

# Amendment to North Miami CRA Plan (2016)



**City of North Miami – Amendment to CRA Redevelopment Plan (2016)**

- 1. Executive Summary .....3**
  - 1.1. Need for the Amendment ..... 3
  - 1.2. Context for the Amendment ..... 4
  - 1.3. A New Focus on Economic Development..... 6
  - 1.4. Organization of the Plan..... 10
- 2. Background .....11**
  - 2.1. Introduction..... 11
  - 2.2. History of North Miami..... 11
  - 2.3. Authority to Undertake Community Redevelopment..... 15
  - 2.4. Creation of the Community Redevelopment Agency..... 15
  - 2.5. Powers of the Community Redevelopment Agency ..... 16
  - 2.6. The Community Redevelopment Area ..... 17
  - 2.7. The Community Redevelopment Plan..... 18
  - 2.8. Miami-Dade County Requirements for Extension to the CRA ..... 22
  - 2.9. Amendment to the Community Redevelopment Plan..... 24
- 3. Existing Conditions .....25**
  - 3.1. North Miami Community Redevelopment Area Profile (2015)..... 25
  - 3.2. General Physical Conditions ..... 29
  - 3.3. Housing and Residential Neighborhoods ..... 35
  - 3.4. Transportation & Public Transit ..... 38
  - 3.5. Regulatory Profile ..... 42
- 4. Redevelopment Goals, Funding & Neighborhood Impact .....53**
  - 4.1. The Plan Concept..... 53
  - 4.2. Redevelopment Goals ..... 53
  - 4.3. Redevelopment Administration ..... 54
  - 4.4. Potential Sources of Project Funding ..... 55
  - 4.5. Neighborhood Impact ..... 55

<b>5. Redevelopment Program Initiatives .....</b>	<b>58</b>
5.1. Goal #1 Initiatives: Downtown North Miami.....	58
5.2. Goal #2 Initiatives: North Miami Commercial Corridors .....	58
5.3. Goal #3 Initiatives: Targeted Uses/Industries .....	59
5.4. Goal #4 Initiatives: Incorporating the Cultural Arts.....	60
5.5. Goal #5 Initiatives: Market Positioning .....	61
5.6. Goal #6 Initiatives: Public Improvements.....	62
5.7. Goal #7 Initiatives: Neighborhood Improvement Programs .....	63
5.8. Goal #8 Initiatives: “Healthy Mix” of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing .....	64
5.9. Goal #9 Initiatives: Affordable/Workforce Housing Development & Renovation .....	64
5.10. Goal #10 Initiatives: “Safe and Convenient” Transportation and Transit.....	65
5.11. Goal #11 Initiatives: “Efficient and Attractive ” Public Parking .....	66
5.12. Goal #12 Initiatives: Redevelopment-Friendly Land Development Regulations (LDRs) .....	66
5.13. Goal #13 Initiatives: Borrowing, Land Acquisition & Disposition .....	67
5.14. Goal #14 Initiatives: Economic Incentives .....	67
<b>6. Financial Projections.....</b>	<b>68</b>
6.1. Increment Revenue Projections .....	68
6.2. Tax Increment Revenue Projections.....	69
6.3. Projected Expenses: \$160,000,000 to \$205,000,000 Net Present Value for the period FY2016/17-2045/46 .....	69
<b>7. Appendix I – Legal Description .....</b>	<b>72</b>
<b>8. Appendix II – Supporting Plans &amp; Studies .....</b>	<b>78</b>
8.1. North Miami Master Planning.....	78
8.2. Economic Analysis .....	78
8.3. Parking Analysis.....	78
8.4. Capital Improvements/Infrastructure .....	78

## 1. EXECUTIVE SUMMARY

### 1.1. Need for the Amendment

This amendment to the Community Redevelopment Plan (the Redevelopment Plan) for the North Miami Community Redevelopment Agency (CRA) serves to revise and update the Redevelopment Plan first adopted in 2005, then amended in 2008, to reflect current priorities and market conditions.

Since 2005, the North Miami CRA has faced a series of challenges. Key among those challenges was the economic recession that impacted the world economy, and more specifically property values in North Miami. Total increment revenues realized from the City and Miami-Dade County (after County refund Transfer) reached \$6.2 million for FY 08/09, but declined dramatically to \$1.8 million for FY 10/11, \$686,139 (FY 11/12) and to \$343,892 (FY 13/14). Property values have begun to recover and Increment Revenues for FY 15/16 were budgeted at \$2.7 million.

Another challenge was that the proposed Biscayne Landing project east of Biscayne Boulevard failed to live up to the promise that it would provide increment revenue sufficient to fund redevelopment projects throughout the CRA. The 193-acre master-planned community had been anticipated as an “economic engine” that would serve as a catalyst for redevelopment, provide increment revenue and employment opportunities, and fund a unique “one-for-one” matching of market rate housing and affordable housing unit construction. The increment revenue generated by development of Biscayne Landing was projected to fund these redevelopment projects and programs. Projected revenues were never realized, and the ability of the CRA to implement the goals of the Redevelopment Plan was severely impacted.

Beginning in 2009, the CRA and the City of North Miami conducted a series of planning efforts, community engagement, research and reporting to gather the information necessary to provide direction for future redevelopment and amend the Redevelopment Plan. Planning efforts include:

- Urban Land Institute Technical Assistance Panel Report (2009)
- Buxton Company's North Miami, FL Retail Trade Evaluation (2009)
- City of North Miami Bike Park & Ride (2009)
- North Miami Economic/Market Evaluation (2012)
- City of North Miami Downtown Development & Major Corridor Master Plan (2013)
- City of North Miami Comprehensive Signage Master Plan (2014)
- City of North Miami Downtown Action Plan (2014)
- City of North Miami Downtown Concept Plan (2014)
- City of North Miami Parking Inventory and Needs Study (2015)

***This Redevelopment Plan Amendment incorporates and consolidates the findings and recommendations of the extensive planning efforts undertaken since 2009 and identifies specific Redevelopment Goals and Initiatives to continue to eliminate the conditions of blight currently existing within the City of North Miami CRA through implementation of a comprehensive Redevelopment Program.***

The continued redevelopment of the North Miami Community Redevelopment Area will require a substantial financial investment on the part of the CRA. As provided for by Florida's Community Redevelopment Act, Florida Statutes 163, Part III, the principal source of funding for the CRA will be through increment revenue from the City of North Miami and Miami-Dade County. In addition, the CRA and the City may utilize other City, County, State, and Federal funding sources as appropriate and available to carry out the provisions of the Redevelopment Plan, and its amendments.

As required by F.S. 163.362(10), the current North Miami Redevelopment Plan provides a time certain for completing all redevelopment financed by increment revenues. On December 19, 2006, Miami-Dade County approved, by Resolution 1424-06, an Interlocal Agreement extending the CRA until October 1, 2016.

F.S. 163.387(2)(a) allows the North Miami CRA to use increment revenue for up to 40 total years after the year the initial Redevelopment Plan was adopted. The initial North Miami CRA Redevelopment Plan was adopted in 2005, and the maximum life permitted by statute would be until October 01, 2046.

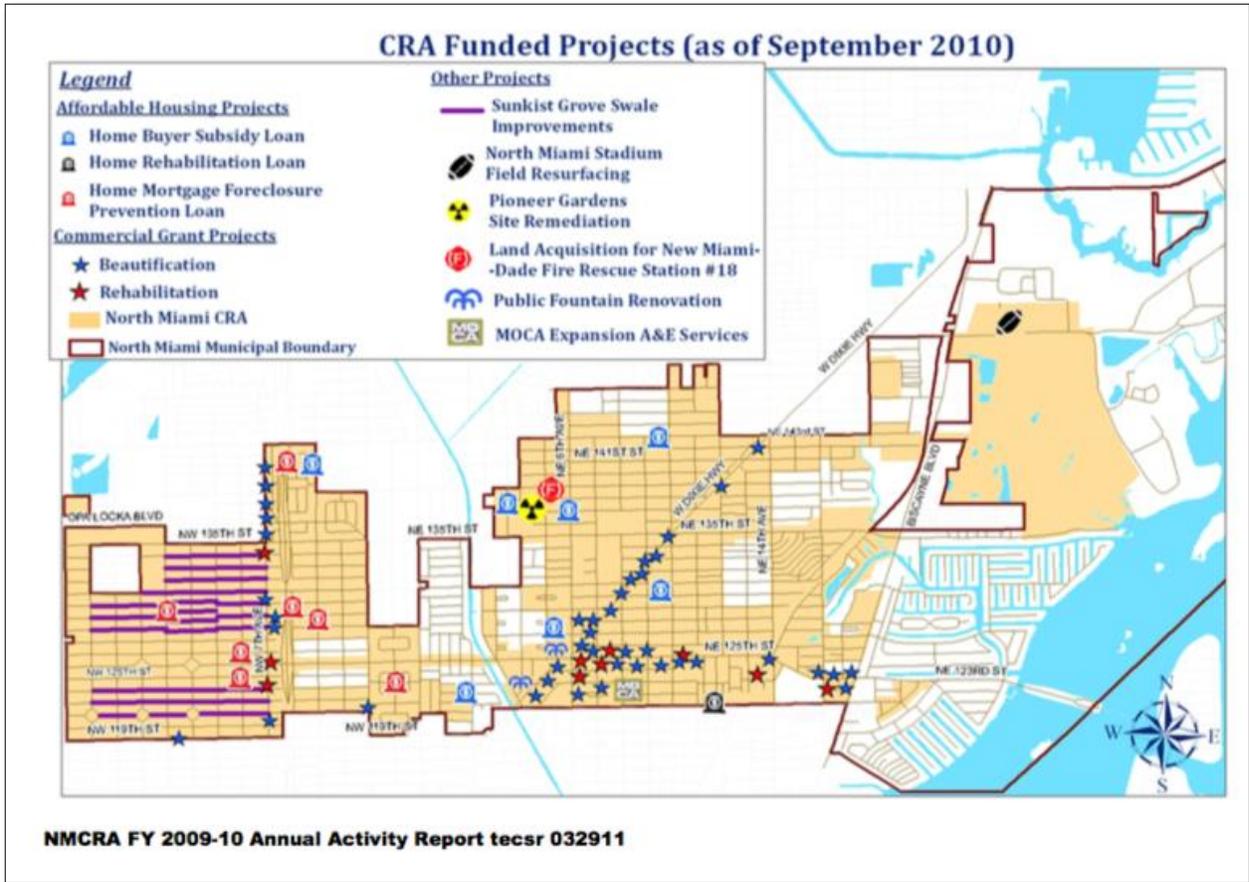
## **1.2. Context for the Amendment**

The City of North Miami Community Redevelopment Area generally consists of the older central core of the City and surrounding neighborhoods, which have become deteriorated due to age, obsolescence, and the lack of investment. Unfortunately, a deteriorating area is self-propagating, and as conditions worsen, residents and private businesses become less willing to put their financial resources into the area. This cycle severely limits the ability of private enterprise to stop the spread of slum and blight without public assistance.

The North Miami Community Redevelopment Agency (CRA) was created in 2004, and the Redevelopment Plan was adopted in 2005. The initial focus for redevelopment was the improvement of neighborhoods within the CRA. The strong real estate market in the early 2000s contributed to substantial tax increment growth, so the CRA was able to fund a wide variety of programs.

However, when property values declined as a result of the recession and projected revenues from the failed Biscayne Landing project were not realized, the ability of the CRA to implement the Goals of the Redevelopment Plan was severely impacted.

Still, by 2010, the North Miami CRA had many accomplishments in the areas of Affordable Housing and other redevelopment initiatives. The following map is from NMCRA Annual Report for FY 09/10 and illustrates accomplishments throughout the Community Redevelopment Area.

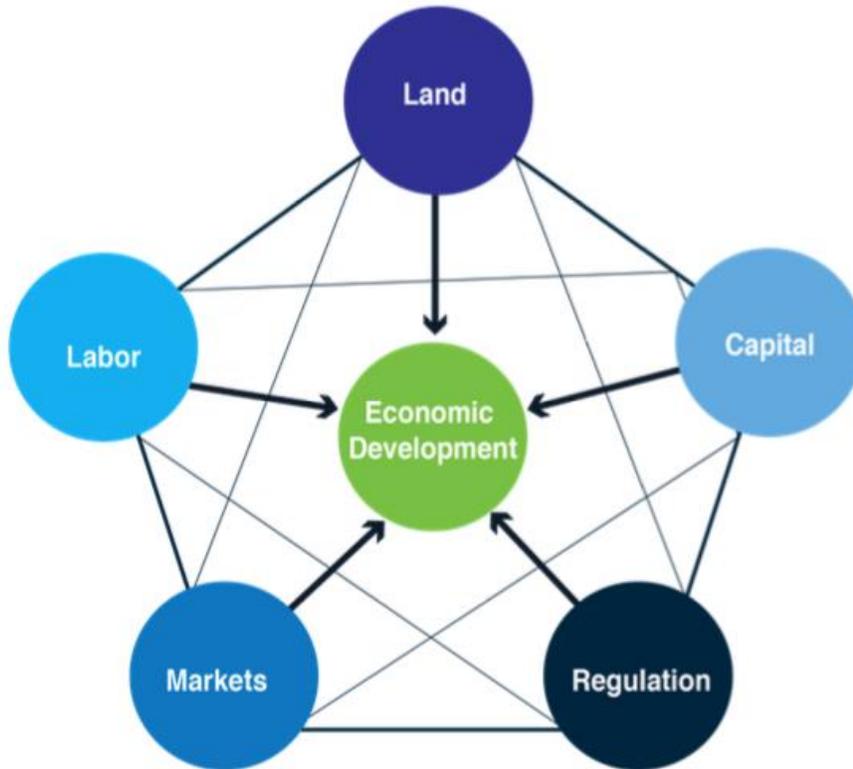


Since 2010, with limited resources, the CRA has concentrated efforts on Business Assistance Programs and Capital Improvement Projects, including: Commercial Rehabilitation and Beautification Programs; Downtown Sidewalk Improvements; Sunkist Grove Swale Improvements; Arch Creek Road Streetscape Improvements; NE 11<sup>th</sup> Court Sidewalk Installation and Oak Trees; Pioneer Boulevard Streetscape Improvements; Traffic Calming Circles in neighborhoods; and Commercial Corridor Improvements.

Much remains to be done. While the accomplishments of the North Miami CRA are notable, blight conditions remain throughout the Community Redevelopment Area and without a continuation of CRA projects, programs and a new focus on private sector driven economic development, these conditions are likely to continue to plague the North Miami area.

### 1.3. A New Focus on Economic Development

Economic development is building wealth in a community, encouraging economic growth and improving quality of life. This is accomplished by the implementation of actions that influence the five key drivers of economic development - Land, Labor, Markets, Capital, and Regulation, and each community's ability to influence these drivers is different.



#### 1.3.1. Land

The most significant and immediate opportunity for economic development within the CRA/City of North Miami derives from the City's ownership of three properties in the Downtown North Miami area that can be developed as Public Private Partnerships. In addition, the City owns property outside the Downtown area that could be made available for future redevelopment.

The other significant opportunity to reposition the CRA/City is the Solē Mia Miami project east of Biscayne Boulevard. This 183-acre project is proposed to include:

- 4,390 residential units
- 1,000,000 square feet of retail
- 150-key hotel
- 37 acres of parks and recreation

## **Retail Market**

Regarding the City/CRA's Retail, at this point Biscayne Boulevard Corridor drives the retail market

- Vacancy is low in overall market (3.6%)
- Increase in rental rates from \$20-\$37/sq. ft.

Investment confidence is reflected by cap rate of 5% for the Biscayne Corridor vs. 9% for the remainder of the City. Biscayne Corridor property sales analysis is \$510/sq. ft asking price (sales \$470/sq. ft) vs. \$360/sq. ft asking price (sales \$240/sq. ft) for commercial properties in the remainder of the City, although there has been an increase in rental rates (from \$14-\$17 sq. ft).

Absorption has been flat in all areas of the City despite active leasing activity.

## **Office Market (3-5 Years)**

The Office Market throughout the City of North Miami shows:

- Decreasing vacancies (currently 10%)
- Steady rental rates
- 5-year absorption
- Sales activity for office properties very low, reflecting low investment interest

## **Industrial Market**

The Industrial Market in North Miami is strong:

- Occupancy very healthy – vacancy under 5%
- Increasing rents
- Cap rates steady at 6.5%
- Sales activity/volume has been good (\$26million in transactions in 2015)

### **1.3.2. Labor**

Approximately 91% of the population within the CRA is employed; conversely the CRA's employee/residential population ratio is only 0.28:1. The local workforce is diverse with employment in many different industries.

The CRA also has a surplus of employees in every industry excluding Retail Trade, Finance Insurance, Real Estate and Public Administration (12,628 jobs/20,187 employees), which indicates many residents are leaving the CRA Area for employment. This data supports the idea that the CRA Area has the available workforce to support new businesses as well as existing business expansion within the CRA.

More than half (55.8%) of employed population work in the Services industry. Retail Trade (13.3%) and Transportation/Utilities (8.7%) industries are the second and third highest employee sectors.

The CRA/City also includes strong educational resources including: Florida International University's (FIU) Biscayne Campus, which is a large commuter university; the internationally recognized Johnson & Wales University offering Culinary and Hospitality Management degrees; Barry University; and North Miami Senior High including magnet programs:

- Aerospace, Science & Engineering
- Finance
- Museum Studies & Fine Arts
- Medical Sciences
- International Baccalaureate (Advanced Placement)

### **1.3.3. Capital**

The existence of a Community Redevelopment Area provides the North Miami community the ability to use future tax increment revenue to continue to eliminate the conditions of blight currently existing within the City of North Miami CRA through implementation of a comprehensive Redevelopment Program.

The proposed Solē Mia Miami project demonstrates current interest and commitment/confidence by successful investment and development entities in the North Miami/Northeast Miami-Dade County area.

In addition, areas of the North Miami CRA, including Downtown and NW 7th Avenue, are within eligible census tracts for New Market Tax Credits. This program can enhance private sector interest in development in these areas.

#### **1.3.4. Markets**

Immediate area markets are relatively weak, the CRA area has a lower median household income than surrounding communities and Miami-Dade County as a whole, and housing values reflect a similar trend. Fewer than half of residential units are owner occupied.

However, the North Miami Community Redevelopment Area has great access to South Florida markets with three interchanges off Interstate-95. In addition, Biscayne Boulevard provides direct access to north Miami-Dade County markets.

NW 119th Street/Gratigny Parkway provides access to I-95 and western Broward County markets. The development of Tri-Rail Coastal Link would provide passenger rail connections to North Miami from areas served by the proposed Tri-Rail Coastal Link – Downtown Miami to the south and Downtown West Palm Beach to the north.

Downtown North Miami and the North Miami CRA have immediate access to student markets at the (FIU) Biscayne Campus, Johnson & Wales University and Barry University.

#### **1.3.5. Regulation**

The City's approach to real estate development and public private partnerships is an issue that needs to be addressed as part of a clear, comprehensive approach that allows it to attract investment and maximize private sector interest.

This Plan Amendment reflects a new approach to redevelopment for the North Miami CRA, emphasizing economic development as the engine to drive future redevelopment. To realize the Redevelopment Goals identified within the plan will require regulations that encourage the private sector to invest in the CRA area to create a "renaissance" for the western part of the city, including Downtown and Commercial Corridors throughout the CRA.

The City recently approved Evaluation and Appraisal based amendments to the City of North Miami Comprehensive Plan, including numerous "pro-redevelopment" provisions. The City's staff will need to continue to work to encourage growth, facilitate development and create and maintain a perception of responsiveness and quality customer service.

Fundamental to the success of the CRA Plan is successful redevelopment of the Commercial Corridors, including those, which comprise Downtown North Miami. NE 125<sup>th</sup> Street, Dixie Highway, Biscayne Boulevard, and NW 7<sup>th</sup> Avenue fall within the jurisdiction of the Florida Department of Transportation (FDOT). It will be critical to create a partnership with FDOT to improve and regulate these corridors in a way that creates pro-redevelopment environment, including an understanding of the market impact on properties adjacent to the corridors.

