

MEMORANDUM

Agenda Item No. 8(G)(3)

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

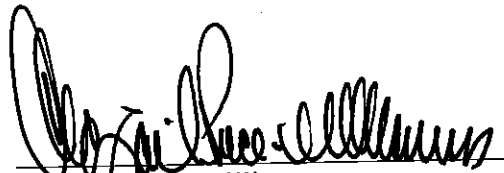
DATE: January 22, 2020

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Resolution approving the Budget
for Fiscal Year 2019-20 for the
Florida City Community
Redevelopment Agency and
Florida City Community
Redevelopment area totaling
\$8,511,653.00

Resolution No. R-43-20

The accompanying resolution was prepared by the Office of Management and Budget and placed on the agenda at the request of Prime Sponsor Housing, Social Services and Economic Development Committee.



Abigail Price-Williams
County Attorney

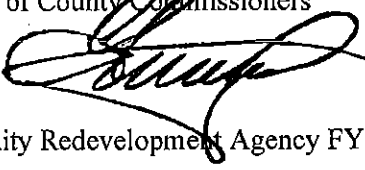
APW/lmp

Memorandum



Date: January 22, 2020

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

From: Carlos A. Gimenez
Mayor 

Subject: Florida City Community Redevelopment Agency FY 2019-20 Budget

Recommendation

It is recommended that the Board of County Commissioners (Board) consider the attached resolution approving the Florida City Community Redevelopment Agency's (Agency) FY 2019-20 Budget for the Florida City Community Redevelopment Area (Area) in the amount of \$8,511,653.

The Board must approve the Agency's budget prior to the Agency expending any funding in the Trust Fund, as required by Section III D of the Interlocal Agreement between the County, City of Florida City (City) and the Agency.

Scope of Agenda Item

The Area lies within Commission District 9, which is represented by Commissioner Dennis C. Moss.

Fiscal Impact / Funding Source

The Agency's revenue source is tax increment financing (TIF), which is generated through the incremental growth of ad valorem revenues beyond an established base year, as defined in Section 163.387, Florida Statutes. The countywide TIF payment into the Agency's Trust Fund is \$860,612 and the City's TIF payment into the Trust Fund is \$1,325,116.

The County will continue to make payments to the Agency through 2025, which is when the Agency will sunset.

Track Record / Monitor

This item does not provide for contracting with any specific entity. It approves the Agency's FY 2019-20 Budget of \$8,511,653 (Exhibit A).

Background

On June 6, 1995, the Board approved the establishment of the Agency when it approved the Agency's Plan pursuant to Resolution No. 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 Agency was approved by the Board on April 16, 1996. Subsequently, the Plan and the Interlocal Agreement were amended on July 8, 1997 to allow for the acquisition of properties (Ordinance No. 97-132) and on September 23, 2003 to allow Community Policing Programs (Resolution No. R-1010-03). On June 2, 2009, the Board approved an expansion to the Agency's boundaries and a revised Plan through Resolution R-645-09 and an amendment to the Interlocal Agreement to grant the Agency the necessary power to implement the new Plan through Resolution No. R-683-09.

The Agency's FY 2019-20 budget of \$8,511,653 was approved by the Agency August 14, 2019 and by the City on September 11, 2019. The budget includes \$860,612 in County TIF, \$1,325,116 in City TIF, \$3,642,925 from carryover funds, \$2,512,000 from the sale of Agency properties, \$153,000 from other revenues and \$18,000 in interest earnings.

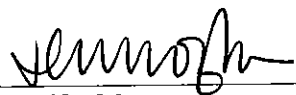
Administrative expenditures total \$288,294 and represent 13 percent of the funds contemplated to be expended, excluding the 1.5 percent County Administrative Charge of \$12,904, satisfying the 20 percent cap in administrative expenditures required by the Interlocal Agreement.

Operating Expenditures total \$8,164,131 including:

- \$6,720,000 for infrastructure improvements that include
 - NW 5th Avenue & 5th Court Streetscape Project (\$6,395,000)
 - NW 8th & 9th Avenue Drainage Streetscape Projects (\$145,000)
 - Washington Park Rehabilitation (\$180,000)
- \$300,000 for property acquisition and demolition in the “Snake Pit” area and Northwest Neighborhood, including cost of demolition of houses and tenant relocation;
- \$300,000 for community policing to pay for three police officers that provide enhanced patrol services in the Area;
- \$290,000 for contractual services associated with infrastructure and building projects that include architectural, engineering, and survey professionals; realtor and appraisals services to assist in the acquisition of foreclosed and abandoned properties; and a grant writer to assist the Agency in obtaining grants;
- \$250,000 for housing assistance projects in partnership with Rebuilding Together on 20 owner occupied houses;
- \$105,000 for policing cameras in the commercial district;
- \$99,131 for operating expenditures that include:
 - Employees’ salary and fringes related to redevelopment projects (\$82,631)
 - Operating assistance to the non-profit Pioneer Museum for expanded hours that make the Museum more readily available to tourists and local residents (\$10,000)
 - Property maintenance (\$2,500)
 - Membership dues (\$3,000)
 - Miscellaneous expenses (\$1,000)
- \$30,000 for redevelopment façade grants to owners of commercial and/or industrial buildings and assistance to new and expanding businesses;
- \$50,000 for legal services;
- \$10,000 for the acquisition of tax certificates as part of an assemblage for development; and
- \$10,000 for building construction & improvements.

The budget also includes a contingency reserve of \$46,324.

Attachment



Jennifer Moon
Deputy Mayor

Mayor01220

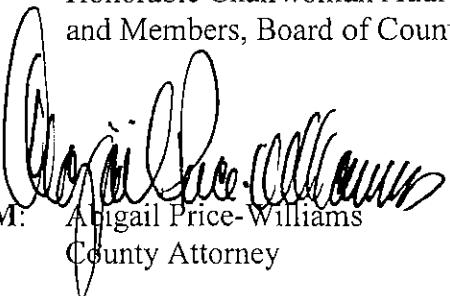


MEMORANDUM

(Revised)

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

DATE: January 22, 2020

FROM: 
Abigail Price-Williams
County Attorney

SUBJECT: Agenda Item No. 8(G)(3)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Statement of social equity required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's present ____, 2/3 membership ____, 3/5's ____, unanimous ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) ____, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) ____ to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 8(G)(3)

1-22-20

RESOLUTION NO. R-43-20

RESOLUTION APPROVING THE BUDGET FOR FISCAL
YEAR 2019-20 FOR THE FLORIDA CITY COMMUNITY
REDEVELOPMENT AGENCY AND FLORIDA CITY
COMMUNITY REDEVELOPMENT AREA TOTALING
\$8,511,653.00

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 for the Florida City Community Redevelopment Area (the “Area”) to the Board of County Commissioners of Miami-Dade County, Florida (the “Board”) for approval; and

WHEREAS, the Agency and its counsel have determined that all expenditures associated with the attached budget are allowable under the Redevelopment Plan, Interlocal Agreement and chapter 163, part III, Florida Statutes; and

WHEREAS, this Board desires to approve the Agency’s adopted annual budget for Fiscal Year 2019-20 in the total amount of \$8,511,653.00 for the Area; 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 and the Area's annual adopted budget for Fiscal Year 2019-20 totaling \$8,511,653.00 in substantially the form attached hereto as Exhibit A and incorporated herein by reference.

