OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Agenda Item No. 5(C)

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

DATE: July 10, 2019

FROM: Abigail Price-Williams County Attorney

SUBJECT: Resolution making certain findings and approving, after a public hearing, Community Redevelopment Plan related to that certain geographic area of Miami-Dade County, Florida known as the Miami Gardens Community Redevelopment Area, which is described as a portion of Miami-Dade County, Florida generally bounded on the north by NW 215 Street, on the west by NW 47 Avenue, on the south by NW 167 Street, and on the east NW 17 Avenue; and approving of and authorizing the County Mayor to execute the Interlocal Cooperation Agreement, with an effective date of May 31, 2019, between Miami-Dade County, the City of Miami Gardens, and the City of Miami Gardens Community Redevelopment Agency, and to exercise termination provisions contained therein

Resolution No. R-709-19

The accompanying resolution was prepared by the Office of Management and Budget and placed on the agenda at the request of Prime Sponsor Commissioner Barbara J. Jordan.

Abigail Price-Williams
County Attorney

APW/uw

Memorandum

MIAMI-DADE COUNTY

Date: July 10, 2019

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

From: Carlos A. Gimenez
Mayor

Subject: Resolution Approving the Redevelopment Plan and Interlocal Cooperation Agreement for the Miami Gardens Community Redevelopment Agency

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Recommendation

It is recommended that the Board of County Commissioners (Board) consider the attached resolution which, if approved, would do the following:

- Approve the Miami Gardens Community Redevelopment Plan (Plan) pursuant to chapter 163, part III, Florida Statutes (Act) (see Exhibit B to the resolution); and
- Approve the terms of and authorize the County Mayor or the County Mayor's designee to execute the Interlocal Cooperation Agreement (Interlocal Agreement), with an effective date of May 31, 2019, by and among Miami-Dade County (County), the City of Miami Gardens (City), and the City of Miami Gardens Community Redevelopment Agency (Agency) for the Agency to undertake redevelopment of the Miami Gardens NW 27th Avenue Community Redevelopment Area (Redevelopment Area) (see Exhibit C to the resolution), and to exercise termination provisions contained therein.

An ordinance to create a community redevelopment trust fund for the Redevelopment Area in order for the County and City to deposit the funds necessary to accomplish the projects and activities set forth in the Plan will be considered by the Board at a later date.

Scope of Agenda Item

The proposed Redevelopment Area encompasses approximately 1,046 acres of land in the City. The area is located in the City and is generally bound on the north by NW 215th Street, on the west by NW 47th Avenue, on the east by NW 17th Avenue and on the south by NW 167th Street. The Redevelopment Area is entirely within County Commission District 1, which is represented by Commissioner Barbara J. Jordan.

Fiscal Impact / Funding Source

A community redevelopment agency's primary revenue source is the incremental growth of ad valorem revenues beyond an established base year, tax increment financing (TIF), as defined in section 163.387, Florida Statutes. As provided in the Finding of Necessity approved by the Board on March 7, 2017, (Resolution No. R-210-17) should this area become a community redevelopment area, the countywide and municipal revenues will be deposited into the Trust Fund and be used within to fund projects and activities prescribed by the Plan to eradicate the slum and blight in the community.

Although the proposed Redevelopment Area lies within the City, the County will contribute countywide TIF revenues through the life of the Agency. State law requires that each taxing authority contribute from 95 percent, but no less than 50 percent of TIF revenues into the Agency's Trust Fund once created. The amount of TIF to be deposited in the Trust Fund can be determined at the point when the Trust Fund is created. In the case of the Redevelopment Area, the amount

of tax increment contributed to the Trust Fund from both countywide and municipal revenue has been negotiated to be 75 percent. Although the proposed ordinance creates the Trust Fund and requires each taxing authority to make annual appropriations for a period not to exceed 30 years, the Board may extend the life of the Agency and the Redevelopment Area to up to 40 years if warranted. The Board may also extend the life of the Agency and Redevelopment Area by approving a financing instrument that requires an extension of life in order to satisfy debt service requirements.