## 1.4. Organization of the Plan

In order to continue to eliminate the conditions of blight currently existing within the City of North Miami CRA through implementation of a comprehensive Redevelopment Program, Redevelopment Goals will be created and implemented with an emphasis on Economic Development as the engine to drive the redevelopment program.

This Redevelopment Plan Amendment is organized into several sections, briefly described as follows:

- **Section 1** is this section, providing an Executive Summary of the Plan Amendment.
- **Section 2** provides background information and a summary of certain statutory requirements of the Community Redevelopment Act, as provided for in Florida Statutes 163, Part III.
- **Section 3** provides a summary of the existing conditions in the North Miami CRA. It provides a physical assessment as well as economic and demographic information.
- **Section 4** introduces fourteen (14) Redevelopment Goals and provides an analysis of residential Neighborhood Impact.
- **Section 5** itemizes future North Miami CRA Redevelopment Initiatives. It is this section that gives the Agency the legislative authority to carry out programs.
- **Section 6** contains financial analysis and projections.
- **Sections 7-8 (Appendices)** provide supporting data and documentation, including a boundary description of the Community Development Area and a list of supporting plans and studies conducted for the City of North Miami and North Miami CRA.

## 2. BACKGROUND

### 2.1. Introduction

The City of North Miami is a City of 5,600 acres located in northern Miami Dade County. Except for the 193-acre site within the City's Regional Activity Center, the City is almost entirely built-out. Almost all (95%) of the City's 21,577 housing units were constructed before the year 2000. Much of the City's commercial property was also built in the same era. Low rental rates for commercial space and high vacancy rates in the Downtown area and along major corridors result in part due to the state of the aging commercial stock.

By 2000, the lack of new development had resulted in relatively low taxable values in large areas of the City and consequently affected the City's ability to deliver services in response to demands. A declining commercial property tax base caused the City to examine the Downtown and major Commercial Corridors to determine the options available for addressing the blight and blighting conditions in these areas as a near term priority.

Due to the magnitude of these issues, in 2003, the City of North Miami retained a multi-disciplinary team of national and local firms to create a Redevelopment Consultant Team. With public input the team received the concept, methods and direction to achieve the City's redevelopment goals. The team was charged with preparing a comprehensive Redevelopment Plan, evaluating boundaries and creating an implementation program that, when approved, would reverse the identified deteriorating conditions and transform North Miami into a City with residential and business vitality.

The 2005 Community Redevelopment Plan was the culmination of this significant planning process that included a detailed review of previously prepared studies, reports and governmental approvals, extensive field inspections, analysis of existing physical and functional conditions, public hearings, workshop sessions and meetings. The City with support from the Redevelopment Consultant Team created opportunities for input by citizens, property owners and civic interests. The team also conducted numerous meetings with City Staff to properly coordinate City and future CRA activities with regulatory procedures for the implementation of the Redevelopment Plan.

### 2.2. History of North Miami

*The city of North Miami's history dates back to the late 1800's. Early settlers, Charles G. Ihle and David Burckhart capitalized on the coastal areas opportunities. The original settlement was known as Arch Creek, which eventually became incorporated on February 5, 1926 as the Town of Miami Shores. The 1926 hurricane impeded the young Town's growth. Along with the rest of the nation, hard economic times of the day also contributed to difficulties. During this time, the name "Miami Shores" was not approved by the Florida legislature and other developers were granted use of the name to a neighboring municipality. On July 24, 1931, the Town of Miami Shores was officially renamed to the Town of North Miami, which evolved into the City of North Miami when its charter was established in the 1950's.*

Today the City is 9.5 square miles and is the sixth largest municipality in Miami-Dade County (the 41<sup>st</sup> by population in the state of Florida). The Miami-Dade County League of Cities has referred to it as the “Most Diverse City in the County.” Many Caribbean immigrants make the North Miami Community their home and are an integral part of the North Miami community and culture. Most notably 31% of residents are of Haitian descent. North Miami has a higher percentage of Haitian-Americans than any south Florida municipality; this can be attributed to large numbers of Haitian immigrants coming to the United States in the 1970s and 1980s.

### **19<sup>th</sup> Century**

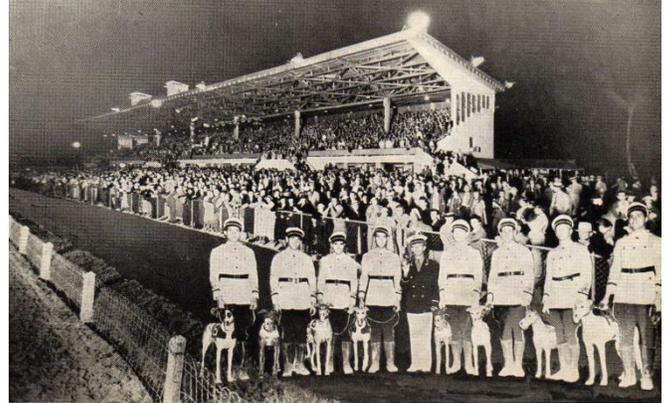
- Following the last phase of Native American settlements in the area that would become North Miami, United States Army Soldiers in 1856 cut a Military Trail through the swampland between Fort Lauderdale and Fort Dallas at the mouth of the Miami River. The eight foot wide trail was Miami-Dade County’s roadway. It served as a natural bridge that attracted the areas earliest settlements and would come to be known as Arch Creek.
- 1891 was the first occupation of the Arch Creek area by Charles G. Ihle. 80 acres were purchased from the State of Florida near today’s N.E. 116<sup>th</sup> Street and Biscayne Boulevard. Mr. Ihle used palmetto fronds for shelter and harvested many fruits and vegetables.
- Like many South Florida communities, Henry Flagler’s railroad passed through Arch Creek and present day North Miami beginning in 1896, ushering in the 20<sup>th</sup> century.



### **20<sup>th</sup> Century- First Half**

- By 1905 Arch Creek Railroad Depot had become the center of the community, located at 125<sup>th</sup> Street and the existing F.E.C. tracks.
- In 1907, new settlers from Elmira, New York, purchased land close to Arch Creek. They lived in tents and planted 400 acres of grapefruit groves and vegetable fields. This began a trend of pioneers arriving to the area from the Arch Creek Railroad Depot and contributed to the growing community.
- The Biscayne Canal was dug in 1924 to relieve farmland of chronic flooding, which consequently hurt the strong farming economy. The drained land in turn, became available for lot sales and further development concordant with a nascent South Florida.

- On February 5, 1926, thirty-eight out of forty-seven voters voted to incorporate the town as the “Town of Miami Shores.” A bond was issued in the amount of \$287,000 to build public infrastructure, a town hall, and fire protection.
- Biscayne Kennel Club opened in 1926.
- Massive death and destruction caused by hurricane of September 17, 1926,
- Rumrunners, prostitution, gambling, and drunken recklessness prove a problem for the young town with a population of 3,000 at the height of prohibition. The first police station was approved in November of 1926. The facility included a police station, jail, fire station, and water pumping plant.
- Historic William Jennings Bryan School was constructed in 1928.
- Spanish-Style City Hall was built in 1928.
- Reuben T. Bennett became the first Town Marshall of the Town in 1930.
- On July 24, 1931, the Town of Miami Shores was officially renamed to the Town of North Miami.
- Seven miles of Coastal property were removed from the Town due to a Florida Supreme Court ruling.
- “City of Progress” motto was created by Bennet in 1932.
- The Biscayne Park Woman’s Club created a Library in the City hall in 1932.
- First two women elected to Town Council in 1933, Mrs. Cecille Sevier and Mrs. Ella S. Klefeker.
- US entry into World War II in 1941
- The end of World War II in 1945 brought many soldiers and their young families to the area, changing the demographic of North Miami and spurring new growth



### ***20<sup>th</sup> Century- Second Half***

- North Miami was named one of the nation's fastest growing towns in 1951.
- Due to burgeoning growth after the war, the town received a new charter and a new name in 1952.
- The North Miami Public Library was opened in 1953.
- The City of North Miami was established by the State of Florida Legislature on May 27, 1953, which initiated the full-time City Manager form of government to carry out the policies of the elected Mayor and City Council.
- North Miami Senior High School's first graduating class in 1955.
- New Public Justice building created in 1964.
- FIU North Campus, now the Biscayne Bay Campus opened in 1977.
- Munisport Landfill was proposed as a Superfund Site in 1982, finalized in 1983.
- Oleta River State Park was opened in 1986, the state's largest urban park.
- Johnson & Wales University established in 1992.
- Museum of Contemporary Art (MOCA) opened to the public in 1996, designed by internationally renowned architect Charles Gwathmey.
- Munisport Landfill removed from Superfund list in 1999.

### ***Firsts***

- Criteria Recording Studio established in 1958 by musician Mack Emerman, the first recording studio to use "stereo" sound style in the southeast United States.
- Criteria Studios records James Brown's "I Feel Good" in May 1965, creating the studio's first gold record. The studio goes on to record more than 300 legendary gold and platinum records and singles, including Derek and the Dominos' "Layla" and the Eagles' "Hotel California".
- Joe Celestin, first Haitian-American Mayor elected in 2001.
- The North Miami Community Redevelopment Agency is established in 2004/2005 by the City of North Miami and Miami-Dade County under Chapter 163 of the Florida Statutes.

(Sources: The North Miami Community Redevelopment Agency website, The Greater North Miami Historical Society timeline and photo archives, History Miami photo archives, The City of North Miami website, Florida International University website, Florida State Parks website, US EPA Munisport Landfill Site Profile, The Haitian Community in Miami-Dade A Growing the Middle Class Supplement, The Brookings Institution, 2004).

### **2.3. Authority to Undertake Community Redevelopment**

This document has been prepared under the direction of the City of North Miami Redevelopment Agency in accordance with the Community Redevelopment Act of 1969, F.S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment". For the purposes of this Community Redevelopment Plan, the following definition, taken from the Florida State Statutes, Section 163.340, shall apply:

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

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

Approval of the North Miami CRA Finding of Necessity:

The City of North Miami City Council approved a "Findings of Necessity", created the North Miami Community Redevelopment Agency and approved the CRA boundaries, in June 2004 by the passage of Resolution R-2004-3.

Miami-Dade County, as a home rule county, approved the Finding of Necessity, the CRA boundaries, and a Delegation of Redevelopment Powers to the City of North Miami in July 2004, by Resolution R 837-04.

### **2.4. Creation of the Community Redevelopment Agency**

Upon the adoption of a "Finding of Necessity" by the governing body and upon further finding that there is a need for a Community Redevelopment Agency to function in the county or municipality to carry out community redevelopment purposes, any county or municipality may create a public body corporate and politic to be known as "Community Redevelopment Agency". The Agency shall be constituted as a public instrumentality, and the exercise by the Agency of the powers conferred by Chapter 163, Part III, Florida Statutes shall be deemed and held to be the performance of an essential public function. (Section 163.356(1) Florida Statutes)

Creation of the North Miami CRA:

The City of North Miami City Council approved a “Findings of Necessity”, created the North Miami Community Redevelopment Agency and approved the CRA boundaries, in June 2004 by the passage of Resolution R-2004-3.

Miami-Dade County, as a home rule county, approved the Finding of Necessity, the CRA boundaries, and a Delegation of Redevelopment Powers to the City of North Miami in July 2004, by Resolution R 837-04.

## **2.5. Powers of the Community Redevelopment Agency**

The Community Redevelopment Act confers a wide array of redevelopment powers to counties and municipalities with home rule charters, as specified in Florida Statute 163.410. As a charter county, Miami-Dade County has retained those powers, except as delegated (the “conveyed powers”), to the City of North Miami through incorporation in an Interlocal Agreement to carry out redevelopment activities. The City then, has delegated the conveyed powers to the Community Redevelopment Agency (CRA), with the exception of the following:

- The power to determine an area to be a slum or blighted area and to designate such an area as appropriate for community redevelopment.
- The power to grant final approval to community redevelopment plans and modifications thereof.
- The power to zone or re-zone any part of the City or CRA or make exceptions from building regulations other than those approved as part of the Redevelopment Plan.

Except for the above reservations, the North Miami City Council has chosen to delegate the conveyed powers from Miami-Dade County to the North Miami Community Redevelopment Agency, including the following:

1. The power to authorize the issuance of revenue bonds when authorized by Miami-Dade County.
2. The power to acquire property deemed necessary for community redevelopment, including vacant land, commercial property, multi-family residential property, and single-family residential properties.
3. The power to dispose of property acquired within the Redevelopment Area for uses in accordance with the Redevelopment Plan.
4. The power to construct improvements necessary to carry out redevelopment objectives.
5. The power to carry out programs for repair and rehabilitation of existing structures in the Redevelopment Area.
6. The power to plan for and assist in the relocation of persons and businesses displaced by redevelopment activities.
7. The power to receive and utilize tax increment revenues to fund redevelopment activities.

8. The power to make such expenditures as are necessary to carry out the purposes of the Community Redevelopment Plan.
9. The power to close, vacate, plan, or re-plan, streets, roads, sidewalks, ways or other places and to plan, or re-plan, any part of the Redevelopment Area.

## **2.6. The Community Redevelopment Area**

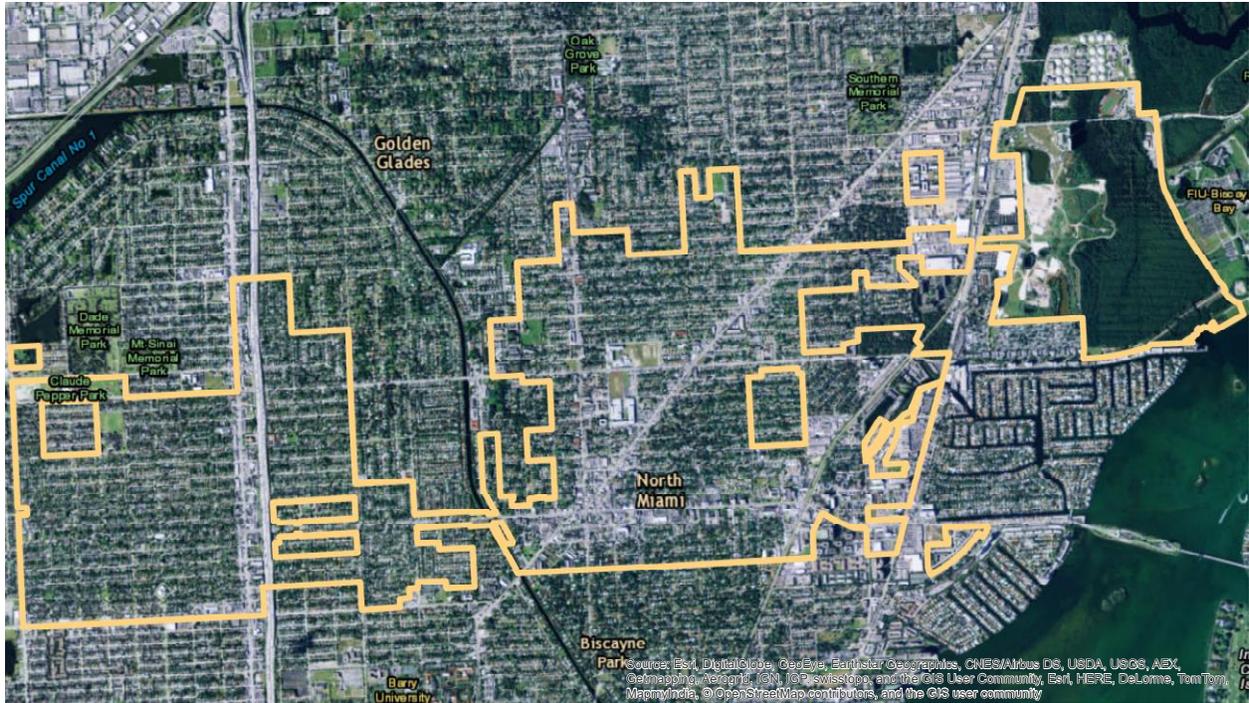
Pursuant to Statutes, a community redevelopment area must be a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly.

The City of North Miami Community Redevelopment Area generally consists of the older central core of the City and surrounding neighborhoods, which have become deteriorated due to age, obsolescence, and the lack of investment. Unfortunately, a deteriorating area is self-propagating, and as conditions worsen, residents and private businesses become less willing to put their financial resources into the area. This cycle severely limits the ability of private enterprise to stop the spread of slum and blight without public assistance.

The City of North Miami City Council approved a “Findings of Necessity”, the CRA boundaries, and created the North Miami Community Redevelopment Agency in June 2004 by the passage of Resolution R-2004-3.

Miami-Dade County, as a home rule county, approved the Finding of Necessity, the CRA boundaries, and a Delegation of Redevelopment Powers to the City of North Miami in July 2004, by Resolution R 837-04.

The North Miami Community Redevelopment Area covers an area of approximately 3249 acres and is generally bounded on the west by the City of North Miami boundary, on the east by Biscayne Boulevard, on the north by the City Boundary, and to the south by the City Boundary. A separate CRA Boundary including the “Munisport” property east of Biscayne Boulevard, and adjacent mangrove preserve areas east to the adjacent FIU property on the east, and three (3) properties fronting on the north side of NE 151st Street, and from Biscayne Boulevard east to the FIU Campus Western Boundary.



An additional separate boundary includes a 17.06-acre area generally between NE 123rd Street on the north, 18th Avenue on the west and the alley paralleling Sans Souci Boulevard on the south. The CRA area excludes several areas west of Biscayne Boulevard shown on “CRA Boundary Plan”

A Legal Description of the Community Redevelopment Area is included as Appendix 1 in Section 7.

## 2.7. The Community Redevelopment Plan

All redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment revenue must be in accordance with a Redevelopment Plan, which has been approved by the City Council. Like the City’s Comprehensive Plan, the Community Redevelopment Plan is an evolving document, which is evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives.

This Plan Amendment, as permitted by Florida Statutes 163, was approved on February 23, 2016 by the CRA Board by Resolution 2016-001 and the North Miami City Council by Resolution 2016-R-23.

The effect of the amendment creates a plan for effective implementation of redevelopment Goals and Initiatives to remove slum and blighted conditions within the CRA and provides an extension to the life of the CRA until October 01, 2046, as provided by Florida State Statutes.

Previous Adoption and Amendment of the North Miami CRA Redevelopment Plan:

The North Miami Community Redevelopment Agency (CRA) approved the Redevelopment Plan, pursuant to the Redevelopment Act in March 18, 2005, by Resolution R-3- 2005-1

The City of North Miami approved a Redevelopment Plan on March 18, 2005, by Resolution R-2005-18.

Miami-Dade County approved the Redevelopment Plan on June 7, 2005, by Resolution R-610.05.

The North Miami Community Redevelopment Agency (CRA) approved an amendment to the Redevelopment Plan on July 8, 2008 by Resolution R-CRA-2008-6.

Miami-Dade County approved an amendment to the Redevelopment Plan on October 21, 2008 by Resolution R-1113-08.

In accordance with 163.362 Florida Statutes, the Community Redevelopment Plan must include the elements described below. The following section includes language from the statute shown in italic type, with a brief response to each element in normal type.

*1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.*

A legal description of the boundaries of the North Miami CRA is included as Appendix 1 in Section 7. The area within the boundaries was shown to contain slum and blight in Resolution R-2004-3

*2) Show by diagram and in general terms:*

*(a) The approximate amount of open space to be provided and the street layout.*

*(b) Limitations on the type, size, height, number, and proposed use of buildings.*

*(c) The approximate number of dwelling units.*

*(d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.*

Maps of the North Miami CRA and a general description of the existing physical and regulatory conditions are included in Section 3: Existing Conditions. The area within the North Miami CRA remains subject to the City's Comprehensive Plan and zoning regulations, which stipulate limits on locations, sizes, height, etc. of dwelling units, streets, and park and recreations areas, among other things.