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

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

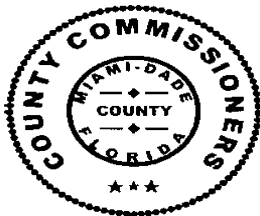
The Chairperson thereupon declared this resolution duly passed and adopted this 22nd day of January, 2020. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

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

HARVEY RUVIN, CLERK

Linda L. Cave

By: _____
Deputy Clerk



Approved by County Attorney as
to form and legal sufficiency.

Brenda Kuhns Neuman

**City of Florida City
Community Redevelopment Agency
Annual Report
Fiscal Year 2018-19**

Prepared effective 09-30-2019

Introduction

The Florida City Community Redevelopment Agency (CRA) was created in 1996 and completed its 24th full year of operation in FY 2018-19. 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 100% complete. Phase 1, Phase 2, and Phase 3 of the streetscapes in the Northwestern part of the CR Area began in FY 2010-11 are also complete. Except for two blocks near the Snake Pit, all of the streets in the 80 block area bordered by NW 6th Ave, Redland Road, Lucy Street, and Davis Parkway are completed. Construction is complete on the SW 1st Street Streetscape. The CRA completed streetscapes on NW 1st Street, and NW 2nd Street in FY 2018-19. Streetscapes will begin on the NW 7th to 9th Avenue corridors south of NW 2nd Street in 2019-20, and design is nearly complete for four streetscape projects in the area encompassed by the Busway, Lucy Street, NW 6th Avenue, and Davis Parkway.

During 2009, the CRA completed a revised Community Redevelopment Plan (CR Plan) and worked with County staff to get the 2009 revised CR Plan through the County's review and 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 2009 revision of the CR Plan provided for the expansion of the CR Area. The expanded CR Area contains a large residential area in Northwest Florida City in which the infrastructure was deficient and many of the structures are older or dilapidated. Much of the focus and spending of the CRA over the past seven years was, and in 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 2009 CR Plan was broadened to include more proactive projects initiated solely by the CRA.

The CRA has completed a Finding of Necessity and a Community Redevelopment Plan for an expansion of the Community Redevelopment Area to include the residential area between NW 2nd Street, Davis

Parkway, Redland Road, and the Busway. Approval by the County is expected during FY 2019-20.

For FY 2018-19, the CRA Budget was \$5,913,408 in expenses and revenue. The details of the FY 2018-19 budget are reflected under the column titled "FY 2018-19 Budget Projected" on Exhibit A.

This report will address the primary operating aspects of the CRA, revenue growth and significant projects for FY 2018-19, as well as the proposed budget and CRA plans for FY 2019-20.

I. Staffing and operating expenses

The CRA retained Richard Stauts, Executive Director, as its only employee in FY 2018-19. The City Finance Director, Chad Burkhalter, is the Treasurer of the CRA. Jennifer Evelyn, City Clerk, serves as the Board Secretary. Employee salary and fringes are divided into two categories, administrative and operating.

During FY 2011-12, the CRA's Consultant, Willdan Financial Services, Inc., completed an Indirect cost Allocation Plan to better determine and document the indirect costs that the CRA pays for City Services. These shared services include such things as the Mayor's Office, the Finance Department, the City Clerk's Office, and other shared costs such as City Hall rent, insurance, utilities, and maintenance. This cost allocation method was first fully implemented during the FY 2012-13 budget cycle and has continued to be used during subsequent fiscal year budgets since there have been no City/CRA structural changes that would make the calculation methodology obsolete.

II. Administrative Procedures

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

The CRA Board meets on an as needed basis, but the meetings have averaged about one every other month during FY 2018-19. 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

As stated earlier, in 2009, the Agency adopted a new total rewrite of the original 1995 CR Plan. The 2009 revision of the 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 new 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 existing public infrastructure in the commercial and 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 has been and will continue to be significant over the coming years and a surplus was developed to help begin the process. That surplus was expended over several years to avoid having a whole quadrant of the City under construction at the same time.

During FY 2019-20, the CRA will be presenting an update of the Community Redevelopment Plan to the County. It has already been approved by the City. The updated Plan will contain a proposed expansion to the Community Redevelopment Area that will encompass the area between the Busway, Davis Parkway, Redland Road, and NW 2nd Street. The Finding of Necessity was presented to the City Commission on September 11, 2018 and was subsequently forwarded to the County for its review. The updated Plan was presented to the City Commission for its review on June 25, 2019 and it has also been forwarded to the County for its review. The updated Plan requested an extension through 2055 to give adequate time to continue addressing the needs of the Northwest Neighborhood as well as the new area proposed to be added to the Community Redevelopment Area. This new area will be designated the "North Central Neighborhood."

Development and Infrastructure Projects Funded During FY 2018-19

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 constructed in the City outside the CR Area in the past several years and the owners of the older buildings in the CR Area are at a competitive disadvantage. The building owners near NW 12th Street realized 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 has changed the face of the whole area. Of the sixteen industrial buildings in the industrial area, fourteen owners have upgraded the appearance of their buildings through the façade program in the past ten years. The façade rehabilitation project was originally budgeted for \$30,000 in FY 2018-19. No industrial buildings were addressed with CRA funds in FY 2018-19.

Pioneer Museum and Depot Building Improvements: The CRA budgeted \$10,000 for building repairs and improvements at the Pioneer Museum. Because the historic Museum building is old and may

need repairs from time to time, the CRA normally budgets \$10,000 every year.

Acquisition of Property in the Northwest Neighborhood: \$800,000 was originally budgeted for the acquisition of property and dilapidated structures in the Northwest Neighborhood. The budget was subsequently amended to \$235,441. Funds could also be used for acquisition of undeveloped parcels for the purpose of site assembly. During the year the CRA expended approximately \$235,441 for acquisition of parcels.

Demolish Houses and Relocate Tenants in Northwest Neighborhood: \$50,000 was budgeted to demolish dilapidated houses in the Northwest Neighborhood and to relocate the tenants from those houses. The budget was subsequently amended to \$10,000. No structures were demolished in FY 2018-19.

Commercial Building Improvement Grant Program: Many small businesses fail each year and many outgrow their current location. Both of these situations create vacancies in commercial and retail buildings for other business to inhabit. The problem many of these potential tenants have is the inability to fund the remodeling cost of the space they would prefer to occupy. To assist in filling some of these vacant spaces and the business' desire to inhabit those spaces,, the CRA developed this program in FY 2009-2010 to help potential tenants be able to afford to build out the shopping center and other commercial spaces and make them ready for occupancy. The CRA budgeted \$20,000 for this activity in FY 2018-19. Under this program, the CRA will pay for up to 50% of the cost with a maximum expenditure of \$10,000. The building owner is also required to contribute. The budget was amended to \$10,000. During FY 2018-19, no businesses were able to take advantage of the program.