Based on conservative estimates and a contribution of 75 percent of the increment, it is projected that the 30 years of TIF revenues will total $115,307,682 ($46,377,674 from the County and $68,930,008 from the City), based on an annual growth rate in taxable values of four percent. These estimates do not assume property tax roll increases associated with significant redevelopment because it is very difficult to predict.

It is important to note that of the 2,399 folios to be included in the Redevelopment Area, 1,133 folios are within the Strategic Miami Area Rapid Transit Transportation Infrastructure Improvement District (SMART TIID) adopted by the Board through Ordinance No. 18-8 as depicted on the map in Attachment 1. The 1,133 folios contain 76 percent of the total taxable value within the proposed boundaries. Once the Board approves the Trust Fund, the folios will become part of the Agency and will no longer contribute to the SMART TIID. The Interlocal Agreement requires that 25 percent of the County's increment will be returned to the County for use in the North Corridor. Of the $46.4 million in County funding over 30 years, approximately $11.7 million will be returned to the County for the North Corridor over that same period of time.

Track Record / Monitor
The terms of the Interlocal Agreement governing the Agency will be monitored by the Office of Management and Budget.

Background
In 1969, the Florida Legislature enacted the Community Redevelopment Act of 1969, as it is presently codified in part III, chapter 163, Florida Statutes, as amended (Act). The Act authorizes counties and municipalities in the State of Florida to create community redevelopment agencies, to prepare redevelopment plans for certain defined areas within their boundaries designated as community redevelopment areas, within which community redevelopment projects and activities may be undertaken to eliminate and prevent the development and spread of slum and blighted areas through the use of creative financing mechanisms. Pursuant to the Act, the Board is the governing body over all community redevelopment agencies in the County, but the Board can delegate redevelopment powers at its discretion, after a finding has been made determining that slum or blight exists within a defined area.

On July 27, 2016, the City adopted Resolution No. 2016-133-3032, which approved the Finding of Necessity for the Redevelopment Area and authorized it to be transmitted to the County. The study examined conditions in the proposed Redevelopment Area and concluded that slum and blight, as defined in the Act, exist within the Redevelopment Area. On March 7, 2017, the Board held a public hearing and adopted Resolution No. R-210-17, approving the Finding of Necessity for the area, and delegating certain redevelopment powers to the City to create the Agency and prepare the Plan. Resolution No. R-210-17 further required the Agency to approve the Plan and

the Interlocal Agreement acceptable to the County, and the County to approve the Plan and Interlocal Agreement within 12 months of the effective date of that resolution. In the event these conditions were not met by the Agency and the City then the Agency would cease to exist. Thereafter, on April 10, 2018, the Board adopted Resolution No. R-356-18, which extended the deadline for the submission of the Plan and the Interlocal Agreement until November 30, 2018. On November 8, 2018, the Board adopted Resolution No. R-1202-18, which granted a second extension until May 31, 2019. The conditions set forth in the before-mentioned resolutions have been met by the City and Agency, which have submitted for the Board's consideration the Plan and the Interlocal Agreement. On September 12, 2018, the City Council adopted Resolution No. 2018-144-3558 whereby the City Council appointed itself as the board of commissioners of the Agency. The Plan and the Interlocal Agreement were approved by the City. The City recommends that the Board approve the Plan and the Interlocal Agreement.

Plan

The Plan identifies several strategies for redevelopment. The major strategies are listed below:

- Economic Development Strategy - will focus on a catalyst project on the 40-acre site owned by the City for use as an entertainment and performing arts center. Redevelopment of this property would incentivize other properties to redevelop creating sizable investments in the Redevelopment Area;
- Attraction of New Investments – market vacant properties to recruit new businesses to the area to stimulate the local economy and hire within the area;
- Business Development and Recruitment – target new businesses that fill the needs of the local market by using incentives such as the Opportunity Zone program.
- Infrastructure and Neighborhood Improvement Projects – would allow the Agency to make improvements to drainage in neighborhoods, pedestrian and bicycle mobility projects, and neighborhood enhancement projects; and
- Community Policing – use of a non-traditional policing strategies such as bicycle and foot patrols that involve the local business community.

The Plan does not include provisions for affordable housing. According to the City, there is no lack of affordable housing in the City, therefore it is in the best interest of the City to not require the inclusion of affordable housing in the Plan.

