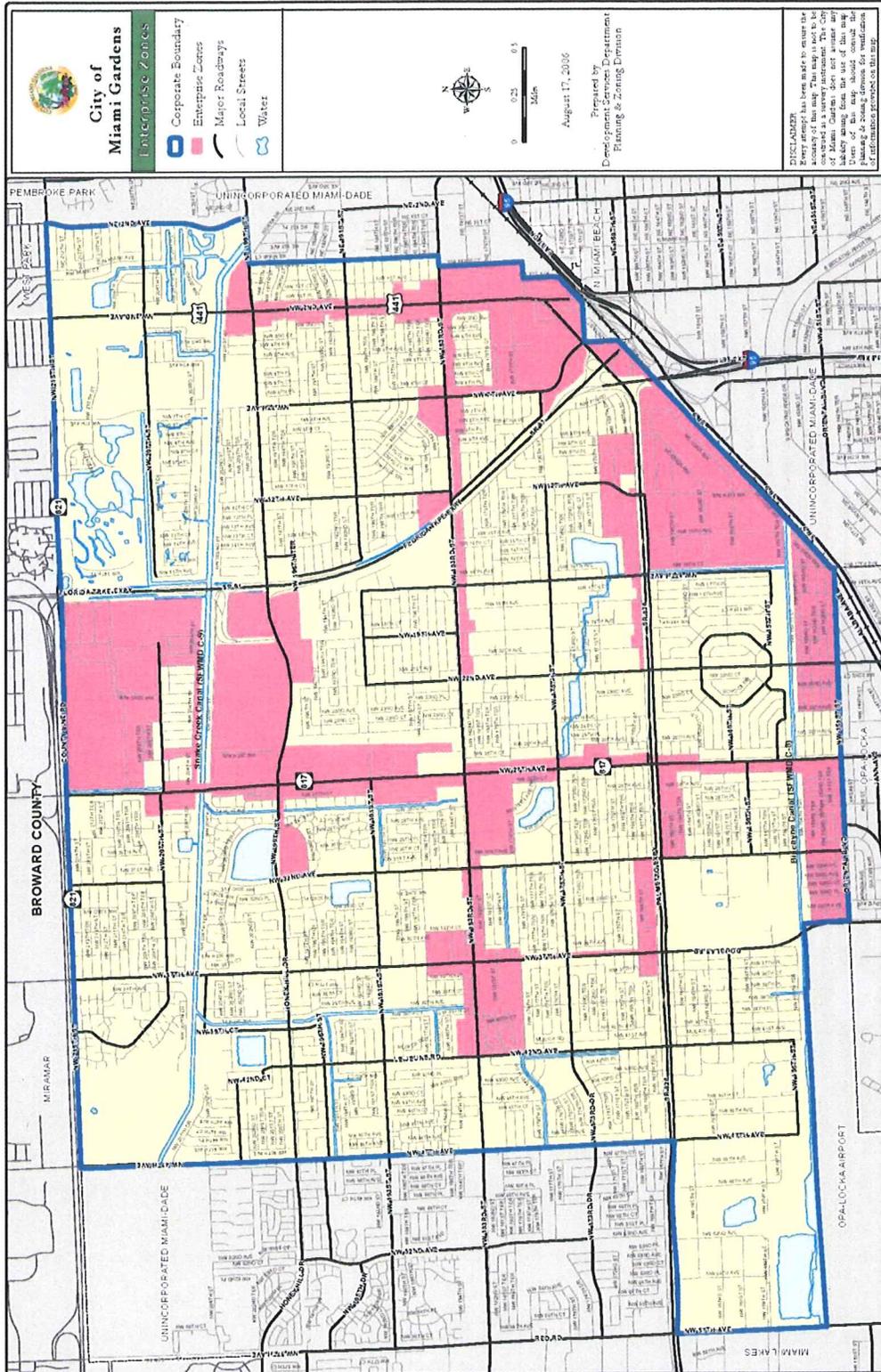
Enterprise Zones are special areas where certain incentives from the State are available for new business. The Enterprise Zone program seeks to attract business investment through a package of incentives which could include; property tax abatement, occupational license fee exemption, and wavier of impact fees. These areas were created based on studies of income and employment based on State requirements.

The City of Miami Gardens has designated Enterprise Zones which for the most part mirror the Study Area. The Enterprise Zone coincides with the major commercial corridors as illustrated on the Map below.