NW 1st Street and NW 2nd Street Streetscape, Phase 1: This is a continuation of the on-going streetscape projects begun in 2010. The project was bid out in September of 2017. The streetscape includes new street paving, sidewalks, curb and gutters, drainage, and landscaping on NW 1st and 2nd Streets between NW 3rd Avenue and NW 7th Avenue. The project was finished in FY 2018-19, and the cost for FY 2018-19 is projected to be \$1,122,198.

Rebuilding Together-Miami: The CRA funded the repair of a number of structures in the CR Area in 2018-19. The amount expended was \$100,000.

Green Reuse Plan: A developer made an offer on the Strano Packing House at 75 West Palm Drive and a sales contract was signed. During the due diligence period, the developer discovered significant arsenic contamination and the voided the sales agreement. The level of contamination in the ground water is so high, the City must begin to address the problem with the tools at its disposal. Since the CRA does not own the property, those tools are somewhat limited. One tool is designating a Green Reuse Area that includes the packing house. This is a specific process set out in Florida Statutes that when completed will give the City the ability to apply for grant funds to fully assess the extent of the contamination, if

any, beyond the limits of the packing house property.

The existence of the Green Reuse Area will provide economic incentives to the current owner or to a potential buyer to address the contamination found on the site. The CRA contracted with the Goldstein Environmental Law Firm, P.A. to assist the CRA in designating the Green Reuse Area which would include all of the existing Community Redevelopment Area and the proposed North Central Expansion Area of the Community Redevelopment Area that is currently under review by the County. The cost for these services would be \$35,000.

Other CRA Activities: The CRA was designated the lead entity for the City for several additional projects and activities in the CR Area.

The CRA staffs two County Committees related to the Busway. All of the Busway in Florida City is within the Community Redevelopment Area.

The CRA coordinated the submission of a \$750,000 State of Florida Small Cities CDBG Neighborhood Revitalization grant application for parking for Loren Roberts Park and for an inter-connection with the Miami Dade County Water Department. The application ranked high enough to be fundable and the City was issued a grant contract effective December 10, 2018. We are expecting clearance of the Environmental Assessment soon and the project should be bid out by the first part of 2020

The CRA is coordinating the culverting and coverage of the Palm Drive Canal east of US 1. Florida City is currently working with developers on both sides of East Palm Drive in order to bring commercial developments in the area. East Palm Drive is currently a four (4) lane roadway divided by an open canal. There is a concern about the traffic access and flow that is limited by the canal in the middle of East Palm Drive. Therefore, the City is proposing to culvert the existing canal from US 1 to NW 172nd Avenue in order to add additional lanes and provide better access to the area. The cost of the total project was expected to be approximately \$6,300,000. The City has procured EAC Consultants, Inc. for full engineering of the project. The City will be paying the engineering cost, though the CRA will be coordinating all the activities of the engineering firm. The low bid came in at \$5,776,768 from Roadway Construction, Inc. The City has entered into a Joint Participation Agreement with the County for funding in the amount of \$3,100,000. The City is paying the remainder. The roadway is within the CRA and the development along the south side of East Palm Drive will be within the Community Redevelopment Area. Construction began in early 2019 and should be finished by mid-2020.

The CRA is coordinating the Miami-Dade County, City of Homestead, and Florida City collaboration of the widening of East Lucy Street. The County has agreed to fund the cost of expanding East Lucy Street to three lanes with curb and gutter, drainage, landscaping and sidewalks between NW 167 Avenue and US 1. The City convinced the five property owners on the Florida City side of Lucy Street to donate 10 additional ten feet of right of way for the project. One of the commercial buildings had substantial on-site private infrastructure within the ten feet that the City requested that the property owner donate to the City for widening the street. As part of the donation agreement, the CRA paid to have the on-site

infrastructure relocated. In FY 2015-16, the CRA contracted with American Pipeline to do the infrastructure relocation at a total cost of approximately \$230,000. The relocation of infrastructure was done in 2016-17 and the County began construction on the roadway in October of 2017. Construction should be complete in late 2019 or early 2020.

During FY 2018-19, the CRA sold fifteen of its infill lots for affordable housing and the City sold two infill parcels all within the CR Area. The infill builders are going to build multi-family housing on each lot.

The CRA has begun the process of developing a linear park on NW 3rd Avenue. In FY 2016-17, the County donated a small sliver of the site to the City. The City now owns a little over half of the property and the CRA will acquire the remaining one parcel over the next several years. The CRA is asking the owner to donate the parcel. The CRA has been spreading excess fill from streetscape projects on the property and will continue to do so in the next several streetscape phases. This action will ultimately reduce the cost of development. Though this strip of land is narrow, it could contain a walking track around the perimeter and other amenities in the center.

The CRA coordinated a FY 2018-19 legislative appropriation request for part of the cost of constructing new hookups to 12 businesses along Krome Avenue. Though approved by the Legislature, it was vetoed by the Governor. This was the City's second attempt to obtain an appropriation for this project.

The CRA will continue coordinating with the City's consultant the use of a Revolving Loan awarded to the City from the Florida Department of Environmental Protection. The loan will pay for repairs and upgrades to the sanitary sewer system required by Miami Dade County as part of its settlement with USDEP. Many of the repairs will be within the Community Redevelopment Area. The amount sought from FDEP is \$7,585,189. The City has been approved for the engineering portion of the project as well as construction on several individual projects for which the City has already completed the engineering.

During FY 2017-18, the City selected a realtor (ComReal, Inc.) to market the City-owned 14 acre Camper Site on Krome Avenue. The Camper Site is within the CR Area. The City received two offers, both above the appraised value of \$6,705,000. The CRA is coordinating the offers with the realtor, the attorneys, and the buyer (HD Home, Inc.) as the City representative. A contract has been signed and the buyer is in his due diligence period.

The CRA is coordinating the Miami-Dade County, City of Homestead, and Florida City collaboration of the widening of West Lucy Street. The County has agreed to fund the cost of expanding West Lucy Street to three lanes with curb and gutter, drainage, landscaping and sidewalks between Redland Road and US 1. The City has obtained dedications of rights of way from several property owners, but five other locations will have to be taken by eminent domain. The construction plans are nearly complete and it is hoped that construction will begin in late 2019 or early 2020.

The CRA owns 32 lots in the part of the CR Area known as the Snake Pit. This area is specifically referenced in Section IX(A)(3) in the Community Redevelopment Plan as an area in which the CRA should acquire and assemble properties. The CRA was approached by HD Home, LLC about buying these lots and HD Home, LLC made an offer of \$2,400,000 for the lots. The CRA advertised that it had an offer for these lots on August 17, 2018 in the South Dade News Leader. The CRA advertised that the offer would be open for 30 days as required by Chapter 163.380(3)(a), Florida Statutes. Just before the advertising period closed, the CRA received a second offer from the Housing Trust Group for \$2,500,000. The CRA accepted the Cash offer from HD Home, LLC because it was not subject to a HOME funds competitive application cycle. A sales contract has been signed and the buyer is in their due diligence period.