*(3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.*

A neighborhood impact analysis is included in Section 4: Redevelopment Goals, Funding, & Neighborhood Impact

*(4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.*

Section 6 of the Plan includes revenue and expense projections. Specific public capital projects are identified in these projections. Publicly funded projects will be evaluated on an ongoing basis.

*(5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.*

Specific programs and expenditures must be enumerated in the Plan in order for the CRA to have the authority to undertake them. CRA activities are overseen by a Board of Commissioners that meets periodically in public session to review and monitor all CRA activities.

Refer to Section 5: Redevelopment Program Initiatives and Section 6: Financial Projections for a description of both general and specific programs.

*(6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.*

Regulatory and zoning authority within the CRA is governed by the City. Any recommendations regarding regulatory amendments and design guidelines to assist with redevelopment efforts must be implemented by City Council.

*(7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.*

Section 4: Redevelopment Goals, Funding & Neighborhood Impact includes a discussion of neighborhood impacts of redevelopment and includes a recommendation that the CRA adopt a relocation policy to provide adequate protections and assistance for any persons displaced by redevelopment activities.

*(8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.*

Large portions of the North Miami CRA are residential neighborhoods. The Plan contemplates strengthening existing neighborhoods and providing for additional housing to improve and diversify the housing stock, and to create additional housing opportunities with a range of affordability.

*(9) Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.*

Detailed financial projections are provided in Section 6: Financial Projections, of this plan. These financial projections will be reviewed and updated at least annually so that the CRA is always able to look ahead and plan for adequate financial resources to undertake its activities.

*(10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.*

As stated earlier, in Section 2.5, this amendment to the Plan will extend the life of the North Miami for a period of twenty-nine years until October 1, 2046. This date should be noted in the Resolution to adopt the Plan as the time certain for completing all redevelopment activities.

*(11) Subsections (1), (3), (4), and (8), as amended by s. 10, chapter 84-356, Laws of Florida, and subsections (9) and (10) do not apply to any governing body of a county or municipality or to a community redevelopment agency if such governing body has approved and adopted a community redevelopment plan pursuant to s. 163.360 before chapter 84-356 became a law; nor do they apply to any governing body of a county or municipality or to a community redevelopment agency if such governing body or agency has adopted an ordinance or resolution authorizing the issuance of any bonds, notes, or other forms of indebtedness to which is pledged increment revenues pursuant only to a community redevelopment plan as approved and adopted before chapter 84-356 became a law.*

## 2.8. Miami-Dade County Requirements for Extension to the CRA

Pursuant to Resolution No. R-611-15 adopted by the Board of County Commissioners (Board) at its June 30, 2015 meeting, County Staff set forth the following criteria for an assessment of need study (Assessment), which will be submitted by any community redevelopment agency (Agency) requesting an extension to the life of the Agency and community redevelopment area (Area).

**A. Assessment of Need:** Any Agency requesting an extension shall provide the Board an Assessment that shall include the following information:

1. Reason for the Extension:

***The proposed North Miami Redevelopment Plan Amendment incorporates and consolidates the findings and recommendations of the extensive planning efforts undertaken since 2009 and identifies specific Redevelopment Goals and Initiatives to continue to eliminate the conditions of blight currently existing within the City of North Miami CRA through implementation of a comprehensive Redevelopment Program.***

2. Current condition(s) of slum in the Area, as defined by Chapter 163.340 (7), with detailed statistical data or analysis:

***See Section 3 – Existing Conditions.***

3. Current condition(s) of blight in the Area, as defined by Chapter 163.340 (8), with detailed statistical data:

***See Section 3 – Existing Conditions.***

4. Total revenues deposited into the trust fund since the inception of the Agency:

***See Section 6 – Financial Projections.***

5. Types of programs funded for the Area:

***See Section 2 – Background.***

6. Major projects funded by the Agency:

***See Section 2 – Background.***

7. Major projects to be funded by the Agency as a result of the extension:

***See Section 5 – Redevelopment Program Initiatives.***

**B. Additional Information.** Additionally, the Assessment should include the following information, if applicable, that will assist the Board in determining the feasibility of extending the Agency:

1. Demographic, household, and poverty rate analysis, including existing and projected demographics and important shifts:

***See Section 3 – Existing Conditions.***

2. A gap analysis that will examine the existing economic, financial, and regulatory conditions within the redevelopment area to determine barriers and other constraints to private redevelopment investments:

***See Section 3 – Existing Conditions.***

3. Redevelopment priorities with respect to the gap analysis:

***See Section 4 – Redevelopment Goals, Funding & Neighborhood Impact***

4. Possible solutions and redevelopment investment strategies:

***See Section 5 – Redevelopment Program Initiatives***

5. Recommendations for an appropriate update to the goals and objectives of the Agency's community redevelopment plan:

***See Section 4 – Redevelopment Goals, Funding & Neighborhood Impact***

6. Projections of available tax incremental revenues, potential financing options, and any other implications related to the extension of the life of the Agency and the community redevelopment area

***See Section 6 – Financial Projections***

7. Recommendations for an appropriately phased 10 to 15 year capital improvement plan, including a financing plan utilizing tax increment revenues and/or the additional bonding capacity provided by an extension of the Agency and the community redevelopment area:

***See Section 6 – Financial Projections***

8. Recommendations identifying and prioritizing capital projects that facilitate redevelopment and may be recommended or desired beyond a 10 to 15 year time period, and potential financing options:

***See Section 6 – Financial Projections***

9. Additional recommendations to facilitate appropriate redevelopment that may be determined as a result of the community engagement process described below.

**C. Community Engagement.** Prior to preparing the Assessment, the Agency should engage the community through multiple methods, including meetings, charrettes, interviews, public media, electronic messages, and social media.

## **2.9. Amendment to the Community Redevelopment Plan**

### **2.9.1. Purpose of the Amendment**

This Plan Amendment, as permitted by Florida Statutes 163, was approved on February 23, 2016 by the CRA Board by Resolution 2016-001 and the North Miami City Council by Resolution 2016-R-23.

The effect of the amendment creates a plan for effective implementation of redevelopment Goals and Initiatives to remove slum and blighted conditions within the North Miami CRA and provides an extension to the life of the CRA until October 01, 2046, as provided by Florida State Statutes.

### **2.9.2. Summary of Public Outreach**

Beginning in 2009, the CRA and the City of North Miami conducted a series of planning efforts, community engagement, research and reporting to provide the information necessary to provide direction for future redevelopment and amend the Redevelopment Plan. Planning efforts include:

- Urban Land Institute Technical Assistance Panel Report (2009)
- Buxton Company's North Miami, FL Retail Trade Evaluation (2009)
- City of North Miami Bike Park & Ride (2009)
- North Miami Economic/Market Evaluation (2012)
- City of North Miami Downtown Development & Major Corridor Master Plan (2013)
- City of North Miami Comprehensive Signage Master Plan (2014)
- City of North Miami Downtown Action Plan (2014)
- City of North Miami Downtown Concept Plan (2014)
- City of North Miami Parking Inventory and Needs Study (2015)

This Redevelopment Plan Amendment incorporates and consolidates the findings and recommendations of the extensive planning efforts undertaken since 2009 and identifies specific Redevelopment Goals and Initiatives to continue to eliminate the conditions of blight currently existing within the City of North Miami CRA through implementation of a comprehensive Redevelopment Program.

Public outreach for the amendment included:

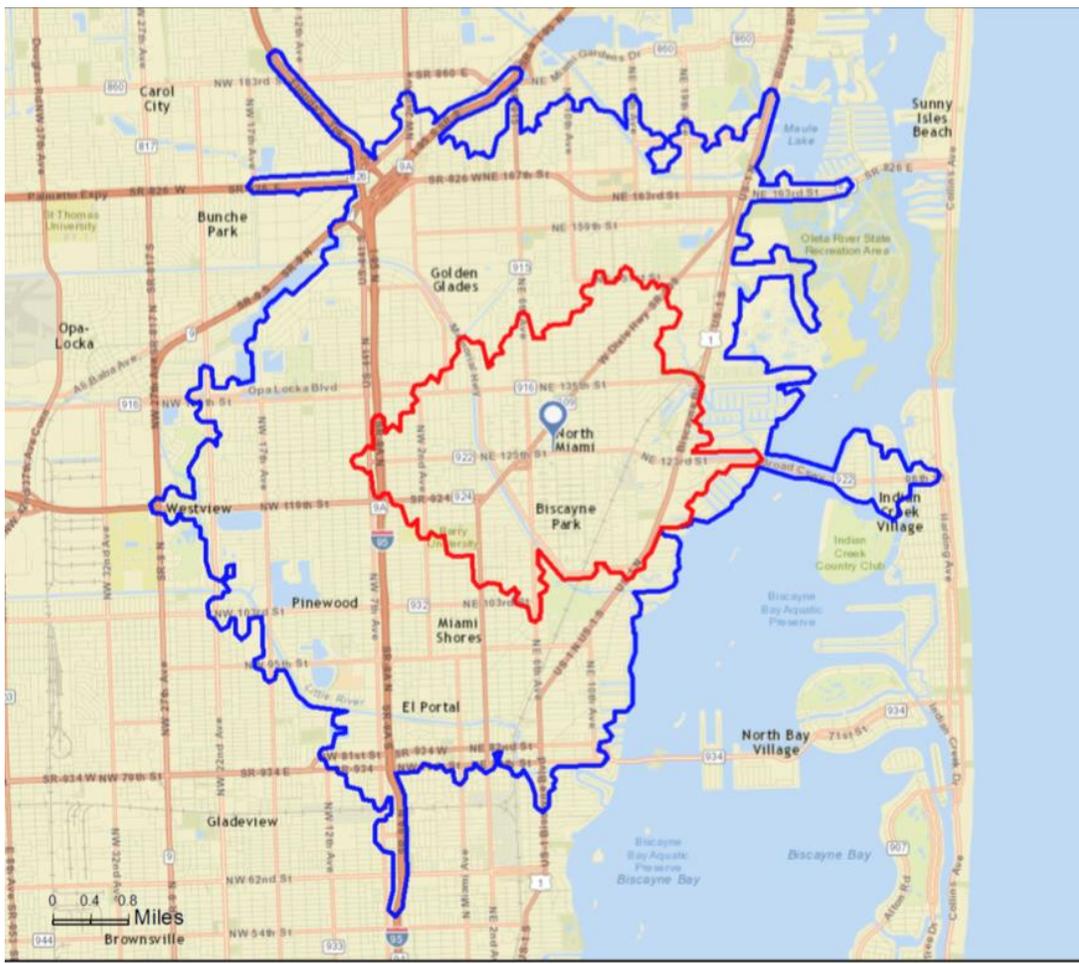
- Joint CRA Board/Advisory Board Workshop (July 8, 2015)
- Stakeholder Meetings (September 2015)
- Community Workshop (October 12, 2015)
- Presentation to CRA Advisory Committee (January 04, 2016)
- Presentation to North Miami CRA Board (January 12, 2016)

### 3. EXISTING CONDITIONS

#### 3.1. North Miami Community Redevelopment Area Profile (2015)

For the purposes of creating a broad and robust snapshot of the CRA's existing conditions and market potential, economic, demographic, and real estate characteristics were analyzed and compared for the CRA, the City of North Miami, the market areas within 5 and 10 minutes of Downtown North Miami<sup>1</sup>, and for Miami-Dade County.

The North Miami CRA is 3,249 acres and accounts for approximately 58% of the City's land area. However within the NMCRA there are approximately 44,317 residents, which is approximately 73% of the City's population.



<sup>1</sup> The areas outlined in red and blue represent the 5- and 10-minute drive times from North Miami City Hall. (US Census Bureau, Census 2010, Forecasts for 2015 and 2020 – ESRI Inc.)

### **3.1.1. Population Characteristics**

Although the population of the City of North Miami decreased 1.8% between census years 2000 and 2010 (Miami Dade County's population increased by 10.8%) the City's population has begun to grow again, though still at a rate slower than the rest of the County.

The population estimate for the City, according to the ESRI data for 2015 shows a total population of 60,632. An estimated 44,317 or 73% of the population resides within the Community Redevelopment Area. Within the expanded market area approximately 60,685 live within a 5-minute drive from the core of Downtown North Miami, and 205,351 live within a 10-minute drive. Miami-Dade County has an estimated population of 2,601,186.

### **3.1.2. Household Characteristics**

The average household size within the NMCRA is 3.14 persons per household, which is significantly higher than the citywide rate of 2.97 and Dade County average of 2.84. The higher household size corresponds to a higher percentage of families living in the CRA as compared to the City and County.

- Population growth estimate for the CRA is 0.84% from 2015-2020, when the population of the CRA is projected to be 46,212.
- 83.9% of the population resides in family households.
- 41.6% of households have children and 11.5% are multigenerational households.

### **3.1.3. Median Household Income**

Median household income divides the income distribution into two equal groups, one having incomes above the median and the other having incomes below the median. This provides a good snapshot of the overall household income of a particular geography. The median household income in the CRA is \$33,509, lower than the City (\$35,663) and County (\$43,427). Per capita income reflects the same trend; with incomes rising as the study area expands from Downtown North Miami.

Within the CRA, 2015 data shows that 19.0% of all households earned less than \$15,000, and 37.3% earned less than \$25,000 annually.

This is significant, since based on 2015 Federal Poverty Guidelines, a family of four (4) earning \$24,250, or less would meet the poverty threshold.

Only 6.8% of the CRA's households earned more than \$100,000.

### **3.1.4. Age Characteristics**

The median age for residents within the CRA is 34.3 years, which is lower than the City (35.4) and County (38.9)

19.3% of CRA residents are under the age of 15 (City = 19.1%; County = 17.4%). Only 4.7% are older than 75 (City = 4.9%; County= 6.8%)

<b>2015 POPULATION BY AGE</b>			
<b>Age Group</b>	<b>North CRA</b>	<b>Miami</b>	<b>Miami-Dade County</b>
<b>&lt;15</b>		19.3%	17.4%
<b>15-24</b>		16.2%	12.8%
<b>25-34</b>		15.5%	14.6%
<b>35-44</b>		11.9%	13.6%
<b>45-54</b>		12.8%	14.5%
<b>55-64</b>		12.6%	11.8%
<b>65-74</b>		7.0%	8.3%
<b>75+</b>		4.7%	6.8%
<b>18+</b>		77.3%	79.1%

### **3.1.1. Race and Ethnicity**

The North Miami CRA population is rich and diverse with 62.3% being Black and 28.2% White. 27.8% of the population is of Hispanic Origin.

The City of North Miami is 55.7% Black; 34.9% White; and 30.2% of Hispanic Origin.

Miami-Dade County is 18.1% Black; 74.3% White; and 66.5% of Hispanic Origin.

### **3.1.2. Workforce and Employment**

According to ESRI 2015 estimates, approximately 91% of the population within the CRA is employed; conversely the CRA's employee/residential population ratio is only 0.28:1.

The CRA also has a surplus of employees in every industry excluding Retail Trade, Finance Insurance, Real Estate and Public Administration (12,628 jobs/20,187 employees), which indicates many residents are leaving the CRA Area for employment. This data supports the idea that the CRA Area has the available workforce to support new businesses as well as existing business expansion within the CRA.

More than half (55.8%) of employed population work in the Services industry. Retail Trade (13.3%) and Transportation/Utilities (8.7%) industries are the second and third highest employee sectors.

<b>Industry</b>	<b>CRA Area Jobs</b>	<b>CRA Area Workforce</b>	<b>Surplus/Deficit</b>
<b>Total</b>	12,628	20,187	7,559
<b>Construction</b>	334	1,171	837
<b>Manufacturing</b>	466	929	463
<b>Wholesale Trade</b>	290	384	94
<b>Retail Trade</b>	2,832	2,685	(147)
<b>Transportation/Utilities</b>	262	1,756	1,494
<b>Information</b>	201	242	41
<b>Finance, Insurance, &amp; Real Estate</b>	894	848	(46)
<b>Services</b>	6,241	11,264	5,023
<b>Public Administration</b>	936	747	(189)
<b>Other</b>	172	161	(11)

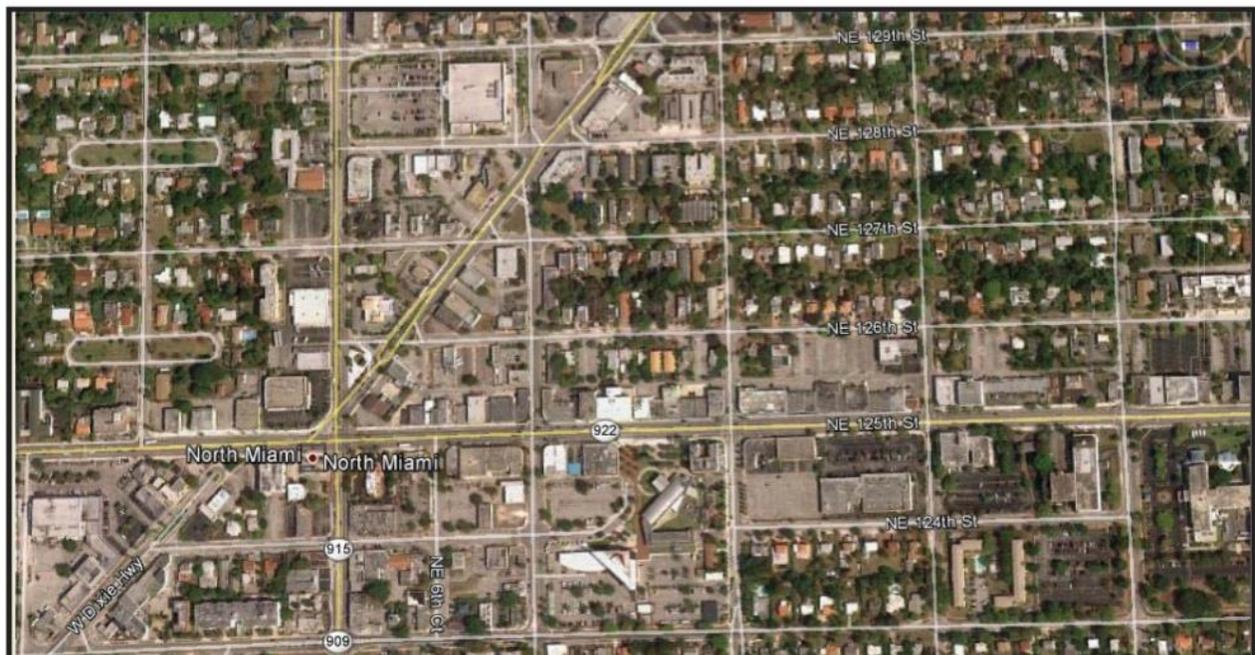
## 3.2. General Physical Conditions

Commercial areas within the North Miami Community Redevelopment Area include Downtown North Miami (NE 125<sup>th</sup> Street, West Dixie Highway, and NE 6<sup>th</sup> Avenue), the Biscayne Boulevard corridor, the Florida East Coast (FEC) rail corridor, and the NE 7<sup>th</sup> Avenue/NE 119<sup>th</sup> Street areas.

Most of the commercial structures in the CRA were built during the mid and late 20<sup>th</sup> Century. Low rental rates for commercial space and high vacancy rates in the Downtown and along major corridors are in part due to the deteriorated state of the aging commercial stock.