<The Remainder of This Page Intentionally Left Blank>

STUDY AREA ASSESSMENT

Map E: Enterprise Zone Map



Source: City of Miami Gardens

CONCLUSIONS

Median Household Income is not the only indicator of the economic health of the community and Study Area. Other factors such as unemployment and individuals below the poverty level also serve as indicators. The unemployment rate in Miami Gardens is 16.6 percent, which is above the Miami-Dade rate of 11.2 percent. Combined with a higher unemployment rate; lower Household Income; and 21 percent of its population below the poverty level, a more accurate picture of the community and the Study Area is developed.

The economic profile, when viewed in concert with overcrowding; the age of the structures; faulty lot layout; diverse ownership, with few large parcels; higher vacancy rates; extensive code violations; and high crime rates in the Study Area, all contribute the determination of a finding of blight.

OPPORTUNITIES

PUBLIC-PRIVATE PARTNERSHIPS

The redevelopment of properties is by nature more costly than the development of vacant land. The acquisition cost of property with improvements is invariably more expensive than similar vacant property. It is often necessary to assemble more than one parcel of land to provide enough area to constitute a developable property. Further, the cost of demolition and site preparation is more expensive for redevelopment. Redevelopment activity also triggers thresholds for mandatory compliance with more costly, modern development standards and often requires environmental remediation, adding time and expense to the project. Considering these negative economic influences, it is difficult for the private sector to justify investing in such areas without requiring government incentives where vacant lands are expensive to acquire and develop.

Encouraging private enterprises to partner with government is the key for successful redevelopment. Public-private partnerships are encouraged, and facilitated through incentives, agreements, mutual cooperation, public input and collaboration.

HOMEOWNER REHABILITATION PROGRAM

Residential property exists throughout the study area. Many homes are candidates for rehabilitation and refurbishment. An area-wide homeowner rehabilitation program could be implemented. The appearance and integrity of residential neighborhoods within the Study Area is critical for a successful CRA. Accordingly, a CRA may provide grants, loan and interest subsidies, or a combination thereof, to residential property

CONCLUSIONS

owners for the rehabilitation of their property. These funds could be used for a broad range of permanent (fixed) improvements including, but not limited to, roof repair, landscaping, painting, parking and driveway upgrades, and wastewater hook-ups.

MORTGAGE SUBSIDIES AND SECOND MORTGAGE ASSISTANCE PROGRAM

In order to encourage homeownership, a CRA could provide subsidies to reduce the costs of purchasing a home. A CRA could have the authority to structure such subsidies in a variety of ways, including but not limited to, grants to be applied toward the purchase price and second mortgages wherein no or partial repayment is required during the period of ownership.

COMMERCIAL PROPERTY IMPROVEMENT PROGRAM

Owners of commercial properties often cannot justify the cost of renovations because rents would not increase enough to provide an acceptable return on investment. Business operators often simply cannot afford to make the needed improvements. A CRA could be empowered to pay a portion or all of the interest on loans that business operators or property owners acquire from a third party lender to make property improvements. Eligible improvements could be, but not limited to, façade treatments, landscaping, parking upgrades, lighting, and signage.

LAND BANKING AND SITE ASSEMBLY PROGRAM

It may be necessary from time to time for the CRA to purchase a property or multiple properties either for current or future redevelopment opportunities. A CRA could be empowered, pursuant to state statutes, to purchase properties to hold for current or future opportunities or to assemble with other properties. The CRA may also pay for related costs, including but not limited to, transaction costs, site clearance, demolition, and repairs.

ECONOMIC DEVELOPMENT PACKAGE

The City of Miami Gardens has identified economic development as a priority in revitalization, job creation, and stabilizing property values. Staff should create a package of information that will highlight the community's assets, opportunities, incentives, and in addition to the current list of available properties, to prospective and existing businesses. The City should continue to refine and update information as well as using their expertise and modeling reports to identify companies that would be a good fit for our community.

CONCLUSIONS

SIGNAGE, ENTRY FEATURES, PUBLIC AREA, AND LANDSCAPING PROJECTS

A necessary improvement is the enhancement of the visual appearance of amenities in the Study Area. Further, there is a need to establish an identity for this important core area of the community. A CRA could be empowered to pay for aesthetic and identity enhancements, including but not limited to, signage, entry features, public art, and landscaping.

INFRASTRUCTURE IMPROVEMENT PROJECTS

Working with the appropriate City, County, and state of Florida departments, a CRA could allocate funds to remedy infrastructure deficiencies and address identified future needs, including wastewater utilities, sidewalks, and stormwater management. All infrastructure projects funded by a CRA would be for increasing the redevelopment potential of the area and the likelihood of private investment. In accordance with the Act, this program cannot replace City funding already allocated for capital improvements in the area, but may augment them.