The CRA is coordinating the City's Hazard Mitigation Grant application for a drainage project between NW 7th Avenue, Redland Road, NW 2nd Street, and Palm Drive. The application was for \$899,000 and the CRA will be matching the grant with \$300,000 in CRA funds. This will provide flood relief in one of the lowest areas of the Community Redevelopment Area. The City is anticipating receiving a contract before December 31, 2019.

Plan Consistency

The significant number of development projects that were either completed, under construction or planned, attest to the "bottom line" success of CRA implementation over the past 23 years. The CRA has made excellent progress in implementing a number of the adopted CR Plan Goals during FY 2017-18 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, Rebuilding Together-Miami, 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 was available for building owners to use to dress up the front of their businesses. The CRA also assisted in the removal of dilapidated structures in the Northwest Neighborhood. Property values in the Northwest Neighborhood are rising as the slum and blighting conditions are removed.
3. Use CRA funds as an incentive and leveraging factor in non-profit and private sector development opportunities. The expenditure of CRA infrastructure funds over the last decade along Krome Avenue, US 1, and Palm Drive directly contributed to the decision by the following businesses to locate in these

commercial corridors:

AutoZone	Bank of America	Rise Academy	Vince Rod & Reel Shop
Optima Nails	Panda Express	Mattress One	Dollar General Corp.
Krispy Cream	Jimmy Johns	Chase Bank	Aldi Grocery Store
T Mobil	Metro PCS	Amscot	Special Day Care
The Vapor Shop	Music Depot	GNC	Home 2 Suites Hotel
Sprint	Payless Shoes	Super Cuts	Lumber Liquidators
Badcock Furniture	Napa Auto Parts	AT & T	ARC Charter School
Domino's Pizza	Edible Arrangements	Subway	Lincoln Marti School
Dollar Tree	Starbucks	Walgreens	Discovery Academy
The Tax House	El Churrito Plaza	Krome Express	Salvation Army Store
Boost Mobil	C Keisha Sweet Shop	Duncan Donuts	Joe Ward Plumbing
Wing Stop	Family Dollar Store	Smoke Unlimited	Allstate Insurance
International Bakery	Boardwalk Pizza	K&G Cycle	Kings Court Key
Texas Roadhouse	Dollar Tree	Harbor Freight	Family Dollar Store
Reef Tropical	Waffle House	Efourth	Comina Mexican Restaurant
Mr. Tutis Fruities	Cricket	Enterprise Car Rental	Ebenezar Christian School
SneakerTown	Eyelab	Bravo Supermarket	Krispy Crunchy Chicken
Florida City Insurance	Guardian Star Insurance	DJL Multi-Services	Odenney's Restaurant
Havana Bakery	Little Caesar's Pizza	Five Star Jewelers	
Multi Lingual Speech Therapy Group			

Several Professional Groups have also located in the CRA. A retail/office complex will be built on the corner of Krome and Palm Drive. Other projects underway are a Rooms to Go Store, a Choice Flag Hotel, a Sleep Inn Motel, a Hilton Flag Hotel, a multi-story climate controlled storage facility, and a Miami-Dade Fire Rescue Facility. The CRA has several programs to 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.

5. 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. The CRA has also utilized the Miami-Dade County Unsafe Structure Board to demolish numerous unsafe and dilapidated structures within the CR Area.

6. 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 increase 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 2018 property tax base of the original CR Area has grown to its present value of \$241 million, an increase of 574% since the CRA's inception in 1995. In 2018, property tax values increased in this portion of the CR Area by \$6.3 million (or 3%) from 2017. The approved FY 2019-20 CRA Annual Budget (see Exhibit A) summarizes the planned financial program for the CRA in the coming year. Total funds available in FY 2019-20 are expected to be \$8,511,653. Of this amount, \$1,325,116 is the annual City increment revenue contribution and \$860,612 is the Miami-Dade County increment revenue contribution. The remainder constitutes \$3,642,925 in carryover funds from FY 2018-19, sale of property at \$2,512,000 and projected interest and other income of \$171,000. The carryover funds are dedicated to capital projects over the next three years. The reason for the large carryover is the need for extra funds to complete the 4 segment streetscape project in the Northwest Neighborhood.

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 Park and Ride facility, the state-owned Pineland conservation 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 if at all to increment revenue for a number of years. The values in the expansion area had fallen over 44% % during the 2009-2014 period. During 2015 through 2018, the property tax values have begun to rise as reflected by a 7% increase in 2015, a 17.1% increase for 2016 a 13.2% increase in 2017, and a 13% increase in 2018. During FY 2019-20, the CRA will continue investing increment revenue in the Northwest Neighborhood to address the blighted conditions there. This will also be the area where most of the Rebuilding Together and all of the CRA funded housing rehabilitation units will be located.

PROPOSED FY 2019-20 Expenses (See Exhibit A)

Administrative Expenses

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

60% of Executive Director	\$94,401
Employee Fringes (32.5% of Salary)	\$30,680

Employee fringes are such things as FICA, Workers' Compensation Insurance, FRS contribution, health insurance, life insurance, and unemployment compensation. Employees pay 100% of the insurance for family members.

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

2. Indirect Cost Allocation (\$153,013)

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. from Orlando to conduct the study and the allocation of indirect costs using the Plan was first implemented for FY 2012-13. Indirect costs are such expenses as the CRA's contribution to the cost of the Finance Department, the City Clerk's Office, Human Resources, Administrative Services, office rent and utilities, shared office equipment, building cleaning and maintenance, and facility insurance

3. Advertising and Notices (\$3,000)

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 City will also seek an amendment to its CR Plan and this action would require additional advertising expenditures.

4. Travel and Training (\$5,000)

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 Vice Chairman of the Florida Redevelopment Association (FRA) Certification Committee 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. Office Equipment and Furniture (\$1,000)

This line item will pay for new furniture or equipment for the CRA Office. The computer, scanner, and printer are all over five years old and this small line item is in the budget expecting one or more of them

to fail soon. Additionally, the office furniture is over fifteen years old and will have to be replaced at some point in time.

6. Other Administrative Expenses (\$1,200)

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.

7. County Administrative Charge (\$12,904)

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

Operating Expenses

1. The operating salary cost charged to the CRA will be as follows:

40% of Executive Director	\$62,363
Employee Fringes (32.5% of salary)	\$20,268

Employee fringes are such things as FICA, Workers' Compensation Insurance, FRS contribution, health insurance, life insurance, and unemployment compensation. Employees pay 100% of the insurance cost for family members.

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

2. Contractual Services (\$290,000)

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. Other costs are for realtor services and required appraisals for the acquisition of foreclosed and abandoned properties. A grant writer may be secured by contract to assist the CRA in obtaining grants. The CRA is also doing an update to the Community Redevelopment Plan and has hired a consultant who began this process for the CRA in FY 2017-18. Also, the CRA is paying for the engineering for a four-part streetscape construction project in the Northwest Neighborhood.