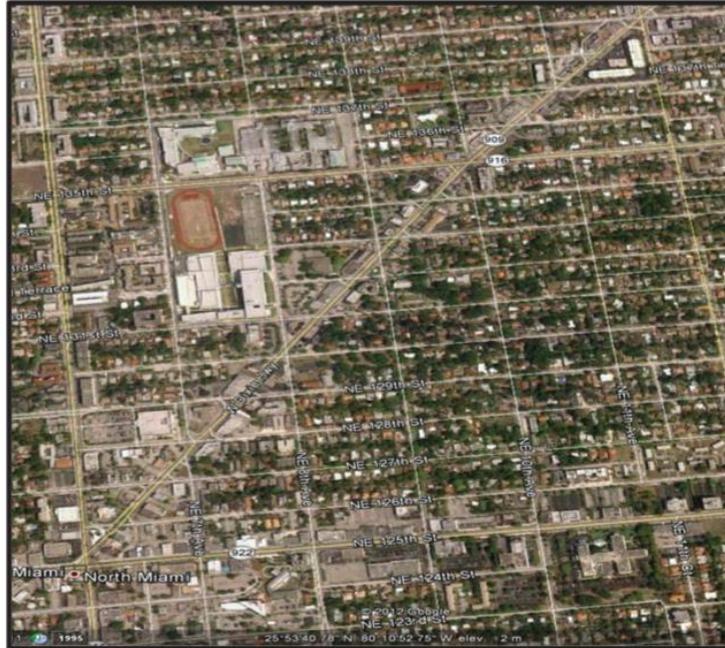
### **3.2.1. Downtown North Miami: NE 125th Street, West Dixie Highway, & NE 6th Avenue**

Downtown North Miami forms the heart of the City. The Downtown area is home to government offices and the Museum of Contemporary Art (MOCA). MOCA anchors a growing arts community in Downtown and surrounding areas. The remainder of the Downtown area is comprised of relatively small retail and commercial properties.



The West Dixie Highway corridor runs diagonally through Downtown North Miami. Dixie Highway was one of the nation's first planned (1914) interstate highways starting in Chicago and ending in Miami. In South Florida, the Federal Highway (US-1) and Dixie Highway were the main north-south highways until the completion of Interstate-95.

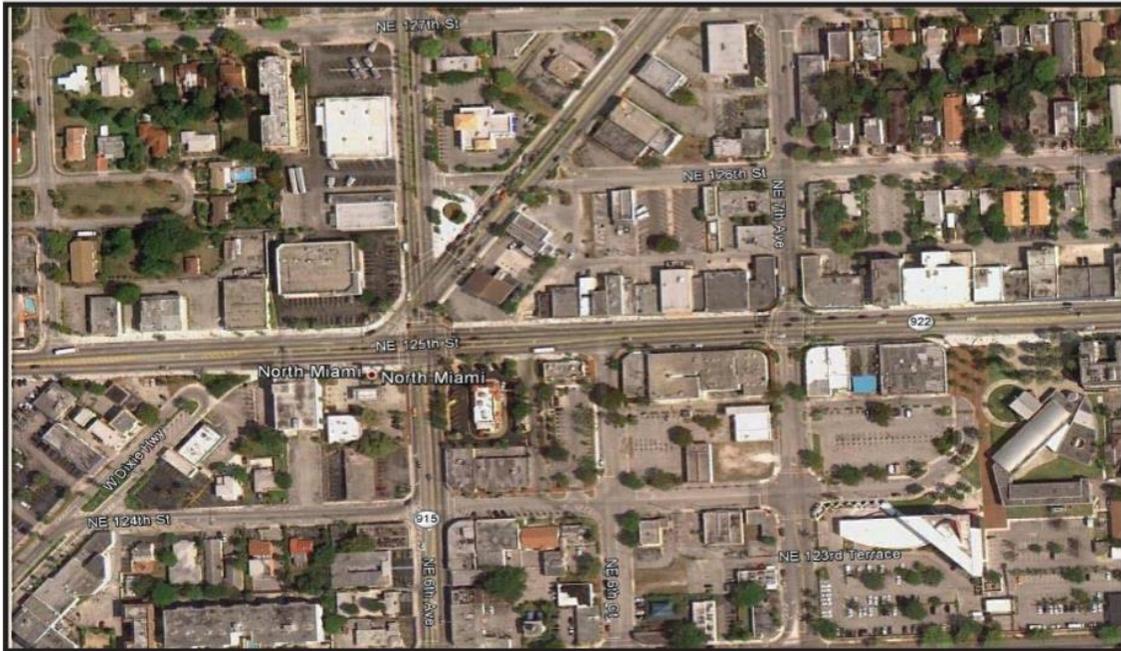
As in much of South Florida, the opening of I-95 had a profound impact in North Miami on businesses along the Dixie Highway and US-1 corridors, as it effectively removed tourism and inter county traffic from those corridors. Today, the West Dixie Highway corridor is comprised of older commercial buildings with limited frontage and parking.



NE 6th Avenue runs north-south to the northern and southern edges of the City.



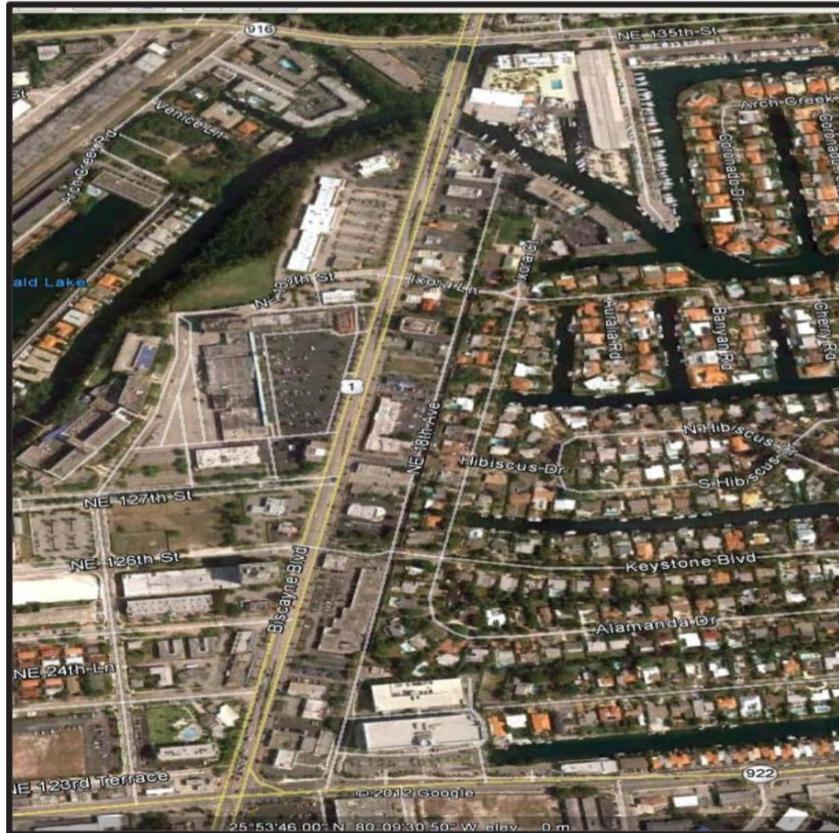
The existing roadway system Downtown, especially at the “5 Points” intersection of NE 125<sup>th</sup> Street, NE 6<sup>th</sup> Avenue and West Dixie Highway, is constrained and has limited use of the Dixie Highway corridor as an arterial servicing Miami-Dade County and connecting to Broward County. However the “5 Points” intersection creates interesting possibilities to “interrupt the grid” and create a unique physical environment for Downtown North Miami.



NE 125th Street had 34,000 Average Annual Daily Traffic (AADT) in 2010, down from a high of 39,472 AADT in 2008. On West Dixie Highway, AADT averaged 23,000 vehicles in 2010 down from 27,000 in 2002.

### 3.2.2. Biscayne Boulevard Corridor

The Biscayne Boulevard corridor is a major employment generator in the City and is the home to high-end retail shops and office buildings, catering to the upper-income clientele from surrounding neighborhoods including Bay Harbor and immediate beach communities. The corridor extends northward and includes the Florida International University's (FIU) Biscayne Campus, which is a large commuter university. The corridor also includes the internationally recognized Johnson & Wales University offering Culinary and Hospitality Management degrees.

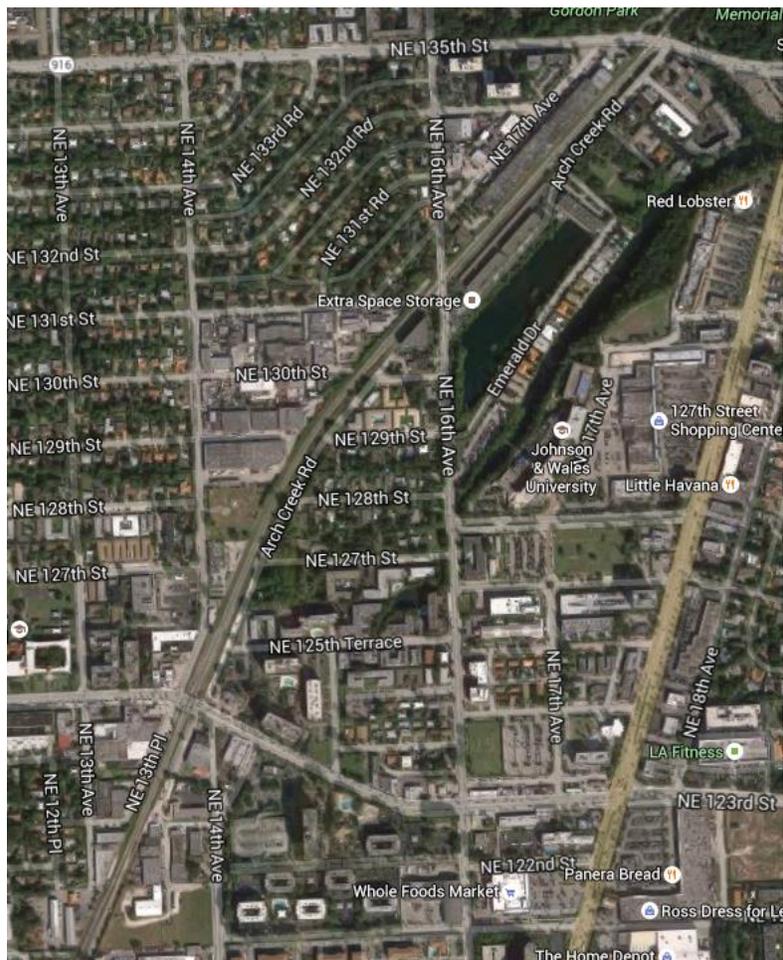


The Biscayne Boulevard corridor in proximity to NE 123rd Street averaged 48,000 AADT in 2010 down from 54,000 AADT in 2004.

### 3.2.1. FEC Corridor/Tri-Rail Coastal Link Station

The Florida East Coast (FEC) Corridor runs generally parallel and to the west of the Biscayne Boulevard corridor. The corridor currently accommodates freight train traffic, and adjacent properties comprise the City's primary industrial zoned property.

Redevelopment of the North Miami CRA could be significantly and positively impacted by future passenger rail on the FEC Corridor and development of a Tri-Rail Coastal Link Station at NE 125th Street. Passenger rail would provide vital connections to North Miami from areas served by the proposed Tri-Rail Coastal Link – Downtown Miami on the south to Downtown West Palm Beach on the north.





### 3.3. Housing and Residential Neighborhoods

The City of North Miami has ten core residential neighborhoods:

- Alhambra Heights
- Arch Creek
- Central
- Enchanted Place
- Griffing Estates
- Keystone Point
- North Miami Neighbors
- Palomar
- Sans Souci
- Sunkist Grove

#### ***3.3.1. Housing Data from 2015 ESRI Reports:***

According to 2015 ESRI Reports, there are 15,273 housing units within the boundaries of the CRA, 22,594 within the city of North Miami, and 76,657 within a 10-minute drive. The CRA has a lower percentage of owner-occupied units (40.6%) when compared to the City (41.1%) and County (45%). The data shows that median values for owner-occupied units within the CRA (\$179,924) and the City (\$166,804) are lower than 5-minute (\$179,868) and 10-minute (\$185,196) drive time areas and significantly lower than median values for Miami-Dade County (\$236,822).

Housing Units	CRA	City	5-minute	10-minute	County
Occupied	89.0%	87.7%	89.0%	88.2%	87.4%
Owner	40.6%	41.1%	38.8%	43.4%	45.0%
Rental	48.4%	46.6%	50.2%	44.8%	42.4%
Vacant	11.0%	12.3%	11.0%	11.8%	12.6%

Owner Occupied Units	CRA	City	5-minute	10-minute	County
Median Home Value	\$179,868	\$166,804	\$179,868	\$185,196	\$236,822
Average Home Value	\$215,637	\$234,018	\$215,637	\$249,691	\$317,633

**3.3.2. Housing Data from the Florida Housing Data Clearinghouse:**

The following information regarding age of housing stock and housing affordability is from the “Florida Housing Data Clearinghouse”, which provides public access to data about housing needs and supply, subsidized rental housing and household demographics in Florida communities.

This project is jointly funded by the Florida Housing Finance Corporation and the Shimberg Center for Housing Studies. The Shimberg Center was established at the University of Florida in 1988 to promote safe, decent and Affordable housing and related community development throughout the state of Florida.

**Age of Housing Stock**

The Florida Housing Data Clearinghouse identifies 21,577 housing units within the City of North Miami. Of these, almost all (95.9%) were constructed before the year 2000, and 92.9% was constructed prior to 1990. Only 1,537 units have been constructed since 1990, although the population of the City increased by 10,634 from 49,998 in 1990 to 60,632 today.

Number of Housing Units Constructed								
2000 or After	1990-1999	1980-1989	1970-1979	1960-1969	1950-1959	1940-1949	1939 or Earlier	Total
899	638	1435	4528	4379	7720	1481	497	21577

Share by Decade					
2000 or After	1990-1999	1980-1989	1970-1979	1960-1969	1959 or Earlier
4.2%	3%	6.7%	21%	20.3%	44.9%

**Housing Affordability**

For purposes of housing affordability, households that spend more than 30% of income on housing are considered to be “cost burdened”, and those that spend more than 50% of income on housing considered severely cost burdened. The following charts illustrate that more than 60% of all North Miami households are cost burdened (as compared to 54% for Miami-Dade County), 34% severely cost burdened (31% for Miami-Dade County)

	City of North Miami							
	0-30%		30-50%		50% or more		Total	% CB
<=30% AMI	255	6%	272	7%	3651	87%	<b>4178</b>	94%
30.01-50% AMI	213	5%	1479	38%	2192	56%	<b>3884</b>	95%
50.01-80% AMI	1500	34%	1968	45%	889	20%	<b>4357</b>	66%
80.01+% AMI	6318	76%	1682	20%	363	4%	<b>8363</b>	24%
<b>Total</b>	<b>8286</b>	<b>40%</b>	<b>5401</b>	<b>26%</b>	<b>7095</b>	<b>34%</b>	<b>20782</b>	<b>60%</b>

	Miami-Dade County							
	0-30%		30-50%		50% or more		Total	% CB
<=30% AMI	22929	13%	18376	10%	135711	77%	<b>177016</b>	87%
30.01-50% AMI	23510	17%	39130	28%	75163	55%	<b>137803</b>	83%
50.01-80% AMI	52937	32%	67610	41%	44358	27%	<b>164905</b>	68%
80.01+% AMI	323808	73%	91412	21%	26475	6%	<b>441695</b>	27%
<b>Total</b>	<b>423184</b>	<b>46%</b>	<b>216528</b>	<b>23%</b>	<b>281707</b>	<b>31%</b>	<b>921419</b>	<b>54%</b>

In addition, there is a greater percentage in the City of both owner and renter households that are cost burdened when compared to Miami-Dade County.

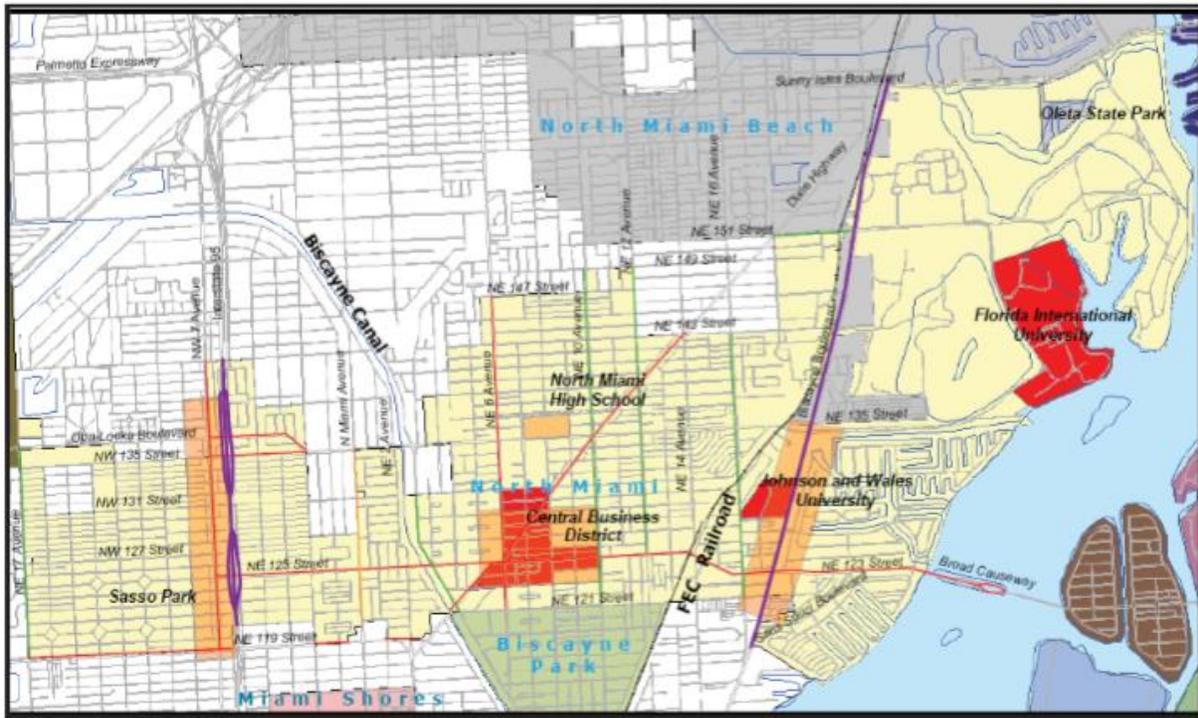
	City of North Miami							
	0-30%		30-50%		50% or more		Total	% CB
Owner	4950	46%	2765	26%	3054	28%	<b>10769</b>	54%
Renter	3336	33%	2636	26%	4041	40%	<b>10013</b>	67%
							<b>20782</b>	

	Miami-Dade County							
	0-30%		30-50%		50% or more		Total	% CB
Owner	271049	53%	111995	22%	132073	26%	<b>515117</b>	47%
Renter	152135	37%	104533	26%	149634	37%	<b>406302</b>	63%
							<b>921419</b>	

### 3.4. Transportation & Public Transit

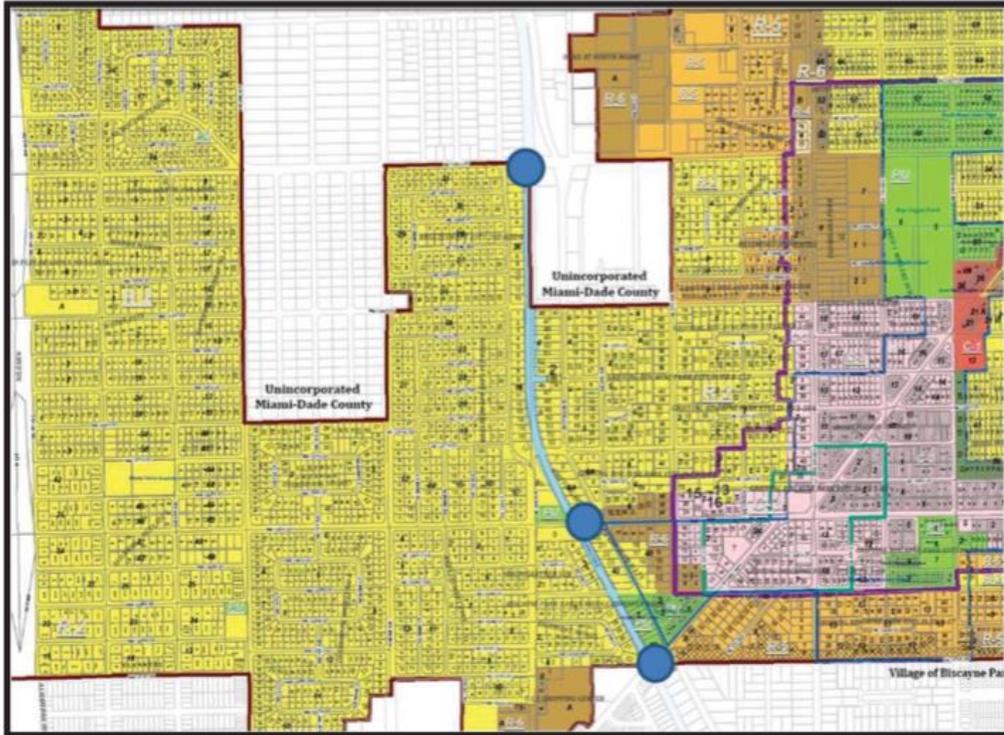
#### 3.4.1. Transportation

The City of North Miami is bisected by Interstate 95 (the major north/south highway) and N.W. 7th Avenue (SR 7) on the west, and on the east by NE 6th Avenue, West Dixie Highway and Biscayne Boulevard. The City has limited east-west corridors with only NE 135th Street (SR 926) completely traversing the City. NE 125th Street (SR 922) provides access primarily from I-95 eastward where it converges with NE 123rd Street and the Broad Causeway providing direct access to barrier island beach communities. NW 119th Street (SR 924) provides access from the west to just east of I-95.