COMMUNITY POLICING INNOVATIONS

Adequate law enforcement is required to protect property values, commercial activity levels, and the quality of life of the residents within the Study Area. Law enforcement is also important to attract investment, new development, businesses, residents, and remove and prevent blight conditions.

A CRA could have the authority pursuant to State Statutes to pay for the cost of utilizing community policing strategies designed to reduce crime within the Study Area. These strategies may include, but are not limited to Community Mobilization, Neighborhood Block Watch, Citizen Patrol, Foot Patrol, remote surveillance, and maintenance of security systems.

RECREATION AND COMMUNITY FACILITIES PROJECTS

As redevelopment spurs the construction of more housing units, there will be more people in the area, thus creating a need for additional, expanded, or improved recreation and community facilities. A CRA could be empowered to plan and pay for new, improved, or expanded facilities to meet the needs of residents and visitors.

RECOMMENDATIONS

The City of Miami Gardens City Council could designate the entire Study Area as the redevelopment area based upon the results of this FON study. There is substantial competent evidence that blight conditions exist which impairs or arrests sound growth within the Study Area.

These conditions “constitute an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues...” as described in the Act.

The conditions found within the Study Area negatively affect the health, safety, and welfare of the residents and retards economic and social development. This study identified the existence of seven slum and blighted conditions pursuant to the Act, which are:

- High Density and Overcrowding;
- Site and Structure Deterioration;
- Faulty Lot Layout in Relation to Size, Adequacy, Accessibility, or Usefulness;
- Diversity of Ownership;
- Vacancy Rates;
- Code Violations; and
- Crime.

The anticipated redevelopment area will be wholly contained within the geographic area of the Study Area. Pursuant to the Florida Statutes, the City Council should pass a resolution that contains the following statutory language:

- 1) “One or more 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 City of Miami Gardens; and
- 2) The rehabilitation, conservation, or redevelopment, or combination thereof, of such an 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 City of Miami Gardens.”

APPENDICES

APPENDIX A: PHOTOGRAPHIC INVENTORY

APPENDIX A: PHOTOGRAPHIC INVENTORY









APPENDIX B: COMMUNITY WORKSHOPS

APPENDIX B: COMMUNITY WORKSHOPS

MIAMI GARDENS QUESTIONS AND ANSWERS

DATE: March 5, 2014

	Question #1: What do we like best?	Question #2: What do we want to see?	Question #3: What keeps us from achieving those objectives
Group 1	<ul style="list-style-type: none"> • We have major commercial roadways • Easy access to Broward County, Dade County, Airports & ports • Professionals & Athletes • Major sports and entertainment venues (stadium) • Universities • 18 parks including Betty T. Ferguson Recreational Complex • Good Drainage on 27th Avenue • 27th Ave & 441 attractive for biz for accessibility + 826 • Good recognizable areas & landmarks • Organized & progressive municipal gov't 	<ul style="list-style-type: none"> • More retail mall, high end dining & entertainment venues • Retail anchor stores (Macy's) • Movie theatre/entertainment district/town center • Cultural arts center/museum/libraries • Residential retail mix • Hotels • Banquet halls • Dedicated bike lanes & walking paths • Community Wi-Fi • Property improvements/commercial • Increased police & safety • Improved our schools • Improve public transportation • Urgent care/hospitals 	<ul style="list-style-type: none"> • Adequate funding • Public support & participation • Reinvestment in the community • Gov't outreach – straight in their face • Socioeconomic issues • Crime • Education • Lack of opportunities/jobs/recreational programs training/technical • Different interest/large geographical area • Diversity & integration

MIAMI GARDENS QUESTIONS AND ANSWERS

DATE: March 5, 2014

	Question #1: What do we like best?	Question #2: What do we want to see?	Question #3: What keeps us from achieving those objectives
Group 2	<ul style="list-style-type: none"> • New city complex @ 27th Ave • Aldi Supermarket • Stadium • Calder 	<ul style="list-style-type: none"> • 27th Ave Corridor (zoning for commercial use only, no houses/parks/schools/car wash) <ul style="list-style-type: none"> ○ Lush landscape ○ Nice Street Lights ○ Upgrade shopping center ○ Movie theater ○ Nationally recognized restaurants • CRA Connector <ul style="list-style-type: none"> ○ Keep only for industrial use • SR7 Corridor <ul style="list-style-type: none"> ○ A similar layout as to 27th Ave Corridor ○ Re-zone to eliminate use car lots/pawn shops ○ Entertainment area (bowling alleys/ theaters) • NW 27th Ave CRA District <ul style="list-style-type: none"> ○ Gated communities 	<ul style="list-style-type: none"> • \$\$\$ • Current crime rate on the area • Current conditions of structures (building/homes, etc.) • No motivation to attract developers • Poor infrastructures / utilities (basic) on main corridors • More diversity