3. Membership and dues (\$3,000)

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.

4. Legal Services/ Court Costs (\$50,000)

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. Costs also include attorney fees associated with using the County Unsafe Structures Board to demolish unsafe buildings in the CR Area. The CRA will also be paying for the legal cost of an eminent domain action in the CR Area this year

5. Property Maintenance (\$2,500)

The CRA pays the City Public Works Department to cut the grass and maintain the CRA-owned properties.

6. Property Acquisition and Demolition (\$300,000)

This CRA will spend \$300,000 for acquisition of dilapidated housing and vacant lots in the "Snake Pit" area and the Northwest Neighborhood, and to pay for demolition of any 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. Properties are also acquired at Tax Deed sales and from the County List of Lands. The properties will be held until the real estate market in the neighborhood improves and the lots will eventually be developed for affordable or market rate housing. The CRA has developed acquisition plans for six sections of the CR Area. The acquisition also includes the high cost of eminent domain on three parcels.

7. Infrastructure Improvements (\$6,700,000)

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 (Exhibit A) and Section VI of this report.

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

This line item will pay for an operating subsidy for the Florida Pioneer Museum Association, Inc., 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 again working with local schools to encourage field trips to the museum and to open as part of local festivals such as the Redland Ramble. While the Museum building is owned by the City, the collection is owned by the Association.

9. Housing Assistance Projects (\$250,000)

Rebuilding Together-Miami is a national non-profit organization and will be doing substantial rehabilitation on 20 homeowner occupied houses in FY 2019-20. The CRA is coordinating their efforts, and the CRA is contributing up to \$200,000 to assist with the cost of material that will not be donated and tradesman who cannot be located to do volunteer work. The CRA is also planning to recruit another housing rehabilitation non-profit to do home repairs.

10. Redevelopment Façade Grants and Commercial Building Improvement Grant Programs (\$30,000)

This line item will pay the CRA's part of approved façade rehabilitation projects undertaken by owners of commercial or industrial buildings. The CRA also initiated a new program in FY 2010-2011 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 these funding programs.

11. The CRA is budgeting \$10,000 for work on the Pioneer Museum Building and the Depot Building. The Museum need to have some of the siding replaced, a security upgrade, and the building need to be repainted.

12. Transfer out to others (\$300,000)

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

13. The CRA is acquiring surveillance cameras for the commercial areas. They will be monitored by the Police Department in conjunction with other cameras being monitored by the Police. The cost to acquire the cameras and ancillary equipment is \$105,000

14. Acquisition of Tax Certificates (\$10,000)

The CRA bids on tax certificates each year. There are properties in the CRA Area that the CRA wants to acquire as part of an assemblage for development. These tax certificates are usually on properties that have been abandoned or have so many liens that the owner simply ignores the property. By acquiring the tax certificate, the CRA can eventually request a tax deed sale, recoup its tax certificate investment, and

hopefully gain title to the desired property.

15. Other Operating Expenses (\$1,000)

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 (\$46,234)

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.

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. Several infrastructure, design and streetscape projects are also planned as noted below in Sections VI and VII.

Private developers or property owners seeking assistance from the CRA must go through the CRA's project selection process, which involves application submittal, review by staff and City Engineer (where appropriate), funding recommendation from the CRA Executive Director, and eventual approval by the CRA Board. CRA staff and Board use some or all of 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 taxes 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 through 2018, the CRA expended nearly \$2,000,000 in increment revenue to create public infrastructure on US 1, Krome Avenue, East Lucy Street, and Palm Drive as a direct incentive to businesses to locate there. Further, there is still a significant amount of vacant land ready for development that is now served by this same public infrastructure. This investment in public infrastructure will continue to pay great dividends to both the City and County long after the life of the CRA has ended.

The CRA is assembling several sites for future housing or other redevelopment. Most of the acquisitions will occur in the six areas where acquisition plans have been created. While property costs are rising compared to recent years, now is still the time to buy, demolish dilapidated structures, and assemble future building sites. These actions will address slum and blighting conditions in the CR Area as well as provide for future affordable housing. The CRA is also currently negotiating with several developers for use of CRA owned properties.

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 initially delayed the CRA in implementing the CR Plan, the CRA was able to manage the sharp reduction in taxable values and in increment revenue that occurred between 2009 and 2014.

VI. FY 2019-20 Public Improvements and Assistance to Private Developments

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 building owners in this area have already reworked the appearance of their structures. Several new industrial buildings were constructed outside the CR Area prior to 2009 and the building owners near NW 12th Street realized 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 is changing the face of the whole area. The façade project is budgeted for \$10,000 out of the \$30,000 budgeted for redevelopment facades and CBIG grants.

Commercial Building Improvement Grant Program: The CRA has budgeted \$20,000 for grants to assist new and expanding businesses to relocate into unused shopping center and commercial spaces. 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, water and electrical relocation, handicap access, etc.

Florida Pioneer Museum Building Improvements: The Florida Pioneer Museum building is owned by the City and the facility is operated by a non-profit that owns 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 over 100 years old and is designated as a historic structure. It is one of the few original Florida East Coast Railroad Buildings that survive. Some of the lap board siding is deteriorating and should be replaced this year. The CRA has budgeted \$10,000 for repairs this year.

FEC Railroad Depot Building: The Florida East Coast Railroad Depot Building is a faithful reconstruction of the original Florida East Coast Railroad Depot building that served Florida City and Homestead in the early 1900's. It sits immediately behind the Florida Pioneer Museum Building on Krome Avenue. The original depot was destroyed by Hurricane Andrew in 1992 and was reconstructed in 1995. If the building needs major repairs during the year, the cost will be taken from contingency.

West Lucy Street Expansion: The CRA is coordinating the Miami-Dade County, City of Homestead, and Florida City collaboration of the widening of West Lucy Street. The County has agreed to fund the cost of expanding West Lucy Street to three lanes with curb and gutter, drainage, landscaping and sidewalks between Redland Road and US 1. The City has obtained agreement with several property owners to donate needed right of way, but other locations will have to be taken by eminent domain. After the portion of the taken properties that is needed for right of way has been dedicated, the City will retain ownership of the remnants. The CRA cost on eminent domain is expected to be \$260,000. The construction plans are nearly complete and it is hoped that construction will begin in late 2019 or early 2020.

NW 7th Avenue, 8th Avenue and 9th Avenue Drainage Project: The area bounded by Redland Road, NW 7th Avenue, Palm Drive and NW 2nd Street is one of the lowest areas in the City. The City applied for a Hazard Mitigation Grant in the amount of \$899,036 to address the drainage issue and to upgrade the infrastructure in the area while the construction is being done. The CRA will coordinate the grant administration and construction and will contribute \$300,000 for the costs that are more related to streetscape than drainage. The project will include new street paving, sidewalks, curb and gutters, drainage, parallel parking, and landscaping. The CRA is budgeting \$145,000 of that cost this year and will pay the remainder in FY 2020-21.