From a transportation perspective, the City of North Miami is divided into four major “subareas”. An eastern subarea is bounded by Biscayne Bay to the east and the FEC Corridor (which limits east-west connections) to the west. This subarea is dominated by Biscayne Boulevard (US-1) and NE 123rd Street/Broad Causeway, which provide access to neighborhoods and communities on both sides of Biscayne Bay.

A western subarea lies west of I-95, which effectively separates this subarea from the rest of the City. The center section of the City can be divided into two areas due in large part to the Biscayne Canal, which limits east-west traffic. The City has only three (3) roads crossing the Canal: NE 135th Street, NE 125th Street and West Dixie Highway.



City of North Miami Biscayne Canal Crossings

**Traffic Counts:**

- Given the constraints of the existing roadway, SR 922/NE 125th Street had 34,000 Average Annual Daily Traffic (AADT) in 2010, down from a high of 39,472 AADT in 2008.
- On West Dixie Highway, AADT averaged 23,000 vehicles in 2010 down from 27,000 in 2002.
- The Biscayne Boulevard corridor in proximity to NE 123rd Street averaged 48,000 AADT in 2010 down from 54,000 AADT in 2004.
- Traffic at NW 7th Avenue and NW 119th Street was 30,500 AADT which given its location should register the highest AADT within the corridor.

### 3.4.2. Public Transit

The City of North Miami is served by Miami-Dade Transit Metrobus service:

- Biscayne Boulevard and West Dixie Highway corridors.
- North-South corridors: NW 7<sup>th</sup> Avenue (SR7); North Miami Avenue; NE 6<sup>th</sup> Avenue; NE 16<sup>th</sup> Avenue; and NE 16<sup>th</sup> Avenue.
- East-West Corridors: NW 119<sup>th</sup> Street, NW/NE 125<sup>th</sup> Street; and NW/NE 135<sup>th</sup> Street.



Tri-Rail commuter rail service (north-south from Mangonia Park Station in Palm Beach County to Miami International Airport) is available at the Opa Locka Station, which offers free public parking, bike lockers, and a Metrobus stop/Route 135 connection to North Miami.

The City of North Miami provides hourly “NoMi Express” service along four routes connecting the City’s neighborhoods and major corridors. The Green, Orange, and Blue Routes operate 7am-7pm, Monday through Friday. The Red Route operates 7am-2pm, Monday through Friday.



The FEC Corridor runs through the City of North Miami roughly parallel to Biscayne Boulevard. The corridor currently serves only freight trains, but the Tri-Rail Coastal Link is being planned to carry passenger trains connecting Downtown Miami on the south to Downtown West Palm Beach on the north.

### 3.5. Regulatory Profile

The City of North Miami Community Planning and Development Department is responsible for the direction and coordination of all growth, development and redevelopment related programs. The Planning Zoning and Development Director oversees the operations of the Department's three divisions: Planning Zoning & Sustainability, Economic Development and Housing. The Planning Zoning and Development Director makes policy decisions for the Department, oversees the preparation of the City's Comprehensive Plan, as well as being responsible for coordinating and monitoring the budgets for all Divisions and programs within the Department.

#### **3.5.1. City of North Miami Comprehensive Plan**

Following the passage of the 1985 *Local Government Comprehensive Planning and Land Development Regulation Act* (the "1985 Act"), which required every local government in the State to adopt a detailed comprehensive plan by 1992, the City of North Miami adopted its very first Comprehensive Plan in 1989. Pursuant to the requirements set out in Chapter 163, Part II, F.S, the City's Comprehensive Plan provides the principles, guidelines, standards, and strategies, arranged in goals, objectives and policies (GOPs), which are intended to foster the orderly and balanced future economic, social, physical, environmental, and fiscal development of the City, and which reflect the City's commitments to implement the Comprehensive Plan and its elements in a consistent manner. While this Act, specifically Section 163.3191, F.S., also mandated local governments in the State to amend their comprehensive plan every seven (7) years pursuant to the requirements set out in Section 163.3184, F.S., it took the City almost twenty (20) years to update the 1989 Comprehensive Plan. The adopted 2007 amendments to the Comprehensive Plan were based, in large part, upon the 2005 Evaluation and Appraisal Report, which recommended substantial revisions to update the comprehensive plan to current conditions and the City's redevelopment objectives.

#### **Changes in Local Conditions**

Since the 2007 adoption of the Comprehensive Plan, a number of challenges have emerged in the City's local environment including, but not limited to, the threat of sea level rise, the redevelopment of the City's Downtown and major corridors, the upgrading of the City's aging infrastructures, as well as the growing demands for new housing, employment, transportation, entertainment, food, health and other community needs. In general, the City's tax base has not kept pace with growing service demands.

In 2011, the landmark Community Planning Act (HB 7207 - the "CPA") implemented the most sweeping changes to Florida's growth management laws since the passage of the 1985 Act, which was characterized by a top-down planning approach with the Department of Community Affairs ("DCA") at the apex. The CPA swings the pendulum back from State oversight to local government control of the planning and growth management process, in order to provide for greater economic diversification, workforce development and community planning. The *Local Government Comprehensive Planning and Land Development Regulation Act* (Part II, Chapter 163, F.S.) was renamed the "*Community Planning Act*" to reflect the broad discretion afforded to local governments in managing their future growth, as well as the State's new role of "protecting the functions of important state resources and facilities" §163.3161(3), F.S.

Besides making transportation, school, and park concurrency optional for local governments and reorganizing the "State Land Planning Agency" into the newly created Department of Economic Opportunity ("DEO"), the CPA also enacted significant changes to the evaluation and appraisal process for

updating local comprehensive plans. Evaluation and Appraisal Report (EAR) sufficiency review and mandatory plan updates are no longer required. The "R" in the "EAR" process now stands for "Review" rather than "Report" to underscore a shift from a formal mandated audit report on the comprehensive plan, scrutinized by the State Land Planning Agency, to a less formal review by the local government of whether changes are needed to meet state laws and to reflect the local assessment of needed changes.

As part of this new process and in accordance with Chapter 73C-49, F.A.C., an evaluation and appraisal notification letter becomes the principal process for a local government to update its comprehensive plan to reflect changes in state requirements under Chapter 163, Part II, F.S., since the last update of said plan. In order to further streamline the process, Chapter 73C-49, F.A.C. even established an Evaluation and Appraisal Notification Schedule for the years 2012 to 2018, listing the due dates when a local government shall submit such notification letter to DEO, the State Land Planning Agency.

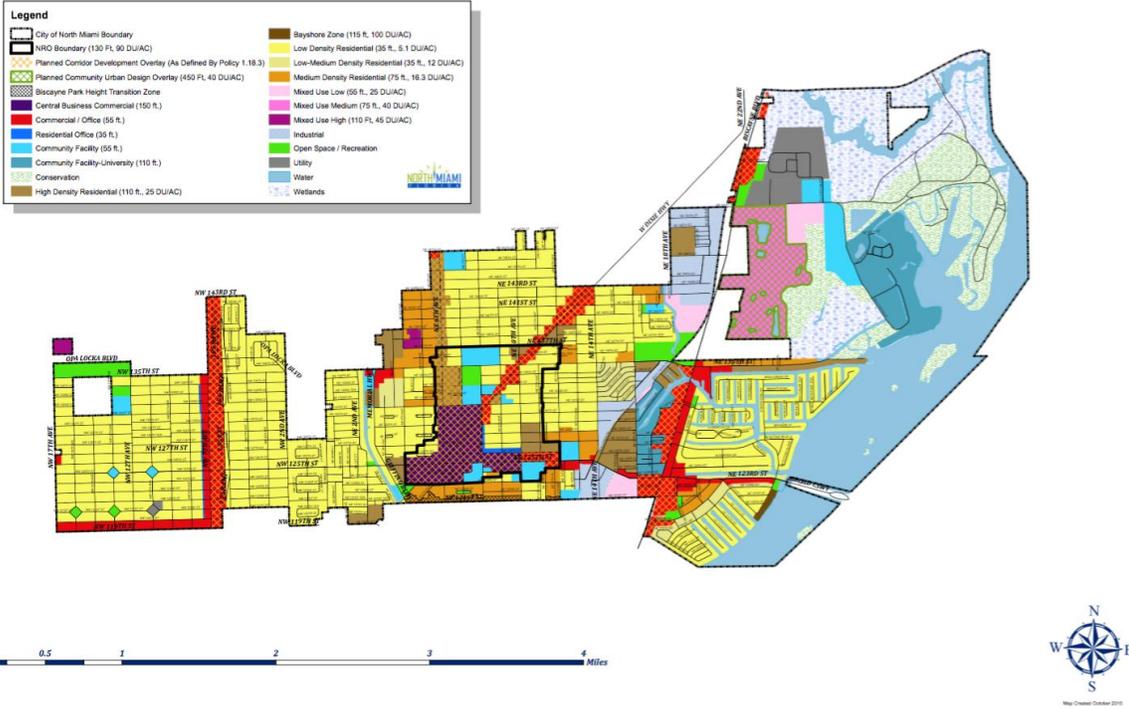
The due date for the City of North Miami to submit its notification letter to DEO was December 1, 2014. The City Manager sent a notification letter to DEO on September 10, 2014 outlining the project scope and the City's intent to update and amend its Comprehensive Plan, pursuant to the requirements of Section 163.3191, F.S. In a correspondence dated September 23, 2014, DEO acknowledged receipt of the City's letter and also set a transmittal due date of September 23, 2015 for the EAR- based amendments.

A new round of amendments provides the City an opportunity to engage the community and all the stakeholders to solicit their input in devising action-oriented policies, strategies and initiatives that responsibly address the community needs and challenges, build on the City's past redevelopment efforts and studies, and ultimately foster a climate of sustained economic vitality and fiscal strength to solidify the City's future.

On October 13, 2015, the North Miami City Council approved and adopted, by Ordinance on first reading, proposed Evaluation and Appraisal based amendments to the City of North Miami Comprehensive Plan. The Ordinance authorized the appropriate City officials to submit the proposed amendments to the Florida Department of Economic Opportunity (DEO) and to any other governmental agency having jurisdiction.

The City has received an Objections, Recommendations and Comments Report from DEO. Once the City has addressed any issues identified in the report, the Ordinance will be adopted on second reading. The Ordinance shall not become effective until thirty-one (31) days after the State Land Planning Agency notifies the City that the plan amendment packet transmitted is complete, and is not otherwise challenged.

# City of North Miami - Future Land Use Map



Proposed Future Land Use Map – October 13, 2015

## **3.5.2. CRA Plan Amendment: Consistency with City’s Comprehensive Plan**

Florida Statute 163.360 requires that the Community Redevelopment Plan be consistent with the City’s Comprehensive Plan.

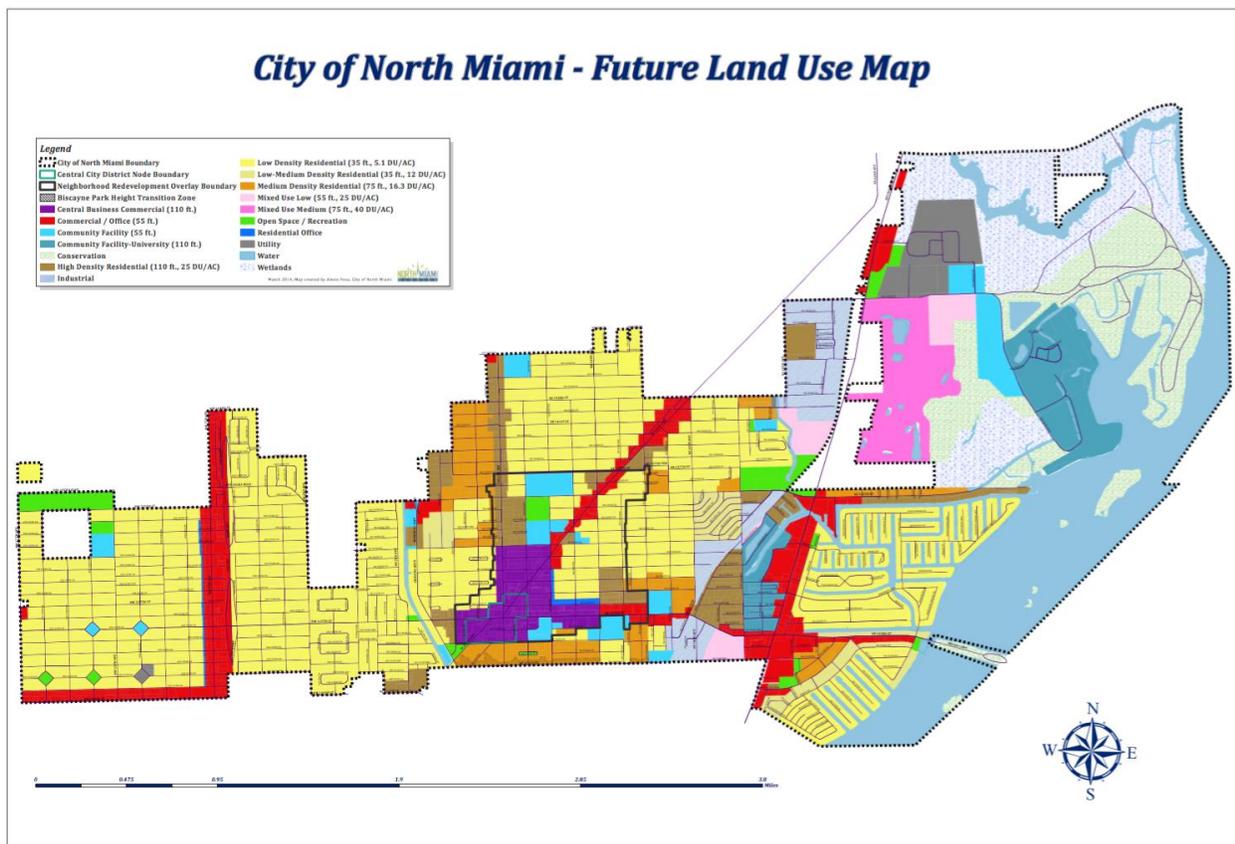
This Plan Amendment was approved on February 23, 2016 by the CRA Board (Resolution 2016-001) and by the North Miami City Council (Resolution 2016-R-23), including a staff memorandum finding that the Goals and Initiatives contained within the amendment are consistent with both the City’s Comprehensive Plan as amended in 2007 and the proposed 2015 EAR Based Amendments currently under review by the Department of Economic Opportunity (DEO).

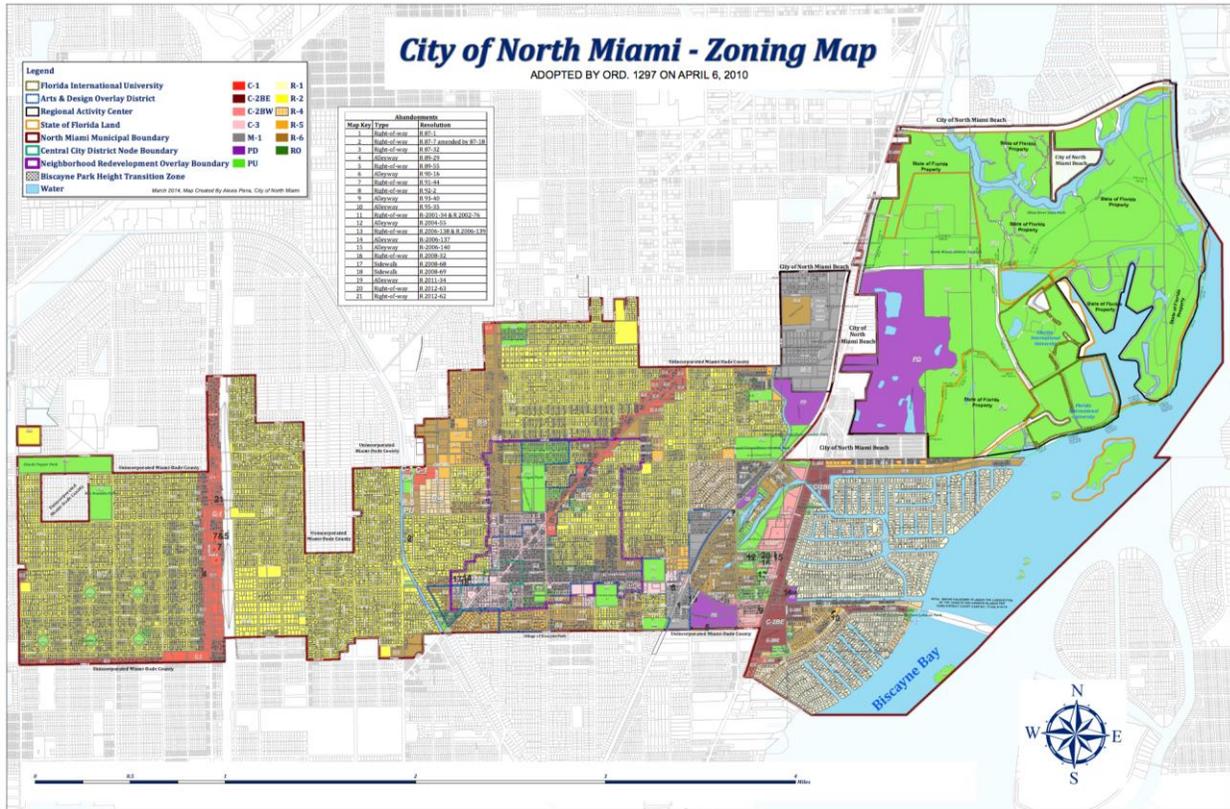
Since large scale amendments to the City’s Comprehensive Plan require a time consuming process and are allowed only twice a year except in cases of emergency, or as otherwise statutorily provided, the CRA Plan may not at all times be completely consistent with the Comprehensive Plan. Those portions of the CRA Plan and subsequent amendments that involve only the resources of the CRA will not be included within the City’s 2015 Comprehensive Plan update. Subsequent amendments will be required to ensure consistency with the City’s Comprehensive Plan.

### 3.5.3. City of North Miami Future Land Use & Zoning

The **City of North Miami Planning Zoning and Sustainability Division** serves to promote and guide land and economic development and a sense of community, provide programs, promote quality planning and development throughout the City of North Miami, and encourage investment and redevelopment to improve the overall quality of life in the City. The department is responsible for administering the City's short and long range planning efforts including the implementation of land use development, annexations, processing rezoning, land use applications, certificate of use applications, and the development of community neighborhood plans.

The Division reviews all zoning and land use applications and maintains, updates, and implements the Comprehensive Plan and the Land Development Regulations. The Division provides support to the Planning Commission, Board of Adjustment and the City Council.