MIAMI GARDENS QUESTIONS AND ANSWERS

DATE: March 5, 2014

	Question #1: What do we like best?	Question #2: What do we want to see?	Question #3: What keeps us from achieving those objectives
Group 3	<ul style="list-style-type: none"> • Communication with City at Miami Gardens to community 	<ul style="list-style-type: none"> • Mixed use in residence • Restaurants • Sports Bar • Hotels • Place for the youth to spend time • Movie theater • Entertainment Center • Bowling alley • 911 System 	<ul style="list-style-type: none"> • Space/land • Owners will not sell • Collaboration
Group 4	<ul style="list-style-type: none"> • Betty T. Complex • Dolphin Stadium • Town Hall meetings • Redevelopment of 27th Avenue 	<ul style="list-style-type: none"> • 5 star hotel development • Sewer infrastructure on 2nd Ave • Transportation for the elderly • Miami Gardens banquet facility • Technology hub • Street drainage sunshine state • Redevelopment of 183 Miami Gardens Drive & 27th Ave 	<ul style="list-style-type: none"> • Representatives fail to keep promises • Special interest groups

MIAMI GARDENS QUESTIONS AND ANSWERS

DATE: February 24, 2011

	Question #1: What do we like best?	Question #2: What do we want to see?	Question #3: What keeps us from achieving those objectives
Group 1	<ul style="list-style-type: none"> • Community Center • Walmart – good place to shop • Good restaurants • Structures – church • Improved landscaping 	<ul style="list-style-type: none"> • Hotels • Restaurants • Coordinate w/school board for a trade school (carpenter, plumber, etc) • Use bond \$ to fix school (elem) • More intergovernmental coord. • Need 911 system • Consrny agenda (explain) • Televised MC council meeting 	<ul style="list-style-type: none"> • Under utility existing properties • Communication (little or none) • \$ • No communication between gov't & residents • Low voter turnout
Group 2	<ul style="list-style-type: none"> • The people • The schools • The culture 	<ul style="list-style-type: none"> • Luxury mixed use retail condos w/golf course & tennis courts • Water/amusement parks • Mayfair/Double Tree Hotel restaurant • Entertainment complex • Museum regional park • Alternative energy project near 47th Ave • Mall, movie theatre • LED signs w/city info 	<ul style="list-style-type: none"> • Nothing • People • Communication • Getting the message out

MIAMI GARDENS QUESTIONS AND ANSWERS

DATE: February 24, 2011

	Question #1: What do we like best?	Question #2: What do we want to see?	Question #3: What keeps us from achieving those objectives
Group 3	<ul style="list-style-type: none"> • 27th Avenue <ul style="list-style-type: none"> ○ Beautification ○ Commercial development i.e Aldi, etc / new businesses ○ City Hall • 2nd Ave / State Road 7 / 441 <ul style="list-style-type: none"> ○ Beautification efforts – pull off for buses (bay area) ○ Restaurants ○ Bike Path • CRA Connector Dist <ul style="list-style-type: none"> ○ Economic Development potential ○ Proximity to major highway is 826 	<ul style="list-style-type: none"> • 27th Avenue <ul style="list-style-type: none"> ○ More variety of businesses e.g. hotels, movie theaters, bowling alleys, higher-end ○ Mixed use development • State Road 7 <ul style="list-style-type: none"> ○ Coffee shops • CRA Connector <ul style="list-style-type: none"> ○ Multipurpose facility for youth / families – roller skating rink ○ Shopping outlets ○ Entrainment District <ul style="list-style-type: none"> ▪ Restaurants ▪ parks 	<ul style="list-style-type: none"> • Money: tax revenue • Resources • Public perception • Developers • Investors/ investment • Crime • Corruption

MIAMI GARDENS QUESTIONS AND ANSWERS

DATE: February 24, 2011

	Question #1: What do we like best?	Question #2: What do we want to see?	Question #3: What keeps us from achieving those objectives
Group 4	<ul style="list-style-type: none"> • No comment we are a work in progress • We love the Betty Ferguson Complex • New landscaping • Community meetings/town meeting & voice our concerns 	<ul style="list-style-type: none"> • City own banquet facility with the capacity of 200 or more • Include Bunche Park in the CRA area to be renovated (oldest homes & school) • Preserve and redo Bunche Park Elem. School • Hub for non-profit community base businesses • Strict standards for section 8 owners <ul style="list-style-type: none"> ○ Better upkeep of housing & yards • Reconsider CRA boundaries • More hotels (a nice one) (even with Jazz in the Gardens, Super-Bowl, other venues that come to Miami Gardens, the revenue goes outside of Miami Gardens to Miami Lakes Shula Hotel, the new Hampton Inn & Hilton Gardens in Miramar) • Faster response for 911 services, more visibility of policemen • Better storm drainage • Better lights • EOC • Homeless shelter 	<ul style="list-style-type: none"> • Politicians (Do not listen to citizens) • Lack of participation from the citizens in the decision making process • Fairness in licensing and fostering business with residents (locals)