NW 6th Avenue, 5th Avenue, 5th Court, and 4th Avenue Streetscape Project: This is the last of the new streetscapes for the 2009 expansion of the CR Area. The remainder of the streets have been redone and this area should be completed by the end of FY 20-21. All of the cost of \$6,395,000 is budgeted for this year, though it is anticipated that some of this amount will be rolled over at the end of FY 2019-20

Washington Park Rehabilitation: Washington Park is a small one block large area in the Northwest Neighborhood. It was designed as a children's park a number of years ago and over time, the equipment and staging areas have become dilapidated. The CRA has hired Stantec to conceptualize a new Washington Park to serve the children of the community. It is hoped that construction will begin in late FY 19-20 and the CRA has budgeted \$180,000 for this year. The balance of any cost above that amount will be paid out of FY 2020-21.

Other CRA Activities:

The CRA is coordinating the acquisition of several buildable residential lots in the CR Area from the

County and other sources. The City believes that as the real estate market continues to improve, the City is in a better position to work with developers/builders on these lots.

The CRA will continue coordinating with the City of Homestead, and the County for the widening of Lucy Street between NE 6th Avenue and US 1. This project is being funded by the MPO. All of the right of way has been acquired and roadway construction should be complete in 2020.

The CRA is the lead City department for a FY 2017-18 State of Florida DEP Wastewater revolving loan to upgrade lift stations and replace some sewer lines within the CRA. The City loan application will be for \$7,985,189. The City has received permission to proceed with engineering for the full project and has three segments under contract for construction.

The CRA is also the lead City department for the construction of a culverting system to allow covering part of the Florida City Canal. Though the CRA is not contributing to the cost of construction, the canal is in the CR Area. By covering the Florida City Canal, Palm Drive can be expanded to the center to provide room for construction of additional traffic lanes. Numerous businesses and property owners want to open commercial and retail establishments in the area, but are limited because of the traffic congestion on East Palm Drive. Projects in the planning stage would over the next ten years bring about \$150,000,000 in new property tax value and create over 500 new jobs. Proposed construction will include a Rooms to Go Store and out parcels, two hotels, an urgent care clinic, a bowling alley, a fronton, a restaurant, and an entertainment complex. In addition, approximately 500 new housing units are proposed on the north side of Palm Drive. With the southbound extension of SW 172nd Avenue and the west bound extension on SW 352nd Street to a point of intersection with US 1, additional properties will be accessible for development. Culverting and covering the canal between US 1 and SW 172nd Avenue has been bid out and the low bid was \$5,766,788. The County MPO is contributing \$3,100,000 to assist with construction funding. Construction began in early 2019.

The CRA has begun the process of developing a linear park on NW 3rd Avenue. The CRA owns over half of the proposed site and the CRA hopes to acquire the remainder in the future. The CRA has been spreading excess fill from its streetscape projects on the property and will continue to do so in the next several streetscape phases. This action will ultimately reduce the cost of development. Though this strip of land is narrow, it could contain a walking track around the perimeter and other amenities in the center.

Because the construction will occur in the CR Area, the CRA is the city coordinator for the street work to be done on Davis Parkway, on Krome Avenue, and on Palm Drive as part of the Homestead Bypass project. Construction should begin on the Davis Parkway portion of the project in FY 2019-20. The Palm Drive portion of the project will follow several years later. Though the street work is being funded by the State, the City must relocate some water lines and some trees that are in the path of the construction.

The CRA is also working on an amendment to the existing Community Redevelopment Plan, and work on the amendment began in FY 2017-18. The proposal has been presented to the County and should be approved in FY 2019-20. The last CR Plan amendment was done in 2009.

During FY 2017-18, the City decided to hire a realtor (ComReal, Inc.) to market the City-owned 14 acre Camper Site on Krome Avenue. The City has received two offers, both above the appraised value of \$6,705,000. The Camper Site is within the CR Area. The City has accepted an offer from TREO and the CRA will coordinate the contracting and implementation processes for the complicated conveyance.

The CRA staffs two County Committees related to the Busway. All of the Busway in Florida City is within the Community Redevelopment Area.

VII. FY 2019-20 Housing Programs

Acquire Property in the CR Areas: \$260,000 is budgeted for the acquisition of dilapidated structures in the Northwest Neighborhood. Funds could also be used for acquisition of undeveloped scattered parcels for the purpose of site assembly. The Northwest Neighborhood contains some 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 six 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, to demolish under an agreement with a property owner, or that are to be demolished by the CRA based on orders from the County Unsafe Structures Board. There are several housing units in probate, under foreclosure or that have been abandoned which the CRA is planning to acquire for demolition and reuse for affordable housing. The properties will eventually be developed for affordable or market rate housing.

Rebuilding Together-Miami Dade: The CRA will be coordinating one housing rehabilitation and repair program in FY 2019-20. The CRA has begun preparation for another Rebuilding Together-Miami housing rehabilitation program to be begun and completed in the April, 2020. The CRA has budgeted \$100,000 to pay for part of the materials cost and for contractors for such items as roofing, electrical, plumbing, etc.

Green Reuse Plan: The CRA contracted with the Goldstein Environmental Law Firm, P.A. to assist the CRA in designating the Green Reuse Area which would include all of the existing Community Redevelopment Area and the proposed North Central Expansion Area that is currently under review by the County. During FY 2019-20, the CRA will begin to investigate incentives that are available to businesses that are located in the Green Reuse Area.

The CRA has sold ten infill lots to builders who will be building single family and multifamily affordable housing units on those lots. An additional thirteen lots are under contract. The CRA will continue to push for the development of affordable housing on infill lots during FY 2018-19. It is anticipated that the CRA will close on the sale of approximately ten additional infill lots in FY 2018-19.

The CRA is also working with a developer for the property assemblage known as the Snake Pit. The CRA has spent the last seven years accumulating thirty-two properties in the Snake Pit and there are only four remaining to be purchased. It is anticipated that one hundred and 10 affordable housing units will be constructed at this location. The CRA has budgeted \$150,000 toward this project.

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 \$300,000 for FY 2017-18. 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.

Policing Cameras in the Commercial District: The CRA is working with the Police Department to position cameras in the commercial district to provide video and surveillance capability. This will allow the Police Department to view high crime areas in real time and to record criminal activities as they are being committed. The Police Department will be installing, monitoring, and maintaining the cameras. The CRA has budgeted \$105,000 this year.

IX. Audit Requirements

Chapter 163.387(8), Florida Statutes requires that the CRA be audited each year as part of the City annual audit process. The City Audits are available on the City website at www.floridacityfl.gov.

X. Achievement of Goals in the Community Redevelopment Plan

The CRA continues to achieve the goals set out in its Community Redevelopment Plan. Though every policy in the plan was not addressed in FY 2019-20, every objective was addressed. Some activities addressed more than one goal and those activities will be reflected under each goal they addressed, even if this creates duplication.

Goal 1; Slum and Blight:

“Support the infill of vacant properties and the upgrade of low-value properties in order to facilitate the transition of neighborhoods and businesses characterized by value- growth properties.”

The CRA addressed slum and blight in several ways in FY 2018-19.