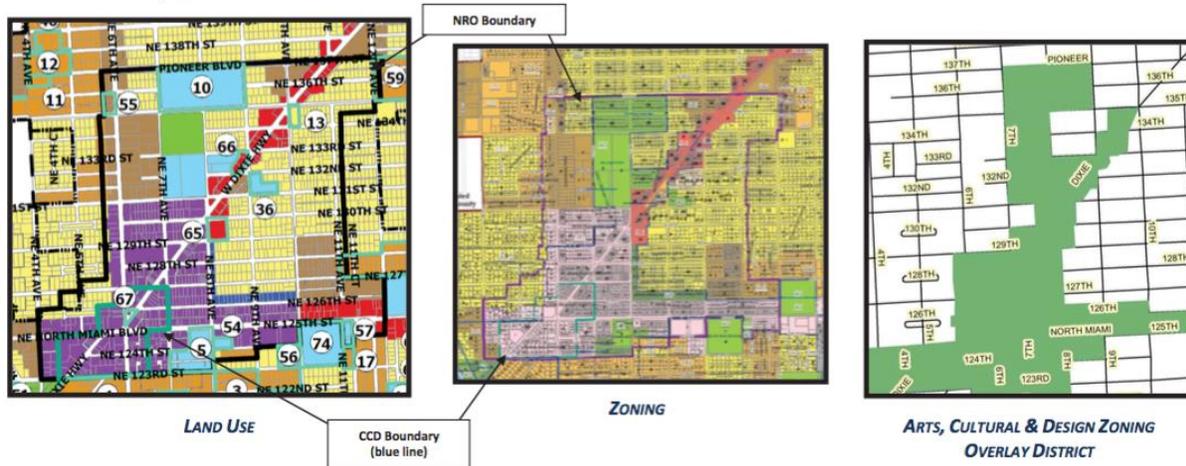


**3.5.4. Downtown North Miami: NE 125<sup>th</sup> Street, West Dixie Highway, & NE 6<sup>th</sup> Avenue**

The core area of Downtown North Miami is identified/designated on the City’s Future Land Use Map including the Central City District Node (CCDN) (teal boundary) and the related Neighborhood Redevelopment Overlay (NRO) (heavy black boundary). A large portion of three Commercial Corridors falls within the Downtown North Miami area: NE 125<sup>th</sup> Street, West Dixie Highway, and NE 6<sup>th</sup> Avenue.

The Future Land Use categories for the parcels designated in this corridor are: Central Business Commercial, Commercial/Office, Community Facility, Residential Office, High Density Residential, Medium Density Residential, Low Density Residential, and Open Space/Recreation.

The zoning districts are: C-1, C-3, R-2, R-5, R-6, RO, and PU. The Arts and Design Overlay District (blue boundary) is also contained within the core area of Downtown North Miami.



West Dixie Highway runs in a diagonal direction through the City and bisects the Central City District Node (CCDN) the related Redevelopment Overlay (NRO). Future Land Use categories along this corridor are: Commercial/Office and Central Business Commercial, High Density Residential, Medium Density Residential, and at one point, at NW 135th Street, Low Density Residential. The southern portion includes Open Space/Recreation (Griffing Park), Community Facility, and Medium Density Residential.

NE 6th Avenue extends outside of the Downtown core and runs north-south to the northern and southern edges of the City. Parcels along the corridor located north of the Downtown core/NRO boundary contain High Density Residential and Commercial Future Land Use categories, and R-6 and C-1 zoning districts. Parcels located south of the Downtown core contain the Medium Residential Future Land Use category and the R-5 zoning district, with a narrow section of the Biscayne Park Height Transition Zone.



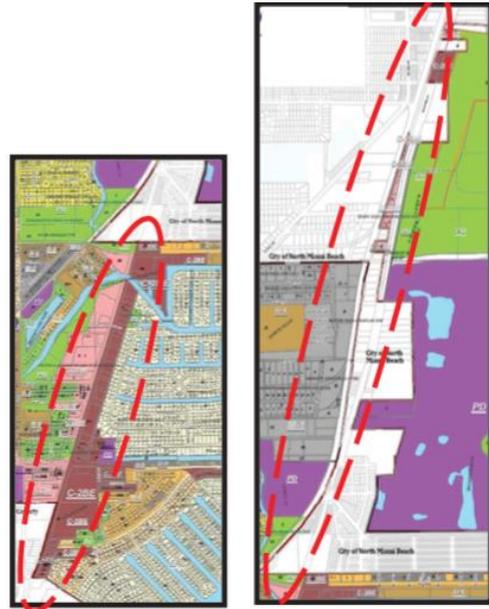
**3.5.5. Biscayne Boulevard Corridor**

This corridor runs on a slight diagonal through the City. Pockets of the City of North Miami Beach run along Biscayne Boulevard and are shown as white areas on the Future Land Use and Zoning Maps. Future land use categories for the parcels designated within this corridor are: Commercial/Office, Community Facility-University, Mixed Use High, and Open Space/Recreation. The zoning districts are: C2-BE, C2-BW, PD and PU.



**LAND USE**

LEFT: PORTION SOUTH OF BISCAYNE LANDING  
RIGHT: PORTION NORTH OF AND ADJACENT TO BISCAYNE LANDING



**ZONING**

LEFT: PORTION SOUTH OF BISCAYNE LANDING  
RIGHT: PORTION NORTH OF AND ADJACENT TO BISCAYNE LANDING

**3.5.6. North Miami Urban Infill Regional Activity Center**

The Biscayne Boulevard corridor is adjacent to the City’s North Miami Urban Infill Regional Activity Center. According to Comprehensive Plan Policy 1.13.12, the Regional Activity Center (RAC) designation is intended to encourage and promote large-scale development and redevelopment as well as small parcel infill development and redevelopment that facilitate a balanced mix of land uses by providing maximum flexibility for development and redevelopment activities.



The North Miami Urban Infill Regional Activity Center totals approximately 1,739 acres in area. The RAC area is generally bound by Biscayne Bay to the east, NE 163rd Street to the north, Biscayne Boulevard to the west, and NE 135th Street to the south, excluding property not located within the city limits of North Miami. The boundaries of the Regional Activity Center also include the area west of Biscayne Boulevard generally bound by 151st Street to the north, NE 18th Avenue to the west, FEC rail corridor to the east and NE 137th Street and NE 140th Street to the south.

In accordance with Chapter 28-24.014(10)(b) 2, F.A.C., a Regional Activity Center in the City of North Miami shall be a compact, high intensity, high density multi-use area designated as appropriate for intensive growth by the City and may include: residential use; commercial; office; cultural and community facilities; educational facilities; recreational and entertainment facilities; hotels or motels; transportation facilities; utilities; and appropriate industrial activities. The major purposes of this designation are to facilitate mixed-use development, encourage mass transit, reduce the need for automobile travel, provide incentives for quality development and give definition to the urban form.

The approved uses allowed within the RAC are as follows:

- 5,000 residential units
- 400 hotel rooms
- 1,043 acres Oleta State Park
- 1,000,000 square feet industrial
- 1,050,000 square feet Office
- 1,500,000 square feet Commercial/Retail Sales & Service
- 1,776 (K-8) students School Use
- 1,200 (9-12) students School Use
- 8,199 university students – Florida International University

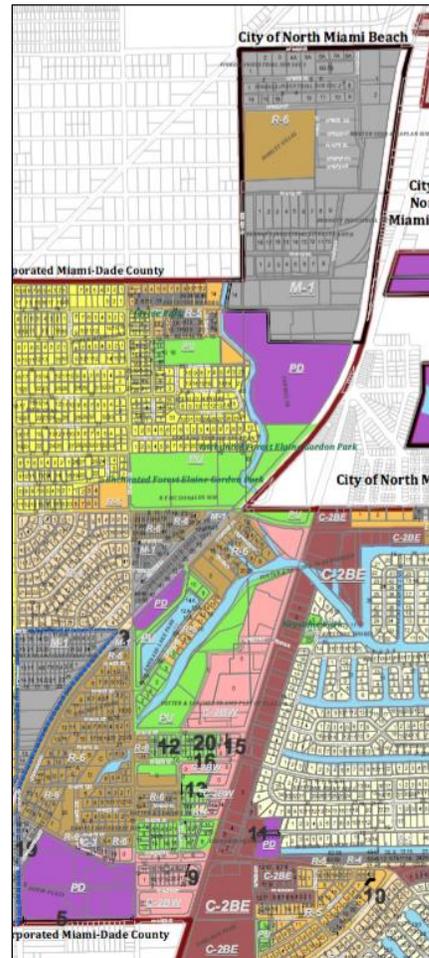
### 3.5.7. FEC Corridor/Tri-Rail Coastal Link Station

The FEC Rail Corridor runs generally parallel to Biscayne Boulevard Corridor and includes the City's primary industrial zoned property. It should be noted that a new passenger Tri-Rail Coastal Link station is being planned at the NE 125th Street/FEC rail intersection.

The primary Future Land Use category is currently Industrial, but there is also High Density Residential, Mixed Use Low and Open Space/Recreation along the corridor. The proposed amendments to the City's Comprehensive Plan include a new designation, Transit Station Overlay District, that allows for mixed-use development and height up to 30 feet.

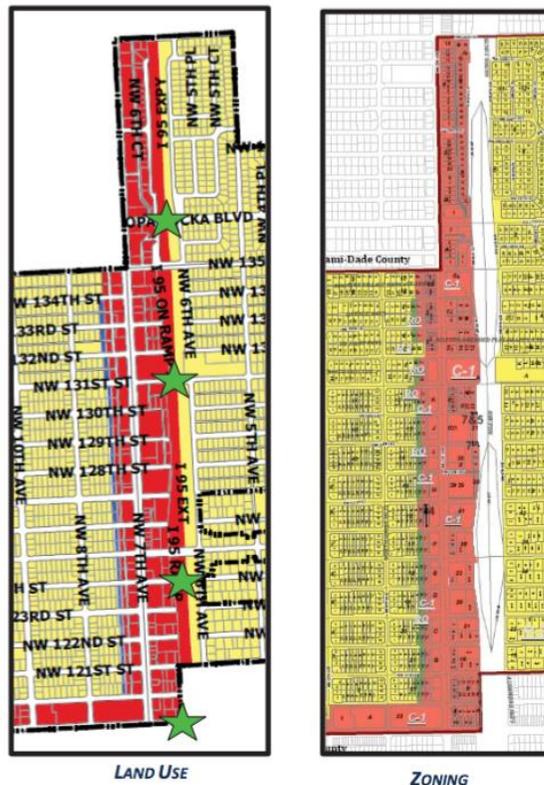
Zoning districts include M-1, PD, R-6, and PU.

The City has approved Evaluation and Appraisal based amendments to the City of North Miami Comprehensive Plan that recommend a new land use category for a transit station overlay district around N.E. 125th Street and the FEC railway.



### 3.5.8. NW 7th Avenue (SR7)/NW 119th Street

The NW 7<sup>th</sup> Avenue (SR7) corridor runs in a north-south direction parallel with and west of I-95. Therefore, it is partially divided from the rest of the City due to the I-95 corridor. Local roadways that connect NW 7th Avenue eastward (under I-95) are NW 135th, NW 131st, NW 125th and NW 119th Streets. Note that the NW 119th crossing at I-95 is located outside of the City's boundary, as is the west side of NW 7th Avenue, north of NW 135th Street. The portion west of NW 7th Avenue is located within Miami-Dade County. The Future Land Use category for the parcels designated within this corridor is Commercial/Office and the zoning district is C-1.



The NW 119<sup>th</sup> Street corridor runs in an east-west direction and is located at the southwest edge of the City's municipal boundary. The north one-half of this corridor falls within the City limits, however the south side falls within unincorporated Miami-Dade County. The Future Land Use category for the parcels designated within this corridor is Commercial/Office and the zoning district is C-1. To the north of this corridor is single family residential. It will be important to coordinate improvements along this corridor with Miami-Dade County.

### **3.5.9. Residential Neighborhoods**

North Miami is made up of ten core neighborhoods. Each neighborhood has established Homeowner Associations that maintain neighborhood cohesiveness and advocates on behalf of its residents for services from the City Council. The core neighborhoods are:

- Alhambra Heights
- Arch Creek
- Central
- Enchanted Place
- Griffing Estates
- Keystone Point
- North Miami Neighbors
- Palomar
- Sans Souci
- Sunkist Grove

Future Land Use categories include:

- Low Density Residential (35 ft., 5.1 DU/AC)
- Low-Medium Density Residential (35 ft., 12 DU/AC)
- Medium Density Residential (75 ft., 16.3 DU/AC)
- High Density Residential (110 ft., 25 DU/AC)

Zoning districts include: R-1; R-2; R-4; R-5; R-6; and RO

## 4. REDEVELOPMENT GOALS, FUNDING & NEIGHBORHOOD IMPACT

### 4.1. The Plan Concept

Previous sections of this Plan Amendment provide background information, a summary of statutory requirements of the Community Redevelopment Act, and a summary of the existing conditions in the North Miami CRA, including a physical assessment as well as economic and demographic information. This section introduces fourteen (14) Redevelopment Goals and provides an analysis of residential neighborhood impacts.

In order to continue to eliminate the conditions of blight currently existing within the City of North Miami CRA through implementation of a comprehensive Redevelopment Program, Redevelopment Goals will be created and implemented within the following areas, with an emphasis on Economic Development as the engine to drive the redevelopment program.

- **(#1) Economic Development**
- Public Improvements/Infrastructure
- Housing/Residential Development
- Transportation, Transit & Parking
- Redevelopment Support

### 4.2. Redevelopment Goals

This amendment to the North Miami CRA Plan identifies 14 Redevelopment Goals as follows. Each goal will be achieved through implementation of a series of Redevelopment Initiatives, as identified in Section 5: Redevelopment Program Initiatives.

#### **Economic Development**

- **Goal #1:** Create a thriving Downtown North Miami District through public-private partnerships to encourage a quality retail, restaurant, cultural, and business environment serving North Miami residents and visitors.
- **Goal #2:** Create viable Commercial Corridors within the North Miami CRA by encouraging and facilitating sound real estate acquisition, assemblage, development and Public Private Partnerships.
- **Goal #3:** Work with the City of North Miami to support and recruit “target” commercial, cultural and light industrial uses/industries within the CRA.
- **Goal #4:** Incorporate the Cultural Arts as a critical component of Economic Development.
- **Goal #5:** Reposition the North Miami market through Branding & Marketing initiatives to attract new targeted uses/industries, retain existing businesses and improve the quality of life within the North Miami CRA.

### **Public Improvements/Infrastructure**

- **Goal #6:** Coordinate CRA/City, County, State & federally-funded Public Improvements within City of North Miami commercial areas.
- **Goal #7:** Support Neighborhood Improvement initiatives to reduce slum and blight conditions in residential neighborhoods.

### **Housing/Residential Development**

- **Goal #8:** Work with the private sector to create a “Healthy Mix” of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.
- **Goal #9:** Work with the City of North Miami to encourage development and renovation of Affordable, Workforce, and Mixed-Income Housing.

### **Transportation, Transit & Parking**

- **Goal #10:** Encourage safe, convenient, efficient and effective motorized and alternative-means transportation and transit systems within the City of North Miami.
- **Goal #11:** Create efficient and attractive parking to support retail, restaurant, cultural, office and industrial facilities within the redevelopment area.

### **Redevelopment Support**

- **Goal #12:** Encourage and support sound and redevelopment-friendly Land Use Regulations within the City of North Miami.
- **Goal #13:** Use Powers of Borrowing, Land Acquisition & Disposition to further North Miami CRA Redevelopment Goals & Initiatives.
- **Goal #14:** Provide Economic Incentives and other support to projects that further North Miami CRA Redevelopment Goals & Initiatives.

## **4.3. Redevelopment Administration**

As provided for in FS 163, Part III, the North Miami Community Redevelopment Agency (CRA) will utilize Increment Revenue to fund Administration, Overhead or any other expenses encumbered to achieve the Redevelopment Goals identified within this Plan Amendment, including, but not limited to:

- Redevelopment planning, surveys, & financial analysis
- Acquisition of real property in the CRA District
- Clearance and preparation of area for redevelopment and relocation of occupants
- Repayment of borrowed funds
- All expenses related to bonds/other indebtedness
- Development of affordable housing
- Community policing innovations

#### 4.4. Potential Sources of Project Funding

The City of North Miami Community Redevelopment Agency may use multiple revenue sources to fund and finance the Redevelopment Goals and Initiatives in this plan, including but not limited to:

- **Tax Increment Revenues** – Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.
- **Redevelopment Revenue Bonds** – The provisions of Section 163.385 Florida Statutes allow the City of North Miami CRA to issue “Revenue Bonds” to finance redevelopment actions, with the security for such bonds being based on the “anticipated assessed valuation of the completed community redevelopment.”
- **Direct Borrowing from Commercial Lenders** – The CRA is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular project(s) funding requirements, the CRA may utilize both short and long-term borrowing.
- **Grants Funding** – The CRA may seek funding in the form of grants for projects that support the Goals and Initiatives in this plan, including but not limited to:
  - Historic Preservation Grants
  - Florida Main Street Program Funding
  - DOT Transportation Enhancement Grants
  - Department of Transportation Transit Grants
  - Environmental Protection Agency (EPA) Funding
  - Economic Development Administration (EDA)/U.S. Department of Commerce Grants
- **Other Funding Sources** – As provided in FS 163 Part III, the North Miami CRA may apply for and accept advances, loans, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for use to support the Goals and Initiatives in this plan.

#### 4.5. Neighborhood Impact

The following describes the potential impacts of future redevelopment on the residential neighborhoods within the North Miami CRA. While neighborhood impacts have been considered in the identification of the Redevelopment Goals outlined above, it should be noted that redevelopment projects are in the early stages of planning. Specific impacts resulting from implementation will be determined at a later date as projects become more clearly defined.

#### **4.5.1. Relocation of Displaced Residents and Businesses**

The possibility of residential relocations is contemplated by this Plan in connection with future redevelopment projects. While very limited relocation is anticipated, it is important to note that implementation of Redevelopment Goals and Initiatives may result in residential and/or business displacement.

In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be submitted as a component of the project as part of the official approval by the CRA Board. It is also anticipated that the CRA and the City, as well as private developers, will expand the housing stock and housing variety. This will provide additional opportunities if it becomes necessary to relocate residents within the CRA boundaries.

To protect the residents and businesses within the Community Redevelopment Area, the CRA should formally adopt a relocation policy containing procedures for relocation. If and when required as a result of redevelopment, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted procedures. Expenses and financial assistance required by these procedures will become the responsibility of the CRA.

#### **4.5.1. Traffic Circulation**

Although successful redevelopment can increase overall traffic, the North Miami Community Redevelopment Area is part of an existing roadway network that serves the City of North Miami. As part of this redevelopment effort, it is anticipated that the CRA and City will make a significant investment in improving roadways, including street reconstructions, lighting, beautification, landscaping, traffic calming, and pedestrian walkway enhancement. These improvements should result in better traffic flow and enhanced mobility for pedestrians and non-motorized transport.

Implementation of individual redevelopment projects may require improvements or modifications to the existing roadway network. These localized impacts will be reviewed when specific projects are approved. It is also recommended that architectural and site-specific design solutions be considered to mitigate potential traffic and parking impacts of specific projects on adjacent residential neighborhoods.

#### **4.5.2. Environmental Quality**

The Redevelopment Goals and Initiatives proposed in this Plan are intended to improve the environmental quality within the Community Redevelopment Area. Several initiatives, such as Commercial Rehabilitation/Beautification Grants, will provide funding for businesses and commercial property owners in the CRA to make interior and exterior improvements to their properties. It is anticipated that improvements resulting from these programs will foster a new sense of community pride and spur additional revitalization efforts throughout the area, further reducing slum and blighted conditions.

Streetscape and landscape improvements associated with redevelopment projects will, when completed, upgrade the overall appearance of the area. Future redevelopment will improve the appearance of Downtown North Miami area and along Commercial Corridors throughout the CRA.