MIAMI GARDENS QUESTIONS AND ANSWERS

DATE: February 24, 2011

	Question #1: What do we like best?	Question #2: What do we want to see?	Question #3: What keeps us from achieving those objectives
Group 5	<ul style="list-style-type: none"> • Business being opened, creating jobs • Betty T Ferg Rec • City Hall building • City Officials more involved • City Officials live in community 	<ul style="list-style-type: none"> • Invite outsiders w/theaters & arts • Commercial property @ NW 191 & 27 Ave better maintained • NW 27 Ct, 191-199 St needs to be cleaned • Buccaneer Park reinvented/ updated • Create a wall to isolate homes on 27th from 199-215 for safety, silence, & scenery • Better enforcement of background check/rental units • Amphitheatre within City (for seniors) • Rep for City to oversee rentals (data base) • Entertainment complex @ Flea Market • Create central business district (downtown) • Code modified for taller buildings • Invite more private businesses • Snake Creek Canal development – benches, trees, outdoor café, night life, artwork • Free community shuttle 	<ul style="list-style-type: none"> • Not creating safety, scenery, silence for community • Not enough barriers (demarcation of residential vs commercial) • Lack of art • Lack of enforcement for rental properties • Initiatives for business owners • Not reinventing/investing in parks • More occupied commercial properties (rather an vacant lots) • Junk, trash, garbage @ commercial/industrial areas @ bus stops • Better lighting/protection for citizens in commercial areas

APPENDIX C: PARCEL INVENTORY

APPENDIX C: PARCEL INVENTORY

27 th Avenue Sub-area	826 Connector Sub-area	SR 7 Sub-area
FOLIO	FOLIO	FOLIO
3411320010010	3421120000083	3421010460050
3421100091150	3421100070800	3421120240030
3421090010016	3421100070810	3411360000077
3411320080600	3421100070780	3421010000112
3421100080310	3421140070270	3421120330010
3421090010010	3421100015010	3421120020020
3421100020100	3421110320010	3411360000016
3421100450020	3421140070350	3411350000120
3421090060050	3421140070021	3411360580010
3411340010910	3421100015000	3421120350021
3421090060080	3421130000190	3411360000064
3421040010591	3421140000210	3421120240020
3421100111410	3421100014370	3421010000110
3421040460011	3421100070820	3421010270570
3411330190010	3421100070750	3421120160041
3421030060100	3421140070331	3421120160040
3421100020131	3421140070110	3421120011030
3421100450010	3421140082300	
3421100111391	3421140080690	
3421100360010	3421140081030	
3421100080311	3421140082150	
3421040010600	3421140081470	
3421090060510	3421100031040	
3421040010014	3421110270010	
3421100480010	3421110220010	
3421030140020	3421110280040	
3421100480020	3421140070040	
3421090010015	3421140080670	
3421030120010	3421100020170	
3421100200010	3421100031050	
3421100020121	3421100031140	
3421090020040	3421100014360	
3421100111400	3421100070760	
3421090010014	3421100070770	

27th Avenue Sub-area	826 Connector Sub-area
FOLIO	FOLIO
3421100091170	3421140080720
3421100340090	3421100014980
3421030140010	3421140082190
3421090220010	3421140000220
3421100020082	3421140000190
3421030140030	3421100014380
3421090010017	3421100070790
3421100480030	3421140082180
3421100111420	3421130000030
3421040460017	3421140080700
3421040460013	3421140070110
3421100480060	3421140080740
3421040460012	3421140080710
3421100480050	3421140082120
3421040460020	3421140080190
3411330330010	3421140070110
3421040010016	3421140070080
3421090010012	3421140080790
3421090250010	3421140080970
3421100340100	3421140080140
3421090060270	3421140080160
3421100480021	3421140082130
3421100480040	3421140080780
3421100020140	3421140082160
3421030120030	3421140070110
3421040010020	3421140110040
3421030060070	3421140070180
3421040010013	3421140080150
3421030300010	3421140080030
3421090060162	3421140080450
3421090010020	3421140082140
3421090020070	3421140081970
3411340000024	3421140081210
3411340080015	3421140081760
3421090010011	