1. The CRA planned the demolition of two dilapidated structure and obtained asbestos reports on them The CRA has advertised for demolition contractors and the selected contractor will complete the demolition in FY2019-20. The CRA is also planning on demolishing two more houses in FY 2019-20 as soon as we get title to them.
2. The CRA is providing \$100,000 to Rebuild Together Miami-Dade, Inc, a local non-profit, to undertake rehabilitation on approximately 20 houses.
3. The Infill Housing Program conveyed ten infill lots to builders during FY 2018-19. Construction is underway on several of them.
4. The CRA executed a sales contract for 32 parcels in the “Snake Pit” to a developer who will be constructing 110 workforce housing units there.

Goal 2; Economic Development:

“Implement economic development strategies that will assist existing businesses, attract quality development and increase job growth.”

1. The CRA continues to offer its Façade renovation program and it Commercial Build Out program to pay part of the cost for businesses desiring to take advantage of them.
2. The CRA coordinated the sales agreement for the City-owned 14 acre RV Park to TREO Group. They plan to develop 8 acres of upscale multi-family units and 6 acres of commercial space.
3. The CRA is promoting the use of the Opportunity Zone program. Most of the CR Area is located in the Zone.
4. The CRA contracted with an environmental law firm to create the documents necessary for the designation of a Green Reuse Area to take advantage of available state incentives.
5. The CRA is coordinating the application for a Community Redevelopment Block Grant to provide

needed infrastructure to a hotel desiring to locate on East Palm Drive.

6. The CRA is coordinating the culverting of the Florida City Canal between US1 and SW 172 Avenue. This construction project will create driving lanes where the canal is now situated allowing the development of vacant commercial land on both sides of East Palm Drive.

Goal 3; Land Use:

“Encouragement of innovative land uses and design techniques that enhance the development potential of each primary road corridor and neighborhood within the CR Area.”

1. Several of the conveyed infill parcels required the developer to rezone and re-plat adjacent parcels to be suitable for multi-family housing.

2. The CRA assisted developers who acquired properties within the CR Area that needed variances by coordinating meetings with the City Engineer and the Planning Department.

3. The CRA continues to try to acquire a long narrow parcel on NW 3rd Avenue for a linear park. The CRA already owns part of the land necessary, but one parcel is still needed.

Goal 4; Neighborhood Reinvestment:

“Improvement of the CR Area neighborhoods and the lives of its residents through infill development, home ownership, job training and education.”

1. The CRA coordinated the sales agreement for the City owned 14 acre RV Park to TREO Group. They plan to develop 8 acres of upscale multi-family units and 6 acres of commercial space.

2. The CRA is promoting the use of the Opportunity Zone program. Most of the CR Area is located in the Zone.

3. The CRA contracted with an environmental law firm to create the documents necessary for the designation of a Green Reuse Area to take advantage of available state incentives for job creation on sites with environmental challenges.

4. The CRA secured a park design consultant to assist in the creation of a new layout for Washington Park. This park was originally designed for younger children, but the equipment and grounds have become dated and worn and the park must be totally refreshed.

5. The CRA continues to try to acquire a long narrow parcel on NW 3rd Avenue for a linear park.

The CRA already owns part of the land necessary, but one parcel is still needed.

Goal 5; Environmental and Aesthetic Enhancement:

” Promotion of a clean, green and attractive community environment”

1. The CRA completed another segment of its streetscape program. NW 1st and NW 2nd Streets between NW 3rd Avenue and NW 7th Avenue have now been completed with new streets, drainage, curb and gutter, landscaping, and sidewalks.
2. The design for streetscapes between Davis Parkway, NW 6th Avenue, Lucy Street, and NW 4th Avenue were begun in FY 2018-19 and will be bid out next year.
3. The CRA continues to provide support for the Florida Pioneer Museum and the historic building which it inhabits.
4. The CRA contracted with an environmental law firm to create the documents necessary for the designation of a Green Reuse Area to take advantage of available state incentives for addressing environmental pollution on various sites within the CR Area.

Goal 6; Public:

“Improvement of public safety and the perception of crime in the CR Area.”

1. The CRA continues to invest in community policing by paying for the cost of 3 police offices to service the CR Area.
2. CRA staff continue to notify Code Enforcement as issues are noticed within the Community Redevelopment Area.
3. The CRA is coordinating and partially funding a drainage project through the Hazard Mitigation Grant Program to provide flooding relief to a low area of the City.

Goal 7; Public Facilities:

“Provision of necessary public facilities at adopted levels of service to meet the existing and future population and business needs.”

1. The CRA is coordinating a Community Development Block Grant for the creation of needed parking at Loren Roberts Park.

2. The CRA secured a park design consultant to assist in the creation of a new layout for Washington Park. This park was originally designed for younger children, but the equipment and grounds have become dated and worn and the park must be totally refreshed.

3. The CRA continues to try to acquire a long narrow parcel on NW 3rd Avenue for a linear park. The CRA already owns part of the land necessary, but one parcel is still needed.

Goal 8; Administration:

“Establishment of the administration and financial mechanisms to achieve the goal, objectives and policies of the Florida City CR Plan.”

1. The CRA has established accounting processes to account for the spending of CRA funds on projects and continues to have no findings or concerns in the City audit.

2. The CRA pursues outside funding sources such as CDBG and HMGP to supplement the increment revenue provide to the CRA by the City and the County.

XI. Performance Data Pursuant to Chapter 163.371(2), Florida Statutes

The required performance data is included in Exhibit B.

XII. Summary

Overall, the CRA has grown at a very healthy rate since 1995, even with the property tax value shrinkage between 2009 and 2014. 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 seems to have run its course since the value of property within the original CRA and the 2009 expansion area actually increased over the past several years. The CRA remains confident that it can accomplish all the planned activities in FY 2019-20 consistent with the CR Plan.

Exhibit A

30

**City of Florida City
Community Redevelopment Agency
FY 2019-20 Proposed Budget
FY 2019-20 begins October 1, 2019**

31

1=	300,000
2=	6,720,000
3=	30,000
4=	10,000
5=	250,000
6=	105,000
Total	\$7,415,000

**CITY OF FLORIDA CITY
COMMUNITY REDEVELOPMENT AGENCY
RESOLUTION NUMBER 19-08**

A RESOLUTION OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF FLORIDA CITY, FLORIDA ADOPTING THE FISCAL YEAR 2019-20 BUDGET FOR THE COMMUNITY REDEVELOPMENT AGENCY IN THE AMOUNT OF \$8,511,653 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

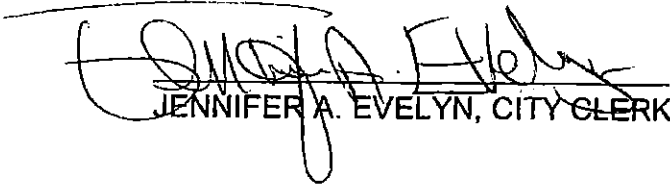
WHEREAS, the City of Florida City must adopt the CRA budget as part of its annual budget pursuant to Chapter 189.418(5), Florida Statutes; and

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.