CRA support for City of North Miami housing efforts will significantly improve environments in residential neighborhoods within the CRA.

#### **4.5.3. Availability of Community Facilities and Services**

Since the Community Redevelopment Area contains a large section of the City of North Miami, there exists availability of a full range of community services and facilities. However, due to the age of existing facilities, there is a potential problem with conditions and obsolete design. Implementation of individual redevelopment projects and public improvements may require modifications to existing systems by both the public and private sector.

Implementation of this Plan will supplement City and County infrastructure projects in order to encourage private development in the area. Any existing community facilities within the boundary of the Community Redevelopment Area may benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities. Community services such as innovative policing and code enforcement can be expanded utilizing the programs included in the Community Redevelopment Plan.

#### **4.5.4. Effect on Schools**

The Miami-Dade County School Board plans no other major actions affecting existing school facilities within the CRA in the near future. Residential development anticipated within this Plan will likely represent only a small percentage of overall County population growth and therefore not have a significant effect on school population. All CRA initiatives are subordinate to the Comprehensive Plan, the Land Development Regulations or any County- wide concurrency guidelines.

## 5. REDEVELOPMENT PROGRAM INITIATIVES

### 5.1. Goal #1 Initiatives: Downtown North Miami

Create a thriving Downtown North Miami District through public-private partnerships to encourage a quality retail, restaurant, cultural, and business environment serving North Miami residents and visitors.

#### 5.1.1. Public/Private Partnership Development

*Work with the private sector to identify and create public/private partnerships for commercial, residential, cultural and mixed-use projects to realize redevelopment goals and increase the tax base.*

#### 5.1.2. Commercial Rehabilitation/Beautification Grants

*Implement funding programs for rehabilitation and beautification of commercial buildings to help local businesses attract new customers. These grants may be made available to Business Owners and/or Commercial Property Owners.*

#### 5.1.3. Merchant Assistance Program

*Fund programs to provide technical assistance/consulting services to existing business owners for training and minor aesthetic improvements to the interior of a business.*

#### 5.1.4. Commercial Clean Team/Code Enforcement/Community Policing

*Provide funding and/or staffing for proactive “clean and safe” programs and activities, including pressure cleaning of sidewalks, litter control, graffiti removal, area code enforcement and community policing.*

#### 5.1.5. Other Downtown North Miami Initiatives

*Provide funding and support for programs and activities that further the Economic Development of Downtown North Miami.*

### 5.2. Goal #2 Initiatives: North Miami Commercial Corridors

Create viable Commercial Corridors within the North Miami CRA by encouraging and facilitating sound real estate acquisition, assemblage, development and Public Private Partnerships.

#### 5.2.1. Real Estate Acquisition and Assemblage

*Work with the private sector to encourage and facilitate sound real estate acquisition, assemblage, and development.*

### **5.2.2. Corridor Access and Aesthetics**

*Work with FDOT to create strategies for successful access and aesthetics for all corridors.*

### **5.2.3. Other Commercial Corridor Initiatives**

*Provide funding and support for programs and activities that further Economic Development of Commercial Corridors.*

## **5.3. Goal #3 Initiatives: Targeted Uses/Industries**

Work with the City of North Miami to support and recruit “target” commercial, cultural and light industrial uses/industries within the CRA.

### **5.3.1. Target Uses/Industries Initiatives**

*Identify existing business clusters within the City of North Miami, including:*

- *Music/Audio-Visual/Broadcast/Film Production*
- *Architecture/Interior Design/Antiques*
- *Arts/Arts Education*
- *Museum/Gallery*
- *Event Planning/Production*

*Capitalize on existing assets*

- *Johnson & Wales*
- *MOCA*
- *Educational Institutions*
- *Major Transportation Corridors*

*Target new uses/industries*

- *Identify opportunities as redevelopment builds momentum*
- *Identify businesses and industries expanding/relocating within Miami-Dade.*

### **5.3.2. Relocation/Tenant Improvements Program**

*Provide funding for relocation of new “targeted use” businesses, including incentives for tenant relocation, acquisition, rehabilitation or tenant improvements (buildout) to existing properties.*

### **5.3.3. North Miami: “Music City”**

*Explore positioning the City of North Miami/CRA as “Music City” including:*

*Existing Assets*

- *Hit Factory*
- *Space Music*
- *Studio Cluster*
- *Industry Credibility*

*Real Estate*

- *Downtown North Miami*
- *West Dixie Highway*
- *NW 7th Avenue Corridor*

*CRA Initiatives*

- *Identify live music venues that are ‘shopping the market’*
- *Immediate market positioning opportunity*
- *Integrate with future Cultural Arts and Entertainment industry initiatives*

### **5.3.4. Other Target Uses/Industries Initiatives**

*Provide funding and support for programs and activities that further Economic Development of Target Uses/Industries.*

## **5.4. Goal #4 Initiatives: Incorporating the Cultural Arts**

Incorporate the Cultural Arts as a critical component of Economic Development.

### **5.4.1. The Arts: Critical Component of Economic Development**

*Create an environment that is conducive to the expansion of performing and visual arts throughout the CRA.*

### **5.4.2. Museum of Contemporary Art (MOCA)**

*Support MOCA as a cultural and economic asset to the North Miami CRA.*

## **5.5. Goal #5 Initiatives: Market Positioning**

Reposition the North Miami market through Branding & Marketing initiatives to attract new targeted uses/industries, retain existing businesses and improve the quality of life within the North Miami CRA.

### **5.5.1. Business Recruitment**

*Promote the City of North Miami and its assets to increase area business, including participation in:*

- *Trade Shows*
- *Broker Banker Events and Developer Forums*
- *Other Events & Activities.*

### **5.5.2. Business Retention and Quality of Life**

*Encourage residents and visitors to shop, live, work and play in North Miami through promotional efforts including:*

- *Image Enhancement*
- *Special Events*
- *Public Outreach Efforts*
- *Neighborhood Events.*

### **5.5.3. Other Marketing and Branding Initiatives**

*Provide funding and support for programs and activities that further Marketing and Branding of North Miami and the CRA.*

## **5.6. Goal #6 Initiatives: Public Improvements**

Coordinate CRA/City, County, State & federally-funded Public Improvements within City of North Miami commercial areas.

### **5.6.1. Streetscape Projects**

*Coordinate roadway, sidewalk, landscaping and infrastructure improvements within the Downtown District and along Commercial Corridors, including:*

- *NE 125th Street/NE 124 Street*
- *West Dixie Highway*
- *NE 6th Avenue*
- *Biscayne Boulevard*
- *NW 7th Avenue*
- *NW 119th Street*
- *Streetscape Improvements in other commercial areas*

### **5.6.2. Open Space/Community Enhancements**

*Create and support Open Space/Community Enhancement Projects, including:*

- *NE 132nd Street Fountain*
- *NE 125th Street Liberty Gardens Park/Café Corners*
- *MOCA Plaza/Civic Center Complex*
- *NE 8th Avenue Green Trail*
- *NE 8th Avenue Promenade*
- *5 Points Intersection*
- *West Dixie Green Trail*
- *Griffing Park Amphitheater*
- *Art in Public Places*
- *Other Enhancement Projects in commercial areas*

### **5.6.3. Wayfinding and Gateway Signage**

*Provide funding and support for Gateway and Wayfinding Signage consistent with North Miami Comprehensive Signage Master Plan.*

### **5.6.4. Other Public Improvement Initiatives – Commercial Areas**

*Provide funding and support for other programs and activities that further Public Improvement initiatives in Downtown North Miami and along Commercial Corridors.*

## **5.7. Goal #7 Initiatives: Neighborhood Improvement Programs**

Support Neighborhood Improvement initiatives to reduce slum and blight conditions in residential neighborhoods.

### **5.7.1. Sidewalk and Swale Improvements**

*Provide funding and support for improvement to sidewalks and swale areas within residential neighborhoods within the CRA.*

- *Alhambra Heights*
- *Arch Creek*
- *Central*
- *Enchanted Place*
- *Griffing Estates*
- *Keystone Point*
- *North Miami Neighbors*
- *Palomar*
- *Sans Souci*
- *Sunkist Grove*

### **5.7.2. Neighborhood Signage**

*Provide funding and support for residential Neighborhood Signage projects consistent with North Miami Comprehensive Signage Master Plan.*

### **5.7.3. Community Policing/Code Enforcement**

*Provide funding and support for Community Policing/Code Enforcement within residential neighborhoods within the CRA.*

### **5.7.4. Crime Prevention through Environmental Design (CPTED)**

*Provide funding and support for programs and activities that encourage safety through CPTED.*

### **5.7.5. Other Public Improvement Initiatives – Neighborhoods**

*Provide funding and support for programs and activities that further Public Improvement initiatives in residential neighborhoods.*

## **5.8. Goal #8 Initiatives: “Healthy Mix” of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing**

Work with the private sector to create a “Healthy Mix” of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.

### **5.8.1. Private Sector Initiatives**

- *Encourage the private sector to create Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing within the CRA.*
- *Incentivize with Increment Revenue, if necessary, when possible.*
- *Facilitate use of public funds to private sector development to create Workforce and Affordable Housing:*
  - *Low-Income Housing Tax Credits (LIHTC)*
  - *State Apartment Incentive Loan program (SAIL)*
  - *Other Funds available to private sector*

### **5.8.2. Other Private Sector Housing Initiatives**

*Provide funding and support for programs and activities that further private sector development of Affordable, Workforce, Market Rate, Luxury, and Mixed-Income Housing.*

## **5.9. Goal #9 Initiatives: Affordable/Workforce Housing Development & Renovation**

Work with the City of North Miami to encourage development and renovation of Affordable, Workforce, and Mixed-Income Housing.

### **5.9.1. Public Sector Initiatives**

*Encourage the public sector – City/County/other Agencies – to create Affordable, Workforce and Mixed Income Housing within the CRA.*

- *Community Development Block Grant Program (CDBG)*
- *Home Investment Partnerships Program (HOME)*
- *State Housing Initiative Partnership (SHIP)*
- *Neighborhood Stabilization Program (NSP)*
- *Other funding available to the public sector*

### **5.9.2. Home Beautification Program**

*Provide funding and support for residential housing beautification.*

### **5.9.3. Homebuyer Counseling**

*Provide funding and support for Homebuyer Counseling.*

### **5.9.4. Homebuyer Subsidies**

*Provide funding and support for Homebuyer Subsidies, including:*

- *First Time Home Purchase*
- *Single Family Home Rehabilitation*
- *Affordable Rental Assistance.*

### **5.9.5. Other Public Sector Housing Initiatives**

*Provide funding and support for programs and activities that further development and renovation of Affordable, Workforce, and Mixed-Income Housing.*

## **5.10. Goal #10 Initiatives: “Safe and Convenient” Transportation and Transit**

Encourage safe, convenient, efficient and effective motorized and alternative-means transportation and transit systems within the City of North Miami.

### **5.10.1. Coordinated Advocacy, Grant and Implementation Strategies for Transportation and Transit**

- *Advocate for future transit opportunities, including Tri-Rail Coastal Link Station at NE 125th Street and other Public Private Partnerships for Transit Oriented Development.*
- *Support transit and traffic circulation analysis.*
- *Provide and support grant funding for transportation projects, Downtown Trolley circulator(s) and other connecting public transit projects.*
- *Support further development of the NoMi Express free buses.*
- *Explore other transportation and transit initiatives.*

### **5.10.2. Bicycle-Friendly Initiatives**

*Provide funding and support for programs and activities that expand the bicycle network within the City of North Miami and encourage bicycle transportation.*

### **5.10.3. Other Transportation and Transit Initiatives**

*Provide funding and support for programs and activities that further Redevelopment Goals for transportation and transit.*

## **5.11. Goal #11 Initiatives: “Efficient and Attractive ” Public Parking**

Create efficient and attractive parking to support retail, restaurant, cultural, office and industrial facilities within the redevelopment area.

### **5.11.1. Public Parking Development**

*Provide funding and support for development of public parking facilities, including public/private partnerships to develop projects with public parking components.*

### **5.11.2. Shared Parking Strategies**

*Explore programs and activities that encourage shared use of public and private parking facilities.*

### **5.11.3. Other Parking Initiatives**

*Provide funding and support for programs and activities that further public and shared parking facilities within the CRA.*

## **5.12. Goal #12 Initiatives: Redevelopment-Friendly Land Development Regulations (LDRs)**

Encourage and support sound and redevelopment-friendly Land Development Regulations within the City of North Miami.

### **5.12.1. Land Use, Zoning, Building Codes and Other Regulations**

*Encourage and support Land Uses, Zoning, and Building Codes that encourage future redevelopment, such as:*

- *Mixed Use Land Use*
- *Transit Oriented Land Use and Zoning*
- *Density Variances and Bonuses to create higher densities*
- *Inclusionary Zoning and Linkage Fees*
- *Streamlined Building Codes/Other Regulations.*

### **5.13. Goal #13 Initiatives: Borrowing, Land Acquisition & Disposition**

Use Powers of Borrowing, Land Acquisition & Disposition to further North Miami CRA Redevelopment Goals & Initiatives.

#### **5.13.1. Borrowing/Bonding**

*Use CRA Powers to Borrow and/or Issue Revenue Bonds to fund projects that support Redevelopment Goals & Initiatives.*

#### **5.13.2. Land Acquisition/Disposition Strategies**

*Use CRA Powers of Land Acquisition and Disposition to acquire and dispose of commercial, industrial, and residential properties to further Redevelopment Goals and Initiatives.*

### **5.14. Goal #14 Initiatives: Economic Incentives**

Provide Economic Incentives and other support to projects that further North Miami CRA Redevelopment Goals & Initiatives.

#### **5.14.1. Infrastructure Improvements**

*Provide funding for and create infrastructure to support Redevelopment Goals, Initiatives, and projects.*

#### **5.14.2. Impact Fees Offset Incentives**

*Provide funding to offset Impact Fees for Targeted Industries.*

#### **5.14.3. Direct Participation Incentives**

- *Provide direct incentives for development of projects to realize other Redevelopment Goals or to increase Increment Revenue.*
- *Provide incentives to match other funding for development projects, including:*
  - *Low-Income Housing Tax Credits (LIHTC)*
  - *State Apartment Incentive Loan program (SAIL)*
  - *New Market Tax Credits (NMTC)*
  - *Other*

#### **5.14.4. Other Redevelopment Initiatives**

*Provide incentives and support for programs and activities that support Redevelopment Goals and Initiatives.*

## 6. FINANCIAL PROJECTIONS

### 6.1. Increment Revenue Projections

#### 6.1.1. Current Property Values

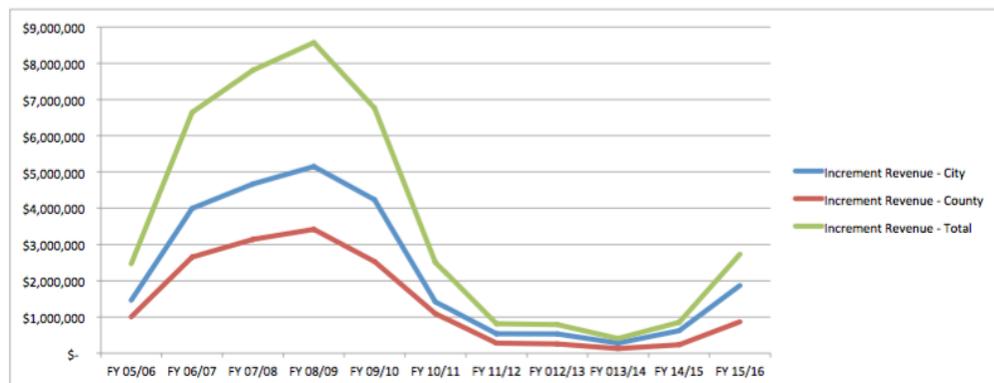
- Base Year Value \$870,434,294
- 2014 Taxable Value \$963,167,595
- 2015 Taxable Value \$1,118,285,088

#### 6.1.2. Increment Revenue History – City & County 2005-2015

	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 012/13	FY 013/14	FY 14/15	FY 15/16
Increment Revenue - City	\$1,461,825	\$3,992,309	\$4,668,354	\$5,149,865	\$4,233,599	\$1,415,143	\$ 535,242	\$ 533,900	\$ 279,015	\$ 621,904	\$1,868,032
Increment Revenue - County	\$1,003,500	\$2,651,341	\$3,142,882	\$3,420,788	\$2,529,231	\$1,088,309	\$ 278,928	\$ 256,575	\$ 127,999	\$ 233,289	\$ 868,691
Increment Revenue - Total	\$2,465,325	\$6,643,650	\$7,811,236	\$8,570,653	\$6,762,830	\$2,503,452	\$ 814,170	\$ 790,475	\$ 407,014	\$ 855,193	\$2,736,723
Transfers Out - County	\$ 781,468	\$2,437,680	\$2,783,266	\$2,282,066	\$1,642,155	\$ 675,482	\$ 128,031	\$ 317,585	\$ 63,032	\$ 69,986	
<b>Total</b>	<b>\$1,683,857</b>	<b>\$4,205,970</b>	<b>\$5,027,970</b>	<b>\$6,288,587</b>	<b>\$5,120,675</b>	<b>\$1,827,970</b>	<b>\$ 686,139</b>	<b>\$ 472,890</b>	<b>\$ 343,982</b>	<b>\$ 785,207</b>	<b>\$2,736,723</b>

City/County Ratio  
(before Transfer)

1.46      1.51      1.49      1.51      1.67      1.30      1.92      2.08      2.18      2.67      2.15



## 6.2. Tax Increment Revenue Projections

Implementation of the CRA Plan is projected to generate approximately \$1 billion in net new property taxes between FY 2016/2017 and 2045/46 (\$373 million in 2016 dollars). The distribution of these net new taxes is provided in the following estimates.