Interlocal Agreement

Resulting from Miami-Dade County's Home Rule Amendment and Charter, unlike other counties, the governing body of the Agency is the Board of County Commissioners. Under the Act, the Board may delegate the redevelopment powers to the Agency through an interlocal cooperation agreement. The Agency's Commissioners cannot exercise redevelopment powers within the Redevelopment Area until the Board, pursuant to Sections 163.357 and 163.410, Florida Statutes, delegates the exercise of those powers to the Agency. When the Board adopted Resolution R-210-17, approving the Finding of Necessity for the Redevelopment Area, it delegated the power to the City to create the Agency with the sole power to prepare and adopt the Plan and submit it to the Board for approval. The terms and conditions of such delegation are formalized through the Interlocal Agreement (see Exhibit C to the resolution). The Board has adopted Resolution Nos. R-1382-09, R-871-11, R-599-15 and R-499-16 which established guidelines for community redevelopment agencies and the interlocal agreements between such agencies and the County. The Interlocal Agreement includes all of the provisions in these resolutions with the exception of

the affordable housing requirements. As previously noted, the Plan does not include a provision for affordable housing, therefore the interlocal provision for affordable housing is not necessary. Some of the terms set forth in the Interlocal Agreement are as follows:

- Grants the Agency certain redevelopment powers;
- Caps administrative expenses at 20 percent;
- Requires prior approval by the Board for amendments to the Redevelopment Plan;
- Requires approval by the Board for indebtedness, including bond financing and prioritizes the reduction of debt as quickly as possible;
- Allows for one or more members of the Board or a designee to be appointed to serve on the Agency's Board of Commissioners;
- Requires that annual budgets and progress reports be submitted to the County. With the exception of the debt service payment on current bond obligations financed by TIF revenues, no funds on deposit in the Trust Fund may be expended by the Agency until the annual budget has been approved by the Board;
- Requires a refund of 25 percent of the County's contribution to the CRA for the North Corridor;
- Requires community benefits for grants $200,000 or over, and contract requirements for grants $500,000 or more;
- Establishes clawback provisions for grants;
- Provides for reasonable opportunity to be heard;
- Requires safeguards for residents from displacement;
- Provides for Inspector General reviews and ethics training, and
- Requires an annual independent audit by a Certified Public Accountant.

Except for those community redevelopment powers that remain with the Board, the Agency shall have the sole right and responsibility to disseminate information related to the Plan, accept grants and other financial assistance from the federal government, solicit requests for proposals and execute contracts. The Agency may also purchase real property in the redevelopment area and hold, improve, or clear that property.

On February 8, 2019, the Tax Increment and Financing Committee considered the Plan and recommended approval of the item.