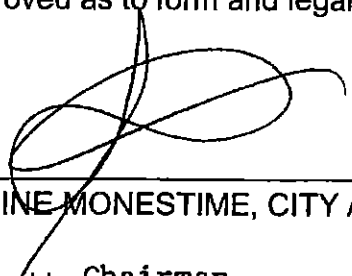
NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF FLORIDA CITY, FLORIDA, AS FOLLOWS:

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

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 Dir. Berry

FINAL VOTE AT ADOPTION

Chairman Otis T. Wallace	<u>Yes</u>
Vice Chairman R. S. Shiver	<u>Yes</u>
Board Member Eugene D. Berry	<u>Yes</u>
Board Member Avis Brown	<u>Yes</u>
Board Member Sharon Butler	<u>Yes</u>
Board Member Bobbi McCray	<u>Absent</u>
Board Member Silvia Sanchez	<u>Absent</u>

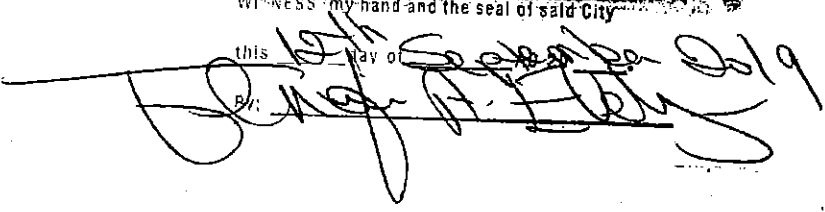
STATE OF FLORIDA
COUNTY OF MIAMI-DADE

Jennife A. Evelyn

City Clerk

I, Jennife 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 on file in this office.
WITNESS my hand and the seal of said City

this 19th day of September 2019

By: 

CRA RESOLUTION NO: 19-08

Section 2. That the FY 2019-20 budget of the City of Florida City Community Redevelopment Agency shall be adopted at \$8,511,653 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 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 2019-20, 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.

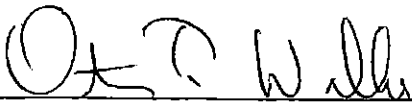
Section 4. That the Board of the Community Redevelopment Agency hereby directs the Executive Director to forward said budget to the City Commission of the City of Florida City for its approval pursuant to Chapter 189.418(5), Florida Statutes.

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 10th day of September****, 2019.



OTIS T WALLACE, CHAIRMAN

**CITY OF FLORIDA CITY
RESOLUTION NUMBER 19-50**

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF FLORIDA CITY, FLORIDA ADOPTING THE FISCAL YEAR 2019-20 BUDGET FOR THE COMMUNITY REDEVELOPMENT AGENCY (CRA) IN THE AMOUNT OF \$ 8,511,653; 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 on September 10, 2019, approved the FY 2019-20 budget for the operations of the CRA and authorized its presentation to the City Commission for its approval; and

WHEREAS, the Board of Directors of the CRA authorized the Executive Director of the CRA to adjust the revenue portion of the budget as necessary 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. Any changes are to be offset against the contingency line item.

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

Section 2. That the FY 2019-20 budget of the City of Florida City Community Redevelopment Agency is approved at \$8,511,653 in revenues and expenditures as reflected in Attachment A.

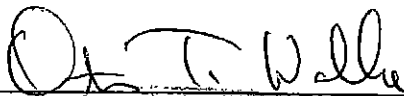
Section 3. All expenses associated with this budget are in accordance with State Law and the CRA's redevelopment plan.

Section 4. Should the Miami Dade County Board of Commissioners or the City Commission City of Florida City modify its proposed 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 from FY 2018-19 and interest revenue and the expense line item for Reserve/Contingency as necessary.

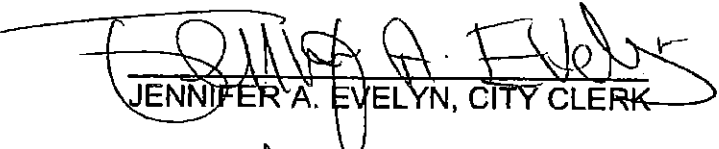
Section 5. That the City Commission hereby directs the Executive Director of the CRA to forward said budget to the Board of County Commissioners of Miami Dade County for its approval as specified in the Interlocal Agreement with the County.

Section 6. That this Resolution shall be effective immediately upon adoption.

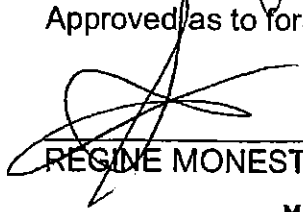
PASSED AND ADOPTED THIS 10th day of September***, 2019.


OTIS T WALLACE, MAYOR

ATTEST:


JENNIFER A. EVELYN, CITY CLERK

Approved as to form and legal sufficiency:


REGINE MONESTIME, CITY ATTORNEY

Offered by: Mayor

Motion to adopt by: Comm. Brown

Seconded by: Comm. Butler

FINAL VOTE AT ADOPTION

Mayor Otis T. Wallace	<u>Yes</u>
Vice Mayor R. S. Shiver	<u>Yes</u>
Commissioner Eugene D. Berry	<u>Yes</u>
Commissioner Avis Brown	<u>Yes</u>
Commissioner Sharon Butler	<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 on file in this office.
WITNESS, my hand and the seal of said City

this 10th day of September AD 2019

EXHIBIT B

Data Reporting Requirements

House Bill 9 (2019), effective on October 1, 2019, makes changes to the powers and duties of Community Redevelopment Agencies (CRAs). The Bill creates a new provision within the Community Redevelopment Act, Section 163.371, which provides various reporting requirements. Subsection (2) of that Section obligates each CRA to create an "Annual Report" with numerous subparts. That subsection reads:

Beginning March 31, 2020, and not later than March 31 of each year thereafter, a community redevelopment agency shall file an annual report with the county or municipality that created the agency and publish the report on the agency's website. The report must include the following information:

(a) The most recent complete audit report of the redevelopment trust fund as required in Section 163.387(8). If the audit report for the previous year is not available by March 31, a community redevelopment agency shall publish the audit report on its website within 45 days after completion.

(b) The performance data for each plan authorized, administered, or overseen by the community redevelopment agency as of December 31 of the reporting year, including the:

1. Total number of projects started and completed and the estimated cost for each project.
2. Total expenditures from the redevelopment trust fund.
3. Original assessed real property values within the community redevelopment agency's area of authority as of the day the agency was created.
4. Total assessed real property values of property within the boundaries of the community redevelopment agency as of January 1 of the reporting year.
5. Total amount expended for affordable housing for low-income and middle-income residents.

(c) A summary indicating to what extent, if any, the community redevelopment agency has achieved the goals set out in its community redevelopment plan.

In compliance with this requirement, the City Audit containing references to the operation of the Community Redevelopment Agency can be found on the City's website no later than 45 days after completion. The performance data is contained in an attachment to the Annual Report as is the summary indicating the extent the Community Redevelopment Agency has achieved the goals set out in its Community Redevelopment Plan.