	Total Net New Taxes	Estimates of Tax Revenue Distribution		
		CRA	City	County
2017	\$3,981,183	\$3,321,004	\$125,333	\$534,846
2018	\$3,545,772	\$3,731,260	\$139,451	\$558,945
2019	\$3,981,183	\$4,153,823	\$153,993	\$583,766
2020	\$4,429,656	\$5,664,234	\$219,293	\$1,082,289
2021	\$6,490,031	\$7,056,489	\$281,134	\$1,592,581
2022	\$8,440,146	\$9,328,653	\$372,606	\$2,134,521
2023	\$11,322,199	\$11,407,039	\$458,141	\$2,687,612
2024	\$13,585,181	\$13,602,842	\$548,067	\$3,258,369
2025	\$16,371,438	\$15,546,616	\$630,155	\$3,840,052
2026	\$19,300,503	\$17,574,630	\$715,566	\$4,439,691
2027	\$21,975,549	\$19,690,835	\$804,446	\$5,057,852
2028	\$24,758,728	\$21,788,681	\$893,279	\$5,692,963
2029	\$27,654,817	\$23,971,603	\$985,512	\$6,347,558
2030	\$30,549,768	\$25,489,568	\$1,041,613	\$6,555,555
2031	\$33,555,378	\$27,077,481	\$1,100,207	\$6,770,267
2032	\$36,676,158	\$28,738,661	\$1,161,407	\$6,991,921
2033	\$39,916,813	\$30,476,589	\$1,225,336	\$7,220,748
2034	\$43,282,252	\$32,294,911	\$1,292,119	\$7,456,991
2035	\$46,777,596	\$34,197,453	\$1,361,888	\$7,700,900
2036	\$49,148,140	\$36,188,225	\$1,434,783	\$7,952,733
2037	\$51,621,710	\$38,271,431	\$1,510,949	\$8,212,759
2038	\$54,202,991	\$40,451,480	\$1,590,538	\$8,481,256
2039	\$56,896,890	\$42,732,994	\$1,673,710	\$8,758,510
2040	\$59,708,544	\$45,120,821	\$1,760,631	\$9,044,820
2041	\$62,643,334	\$47,620,044	\$1,851,478	\$9,340,494
2042	\$65,706,892	\$50,235,992	\$1,946,434	\$9,645,853
2043	\$68,905,118	\$52,974,254	\$2,045,691	\$9,961,227
2044	\$72,244,190	\$55,840,692	\$2,149,451	\$10,286,959
2045	\$75,730,578	\$58,841,452	\$2,257,926	\$10,623,405
Total	\$1,013,402,738	\$803,389,758	\$31,731,137	\$172,815,445
NPV	\$372,894,858	\$295,663,726	\$11,739,211	\$65,491,921

**6.3. Projected Expenses: \$160,000,000 to \$205,000,000 Net Present Value for the period FY2016/17-2045/46**

**6.3.1. Economic Development – \$30-50,000,000**

**6.3.1.1. Public/Private Partnerships (P3) – \$10-25 million**

- City Hall Parking Lot Mixed Use and Parking
- MOCA Parking Lot Corner Redevelopment
- Tri-Rail Coastal Link Station

**6.3.1.2. Economic Development Initiatives - \$20-25 million**

- North Miami Music District
- Cultural Arts Economic Development
- Commercial Property Rehabilitation

**6.3.2. Public Improvements/Infrastructure – \$75-90,000,000**

**6.3.2.1. Streetscape and Infrastructure Projects – \$60-75,000,000**

- Biscayne Blvd to San Souci Blvd
- NW 119<sup>th</sup> St to NW 7<sup>th</sup> Avenue
- West Dixie Highway to 143<sup>rd</sup>
- NE 6<sup>th</sup> Avenue to 147<sup>th</sup> Street
- NE 125<sup>th</sup> Street from NW 7<sup>th</sup> Avenue to Biscayne Blvd.
- NW 7<sup>th</sup> Avenue to 143<sup>rd</sup> Street

**6.3.2.2. Community Enhancements - \$15 million**

- NE 125<sup>th</sup> Breezeway
- Café Corners
- Fountain @ NE 132<sup>nd</sup>
- 8<sup>th</sup> Avenue Way
- 5 Points Intersection
- Dixie Green Trail
- Griffing Amphitheater

**6.3.3. Housing/Residential Development – \$30,000,000**

- Public Sector Initiatives
- Homebuyer Assistance
- Other Public Sector Housing Initiatives

**6.3.4. Transportation, Transit & Parking – \$15,000,000**

- Implementation Strategies for Transportation and Transit
- Bicycle Friendly Initiatives

**6.3.5. Redevelopment Support – \$10,000,000**

- Land Use, Zoning, Building Codes
- Land Acquisition and Disposition
- Economic Incentives

## 7. APPENDIX I – LEGAL DESCRIPTION

The City of North Miami Community Redevelopment Area Boundary (CRA) consists of one main contiguous boundary as well as other areas that are separate from the main boundary.

For the purpose of this description, the starting point of the main contiguous boundary is the point on the western boundary of the City of North Miami (City) which is located at the centerline of NW 17th Avenue approximately 30 feet south of the Opa Locka Boulevard and NW 17th Avenue intersection. The boundary then proceeds south along the city boundary until it jogs east approximately 220 feet along the rear of the row parcels located directly south of the centerline of 128th Street. It then proceeds south to 127th Street. It then turns west approximately 220 feet to the centerline of NW 17th Avenue. It proceeds south along the city boundary to NW 119th Street and travels east along the centerline until it reaches the western limited access Right-of-Way (R/W) line adjacent to Interstate 1-95. The CRA boundary proceeds north until it reaches the centerline of 121st Street. It proceeds east along 121st Street until it reaches the centerline of NW 2nd Avenue where it then turns right and travels south along the centerline until it reaches the centerline of NE 119th Street. The CRA boundary then travels east along the centerline of NE 119th Street approximately 900 feet. It then turns left and travels north approximately 200 feet. The CRA boundary then turns right approximately 230 feet and then turns left and travels north approximately 220 feet. It then jogs right and travels for approximately 210 feet until it reaches the centerline of North Miami Avenue. The CRA boundary turns left and travels approximately 160 feet to the north along the centerline of North Miami Avenue. It then turns right at the intersection of North Miami Avenue and NE 121 Street. The CRA boundary travels east approximately 650 feet until it reaches the intersection of NE 1st CT. It then travels south approximately 200 feet until it reaches the south R/W line of NE 120th Street and then turns left and travels east approximately 700 feet until it reaches the intersection of NE 2nd Avenue. It then turns left and travels north along the west R/W line of NE 2nd Avenue until it reaches the southern R/W line of NE 123rd Street, where it turns left and travels west approximately 830 feet until it reaches the eastern R/W line of NE Miami Place. It then turns right and travels north approximately 175 feet and then turns west along the northern R/W line of NE 123rd Terrace. It then travels north 360 feet to the rear of the parcels directly south of NE 125th Street, where it then turns right and proceeds east along the southern parcel lines of the parcels directly south of NE 125th Street approximately 1,260 feet until it reaches the western R/W line of NE 2nd Avenue. It then jogs right approximately 40 feet and turns left and travels east along the southern parcel line of the parcel directly south of NE 125th Street approximately 530 feet until it reaches the western edge of Biscayne Canal. It then turns right traveling southeasterly approximately 1,190 feet where it then jogs right southwesterly approximately 10 feet and again jogs left continuing along the western edge of Biscayne Canal approximately 90 feet. It then turns east and travels in a straight line until it reaches the centerline of NE 121st Street. The CRA boundary travels east along the centerline of NE 121st Street and crosses over the Florida East Coast Railway line (FEC). It continues along the centerline of NE 121st Street until it turns left at the intersection of NE 14th Avenue. It travels north along the eastern R/W line of NE 14th Avenue approximately 590 feet and then jogs slightly to the east until it reaches the southern R/W line of NE 123rd Street. It then turns right along the southern R/W line of NE 123rd Street and travels easterly until it reaches NE 16th Avenue. It turns right and travels south along the western R/W line of NE 16th Avenue until it reaches NE 121 St. The CRA boundary then turns left along NE 121st Street and travels east until it hits the eastern R/W line of Biscayne Boulevard. The boundary travels north along the eastern R/W line of Biscayne Boulevard until it reaches a point that is approximately 200 feet north of the centerline of NE 135th Street. The CRA boundary then turns left and travels west approximately 870 feet until it reaches the FEC. It then travels north along the FEC lines approximately 300 feet and then jogs 200 feet in a northwesterly direction. It then jogs north along Arch Creek approximately 330 feet to the southern parcel lines of the parcels south

of NE 137th Terrace. It then turns left and goes west until it reaches the eastern R/W line of NE 16th Avenue. The CRA boundary then travels south along the eastern R/W line of NE 16th Avenue approximately 270 feet. It then turns right and travels westerly approximately 330 feet to the northwest corner of the parcel located at the northwest corner of the intersection of NE 16th Avenue and NE 135th Street. It then turns left and travels south approximately 140 feet to the southern parcel lines of the parcels south of NE 136th Street. It then turns right and travels west until it reaches the eastern R/W line of NE 14th Avenue and turns right and goes north until it reaches the southern R/W line of NE 140th Street. It then turns right and goes east until reaches the eastern R/W line of NE 16th Avenue where it turns left and travels north until it reaches the southern R/W line of NE 141st Street. It turns right and goes east along the southern R/W line of NE 141 Street until it reaches NE 16th Court. It then travels south along the western R/W line of NE 16th Court until it reaches the southern R/W line of NE 140th Street. It then goes east until it reaches the creek and then travels in a northwesterly direction approximately 500 feet. It then travels north until it hits the southern R/W line of NE 142nd Street and turns right and travels west approximately 530 feet and then turns right and travels south approximately 360 feet. It then turns left and travels east until it hits the FEC R/W and the boundary of the City, where it then turns left and follows the FEC R/W and the boundary of the City northerly approximately 330 feet and jogs slightly left at the point where the City's boundary and the FEC R/W diverge and travels north approximately 480 feet. It then turns left and travels west until it reaches the western R/W line of NE 20th Lane and turns right and travels until it reaches the northern R/W line of NE 144th Street. The CRA boundary turns left and then travels west until it reaches the centerline of NE 18th Avenue. It then turns left and travels south until it reaches NE 143rd Street. It then turns right and travels west along NE 143rd Street until it reaches NE 12th Avenue. It then turns right and travels north along the centerline of NE 12th Avenue until it reaches NE 149th Street. It then turns left and travels west along NE 149th Street until it reaches NE 11th Avenue. It then turns left and travels south along NE 11th Avenue until it reaches NE 147th Street. It then turns right and travels west one block and then turns right and travels north along NE 10th Court until it reaches NE 149th Street. It then turns left and travels west on 149th Street until it reaches the centerline of NE 10th Avenue. It then turns left and travels south on NE 10th Avenue until it reaches NE 147th Street. The CRA boundary then jogs right until it reaches the western R/W line of NE 10th Avenue and jogs left and travels south until it reaches the northern R/W line of NE 143rd Street. It then turns right and travels west until it reaches the eastern R/W line of NE 8th Avenue where it turns right and goes north until it reaches the southern R/W line of NE 145th Street. It then turns left and travels west until it reaches the eastern R/W line of NE 6th Avenue where it turns right and travels north until it hits the City's boundary. It then turns left and travels west following the City's boundary approximately 380 feet at which point the CRA and City boundary turns left and travels south until it reaches NE 143rd Street. It then turns right and travels west along NE 143rd Street until it reaches NE 4th Avenue. It then turns left travels south on NE 4th Avenue until it reaches NE 139th Street. The CRA boundary then travels west approximately 730 feet and then turns left and travels south approximately 1330 feet until it reaches NE 135th Street. It then turns left and travels east on NE 135th Street until it reaches NE 4th Avenue. It then turns right and travels south on NE 4th Avenue approximately 170 feet where it turns left and travels along the southern parcel lines of the parcels directly south of NE 135th Street until it reaches the western R/W line of NE 5th Avenue. It then turns right and travels south until it reaches the northern R/W line of NE 131st Street where it turns right and travels west until it reaches the eastern R/W line of NE 4th Avenue. It then turns left and travels south until it reaches the southern R/W line of NE 129th Street where it turns left and travels east until it reaches the western R/W line of NE 5th Avenue. It then turns right and travels south approximately 900 feet where it turns right and travels west approximately 190 feet and jogs slightly northwesterly approximately 30 feet. It then jogs left and travels west until it reaches NE 4th Avenue where it turns left and travels south approximately 150 feet and turns right and travels west approximately 420 feet. It then turns right and travels north approximately 150 feet where it turns right

and travels east approximately 50 feet. It then turns left and travels north approximately 80 feet until it reaches the southern parcel lines of the parcels directly south of NE 127th Street where it turns left and travels west until it reaches the eastern R/W line of NE 3rd Avenue. It then turns right and travel north until it reaches NE 131st Street where it turns left and travels west until it comes to Griffin Boulevard. It then turns left and travels south on the western R/W line of Griffin Boulevard approximately 2000 feet to a point that is at the northern parcel line of the parcel directly north of NE 125th Street. It then turns right and travels west until it reaches the Biscayne Canal where it jogs northwesterly approximately 60 feet and turns left and crosses over the Biscayne Canal and travels along the northern parcel line of the row of parcels directly north of NE 125th Street until it reaches NE 2nd Avenue. The CRA boundary then jogs right and travels north on NE 2nd Avenue approximately 30 feet where it turns left travels west along the northern boundary of the second row of parcels directly north of NE 125th Street until it reaches North Miami Avenue. It then turns right and travels north until it reaches NE 127th Terrace where it jogs left to the centerline of North Miami Avenue and continues to travel along the centerline of North Miami Avenue until it reaches NW 128th Street. It then turns left and travels west along the centerline of NW 128th Street until it reaches NW 2nd Avenue. The CRA boundary then turns right and travels north along the centerline of NW 2nd Avenue until it reaches NW 139th Street. It then turns left and travel west along the centerline of NW 139th Street until it reaches NW 5th Avenue. It then turns right and travels north along the centerline of NW 5th Avenue until it reaches NW 143rd Street. The CRA boundary turns left at NW 143rd Street and travels west until it reaches NW 7th Avenue. It then turns left and travels south along the centerline of NW 7th Ave until it reaches NW 135th Street. It then turns right and travels west along NW 135th Street until it reaches NW 12th Avenue. It then turns right and travels north along the centerline of NW 12th Avenue until it reaches Opa Locka Boulevard where it turns left and travels west until it reaches the point of beginning at the centerline of NW 17th Avenue along the western boundary line of the City. The CRA boundary also includes the area that is bordered by NW 137th Street, NW 17th Avenue, NW 15th Avenue and NW 139th Street.

The CRA boundary excludes those areas that are bordered by NW 135th Street, NW 13th Avenue, NW 131st Street and NW 16th Avenue.

The CRA boundary excludes those areas that are bordered by NE 125th Street, NE 123rd Street, Biscayne Canal and Griffin Boulevard less the first parcel directly south of NE 125th Street.

The CRA boundary excludes those areas that are bordered by NW 127th Street, NW 2nd Avenue, NW 126th Street, and NW 6th Avenue and twenty-three properties fronting on the south side of NW 126th Street, from NW 2nd Avenue on the east to NW 6th Avenue on the west plus the second property directly south of NW 126th Street and fronting on the west side of NW 5th Avenue.

The CRA boundary excludes those areas that are bordered by NW 123rd Street, NW 6th Avenue, NW 124th Street, and NW 2nd Avenue and twenty properties fronting on the north side of NW 124th Street, from and including the second property directly east of NW 6th Avenue on the west to NW 2nd Avenue on the east plus the second property directly north of NW 124th Street and fronting on the west side of NW 5th Avenue.

The CRA boundary excludes those parcels owned by Johnson and Wales University and more specifically having the following PCN numbers:

0622290070010062229007017006222900701900622290070200062229007021006222900702800622290070290062229007030006222900703100622290070320062229007063006222900708100622290080

55206222900805580622290080559062229055005006222905500600622290550160062229057001006  
222905700700622290570080

A separate CRA boundary starts at the intersection of NE 146th Street and NE 18th Avenue and proceeds east approximately 830 feet and then turns left and travels north approximately 960 feet along the eastern parcel line of the parcels directly east of NE 18th Avenue. It then crosses NE 149th Street and turns left and travels west approximately 160 feet to the eastern parcel line of the fifth parcel east of NE 18th Avenue where it turns right and travels north until it reaches the northern parcel line of the parcels directly north of NW 149th Street. It then turns left and travels west along the northern parcel line of the parcels directly north of NW 149th Street until it reaches NW 18th Avenue where it turns left and travels south until it reaches the point of beginning at the intersection of NE 146th Street and NE 18th Avenue.

An additional separate CRA Boundary includes the "Munisport" property east of Biscayne Boulevard and adjacent mangrove preserve areas east to the adjacent FIU property on the east and three properties fronting on the north side of NE 151st Street, from Biscayne Boulevard east to and including the property directly east of FIU Stadium Drive.

An additional separate CRA Boundary starts at the northwest corner of the parcel that is located north of NE 121st Street facing the easterly R/W of NE 18th Avenue. The boundary proceeds east along the northern parcel line of the parcels directly north of NE 121st Street and turns north along the western parcel line of the parcel west of NE 19th Avenue. The boundary jogs west approximately 65 feet before continuing north along the western parcel line of the parcel west of NE 19th Avenue below NE 123rd Street until it reaches the southern R/W line of NE 123rd Street. It then travels east on the southern R/W line of 123rd Street to the intersection of the of Sans Souci Boulevard and then turns right, southeasterly, to the southern boundary of the alley paralleling, and to the east of NE 123rd Street. It then proceeds west to the southern boundary of the R/W of the alley to the north of, and paralleling, Sans Souci Boulevard. It then proceeds southwesterly along the southern boundary of the alley to the intersection of NE 17th Road and turns right on the easterly R/W of NE 18th Avenue to the point of beginning.

Furthermore the CRA boundary shall include the following R/W's as follows:

1. NW 5th Avenue between NW 123rd Street and NW 127th Street
2. NW 4th Avenue between NW 123rd Street and NW 127th Street
3. NE Miami Place between NE 124th Terrace and NE 125th Street
4. NE 1st Avenue between NE 124th Street and NE 125th Street
5. NE 1st Court between NE 124th Street and NE 125th Street
6. NE 2nd Avenue between NE 123rd Street and NE 125th Street
7. NE 2nd Court between NE 119th Street and NE 125th Street
8. NE 124th Terrace between North Miami Avenue and NE Miami Place
9. NE 124th Street between NE Miami Place and NE 2nd Court
10. NE 123rd Street between NE Miami Place and NE 2nd Court
11. NE 122nd Street between NE 2nd Avenue and NE 3rd Court

12. NE 121st Terrace between NE 2nd Avenue and NE 3rd Court
13. NE 127th Street between NE Miami Court and NE 2nd Avenue
14. NE 127th Terrace between North Miami Avenue and NE Miami Court
15. NE 2nd Avenue between NE 125th Street and NE 127th Street
16. NE 1st Court between NE 125th Street and NE 127th Street
17. NE 1st Avenue between NE 125th Street and NE 127th Street
18. NE Miami Place between NE 125th Street and NE 127th Street
19. NE Miami Court between NE 125th Street and NE 127th Terrace
20. NE 134th Street between NE 4th Avenue and NE 5th Avenue
21. NE 132nd Terrace between NE 4th Avenue and NE 5th Avenue
22. NE 132nd Street between NE 4th Avenue and NE 5th Avenue
23. NE 131st Street between NE 3rd Avenue and NE 4th Avenue
24. NE 130th Street between NE 3rd Avenue and NE 4th Avenue
25. NE 129th Street between NE 3rd Avenue and NE 4th Avenue
26. NE 128th Street between NE 3rd Avenue and NE 5th Avenue
27. NE 127th Street between NE 3rd Avenue and NE 5th Avenue
28. NE 4th Avenue between NE 126th Street and NE 135th Street
29. NE 4th Court between NE 132nd Terrace and NE 134th Street
30. NE 7th Court between NE 145th Street and NE 147th Street
31. NE 8th Avenue between NE 145th Street and NE 147th Street
32. NE 145th Street between NE 6th Avenue and NE 10th Avenue
33. NE 144th Street between NE 7th Court and NE 10th Avenue
34. NE 15th Court between NE 136th Street and NE 137th Street
35. NE 136th Street between NE 14th Avenue and NE 15th Avenue
36. NE 137th Street between NE 14th Avenue and NE 15th Avenue
37. NE 138th Street between NE 14th Avenue and NE 15th Avenue
38. NE 139th Street between NE 14th Avenue and NE 15th Avenue
39. NE 13th Avenue between NE 129th Street and NE 135th Street
40. NE 129th Street between NE 12th Avenue and NE 14th Avenue
41. NE 130th Street between NE 12th Avenue and NE 14th Avenue

42. NE 131st Street between NE 12th Avenue and NE 14th Avenue
43. NE 132nd Street between NE 12th Avenue and NE 14th Avenue
44. NE 133rd Street between NE 12th Avenue and NE 14th Avenue
45. NE 134th Street between NE 12th Avenue and NE 14th Avenue

## **8. APPENDIX II – SUPPORTING PLANS & STUDIES**

### **8.1. North Miami Master Planning**

- 8.1.1. City of North Miami Downtown Concept Plan (Corradino/2014)**
- 8.1.2. City of North Miami Downtown Action Plan (Keith & Schnars/2014)**
- 8.1.3. City of North Miami Downtown Development & Major Corridor Plan (Keith & Schnars/2013)**
- 8.1.4. City of North Miami Bike, Park and Ride, A Plan for Connecting Bicycle Parking and Transit (Kimley-Horn/2009)**

### **8.2. Economic Analysis**

- 8.2.1. North Miami Economic/Market Evaluation (Strategic Planning Group/2012)**
- 8.2.2. North Miami Economic Development Action Plan (City-CRA/2010)**

### **8.3. Parking Analysis**

- 8.3.1. City of North Miami Parking Inventory & Needs Study (Corradino/2015)**

### **8.4. Capital Improvements/Infrastructure**

- 8.4.1. City of North Miami FY 2011/12-2016 Capital Improvement Plan**