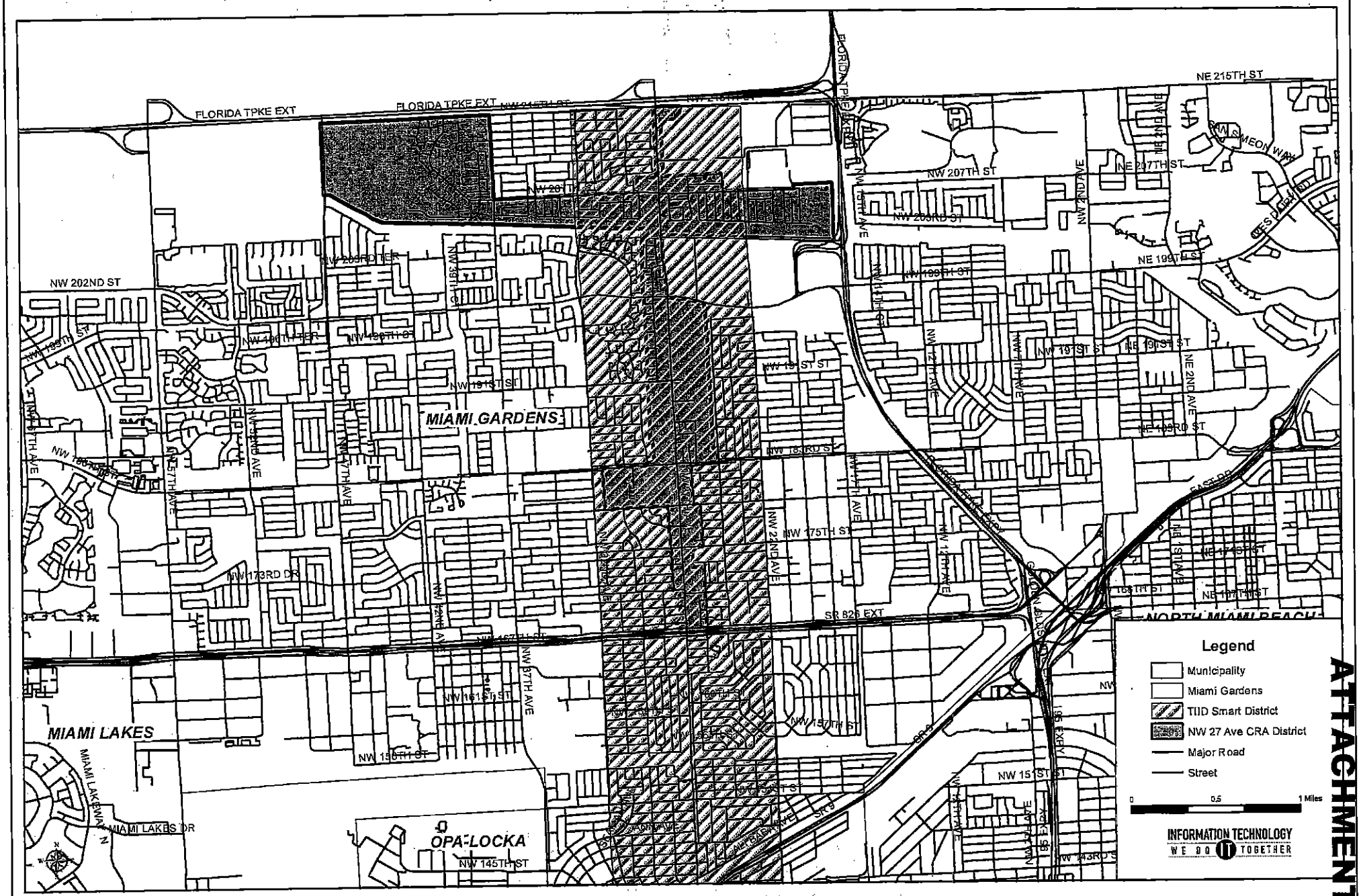
Attachment

Edward Marquez
Deputy Mayor

Mayor04519

MIAMI-DADE COUNTY

Proposed Miami Gardens Community Redevelopment



ATTACHMENT 1

This map was prepared by the Miami Dade County Information Technology Department Enterprise Solutions Division.
October, 2016

This map and associated information is to be used only for public business as may be authorized by law and no reproduction for commercial use or sale is permitted.
No expressed or implied warranties including but not limited to the implied warranties of merchantability or fitness for a particular purpose is made. User is warned the materials contained herein are provided "as is".

MEMORANDUM

(Revised)

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

DATE: July 10, 2019

FROM: Abigail Price-Williams County Attorney

SUBJECT: Agenda Item No. 5(C)

Please note any items checked.

_____ "3-Day Rule" for committees applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budget

_____ Budget required

_____ Statement of fiscal impact required

_____ Statement of social equity required

_____ Ordinance creating a new board requires detailed County Mayor's report for public hearing

_____ No committee review

_____ Applicable legislation requires more than a majority vote (i.e., 2/3's present ____, 2/3 membership ____, 3/5's ____, unanimous ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) ____, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) ____) to approve

_____ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 5(C)
7-10-19

RESOLUTION NO. R-709-19

RESOLUTION MAKING CERTAIN FINDINGS AND APPROVING, AFTER A PUBLIC HEARING, THE COMMUNITY REDEVELOPMENT PLAN RELATED TO THAT CERTAIN GEOGRAPHIC AREA OF MIAMI-DADE COUNTY, FLORIDA KNOWN AS THE MIAMI GARDENS COMMUNITY REDEVELOPMENT AREA, WHICH IS DESCRIBED AS A PORTION OF MIAMI-DADE COUNTY, FLORIDA GENERALLY BOUNDED ON THE NORTH BY NW 215 STREET, ON THE WEST BY NW 47 AVENUE, ON THE SOUTH BY NW 167 STREET, AND ON THE EAST BY NW 17 AVENUE; AND APPROVING OF AND AUTHORIZING THE COUNTY MAYOR OR THE COUNTY MAYOR'S DESIGNEE TO EXECUTE THE INTERLOCAL COOPERATION AGREEMENT, WITH AN EFFECTIVE DATE OF MAY 31, 2019, BETWEEN MIAMI-DADE COUNTY, THE CITY OF MIAMI GARDENS, AND THE CITY OF MIAMI GARDENS COMMUNITY REDEVELOPMENT AGENCY, AND TO EXERCISE TERMINATION PROVISIONS CONTAINED THEREIN

WHEREAS, during the 1969 legislative session, the Florida Legislature enacted the Community Redevelopment Act of 1969, which is presently codified in part III of chapter 163, Florida Statutes, as amended from time to time (the "Act"); and

WHEREAS, the Act confers certain powers upon counties with home rule charters, which counties, including, but not limited to, the power to delegate certain of the county's powers to a community redevelopment agency created pursuant to the Act; and

WHEREAS, on March 7, 2017, this Board adopted Resolution No. R-210-17, as amended by Resolution Nos. R-356-18 and R-1202-18, which declared a certain geographic area known as the Miami Gardens Community Redevelopment Area, which is generally bounded on the north by NW 215 Street, on the west by NW 47 Avenue, on the south by NW 167 Street, and on the east

by NW 17 Avenue (the "Redevelopment Area"), and which is more fully described in Exhibit "A" attached hereto and incorporated herein by this reference, to be a slum or blighted area, declared the rehabilitation, conservation or redevelopment, or combination thereof to be necessary in the interest of the public health, safety, morals or welfare of the residents of the Redevelopment Area and the County and found the need for the creation of a community redevelopment agency; and

WHEREAS, this Board through Resolution No. R-210-17 also delegated the power to create a community redevelopment agency to the City of Miami Gardens ("City"); and

WHEREAS, this Board through Resolution No. R-210-17 also delegated to the City the power to initiate, prepare, and adopt a redevelopment plan, subject to approval by this Board; and

WHEREAS, on September 12, 2018, the City adopted Resolution No. 2018-144-3558, which appointed the City Council as the board of commissioners of the City of Miami Gardens Community Redevelopment Agency ("Agency"); and

WHEREAS, the City has submitted for this Board's approval, the Miami Gardens Community Redevelopment Plan ("Plan"), a copy of which is attached as Exhibit "B" and incorporated herein by reference; and

WHEREAS, this Board has at this meeting conducted a public hearing with respect to the findings, conclusions and other matters set forth in this resolution; and

WHEREAS, this Board is sympathetic to the needs of the Redevelopment Area to reverse the slum or blight that has occurred in the Redevelopment Area, and therefore, wishes to approve the Plan; and

WHEREAS, in accordance with Resolution Nos. R-210-17, R-356-18 and R-1202-18, the City has also approved and submitted to this Board for its approval, and Interlocal Cooperation Agreement between the County, City and the Agency ("Interlocal Agreement"), which is attached hereto as Exhibit "C" and incorporated herein by reference; and

WHEREAS, this Board desires to approve the terms of the Interlocal Agreement; and

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

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

Section 1. The matters contained in the foregoing recitals and the accompanying memorandum from the County Mayor are approved and incorporated in this resolution by reference.

Section 2. In accordance with section 163.360, Florida Statutes, this Board accepts the delivery of the Miami Gardens NW 27th Avenue Community Redevelopment Plan ("Plan"), in substantially the form attached hereto as Exhibit "B" and incorporated herein by reference. This Board further finds that:

(a) The rehabilitation, conservation or redevelopment or a combination of each, of the Redevelopment Area is necessary in the interest of the public health, safety, morals and welfare of the residents of Miami-Dade County and in the interest of implementing the Community Redevelopment Act of 1969, which is presently codified in part III of chapter 163, Florida Statutes, as amended from time to time (the "Act") by rehabilitating and revitalizing the area economically and socially, thereby inhibiting the spread of disease and crime, and inter alia improving the tax base, promoting sound growth, and providing improved housing conditions.

(b) A feasible method exists for the location of families who will be displaced from the Miami Gardens NW 27th Avenue Community Redevelopment Area, which is generally bounded on the north by NW 215 Street, on the west by NW 47 Avenue, on the south by NW 167 Street, and

on the east by NW 17 Avenue (the "Redevelopment Area") in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families.

(c) The Plan conforms to the general plan of the County and the City of Miami Gardens ("City") as a whole.

(d) The Plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the general vicinity of the site covered by the Plan.

(e) The Plan will afford maximum opportunity, consistent with the sound needs of the County as a whole, for the rehabilitation or redevelopment of the Redevelopment Area by private enterprise.

(f) If the Redevelopment Area consists of an area of open land to be acquired by the County or the City to be developed in whole or in part for residential uses such as may be acquired because it is hereby determined that: (i) a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the County; (ii) the need for housing accommodations has increased in the area; (iii) the conditions of blight in the area or the shortage of decent, safe, affordable and sanitary housing cause or contribute to an increase in the spread of disease and crime or constitute a menace to the public health, safety, morals or welfare; and (iv) the acquisition of the area for residential uses is an integral part of and is essential to the program of the County.

(g) If the Redevelopment Area consists of an area of open land to be acquired by the County or the City so as to be developed in whole or in part for non-residential uses such may be acquired because it is hereby determined that: (i) such non-residential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives; (ii) acquisition may require the exercise of governmental action as provided in the Act because of defective, or unusual conditions of, title or diversity of ownership which prevents the free alienability of such land; tax delinquency; improper subdivisions; outmoded street patterns; deterioration of site; economic disuse; unsuitable topography or faulty lot layouts; lack of correlation of the area with other areas of the County by streets and modern traffic requirements; or any combination of such factors or other conditions which retard redevelopment of the area; and (iii) conditions of blight in the area contribute to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals or welfare.

Section 3. This Board further finds and determines that: (a) the Plan is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the Redevelopment Area, zoning and planning changes, if any, land uses, maximum densities and building requirements; (b) the Plan conforms with the Act; and (c) the Plan is necessary in the interest of the public health, safety, morals and welfare of the residents of the County and will effectuate the purposes of the Act by revitalizing the Redevelopment Area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions and eliminating the conditions which the Florida Legislature in the Act found constituted a menace which was injurious to the public health, safety, welfare and morals of the residents.

Section 4. This Board, after a public hearing and having made the findings expressed above, approves and adopts the Plan for the Redevelopment Area in accordance with the Act. The Plan is designated as the official redevelopment plan for the Redevelopment Area and it is the purpose and intent of the Board that the Plan, as the same may be amended and supplemented by the Board, be implemented in the Redevelopment Area.

Section 5. The life of the City of Miami Gardens Community Redevelopment Agency and the Redevelopment Area are hereby approved for 30 years.

Section 6. This Board further approves the terms of and authorizes the County Mayor or County Mayor's designee to execute the Interlocal Cooperation Agreement, with an effective date of May 31, 2019, between the County, City, and Agency in substantially the form attached hereto as Exhibit "C" and incorporated herein by reference, subject to the review of the County Attorney. This Board further authorizes the County Mayor or the County Mayor's designee to exercise the termination provision contained therein.

The foregoing resolution was offered by Commissioner **Rebeca Sosa**, who moved its adoption. The motion was seconded by Commissioner **Sally A. Heyman** and upon being put to a vote, the vote was as follows:

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

The Chairperson thereupon declared this resolution duly passed and adopted this 10th day of July, 2019. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

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

HARVEY RUVIN, CLERK

Linda L. Cave
By:_____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Terrence A. Smith

Appendix A: Legal Description

MIAMI GARDENS NW 27TH AVENUE CRA
LEGAL DESCRIPTION

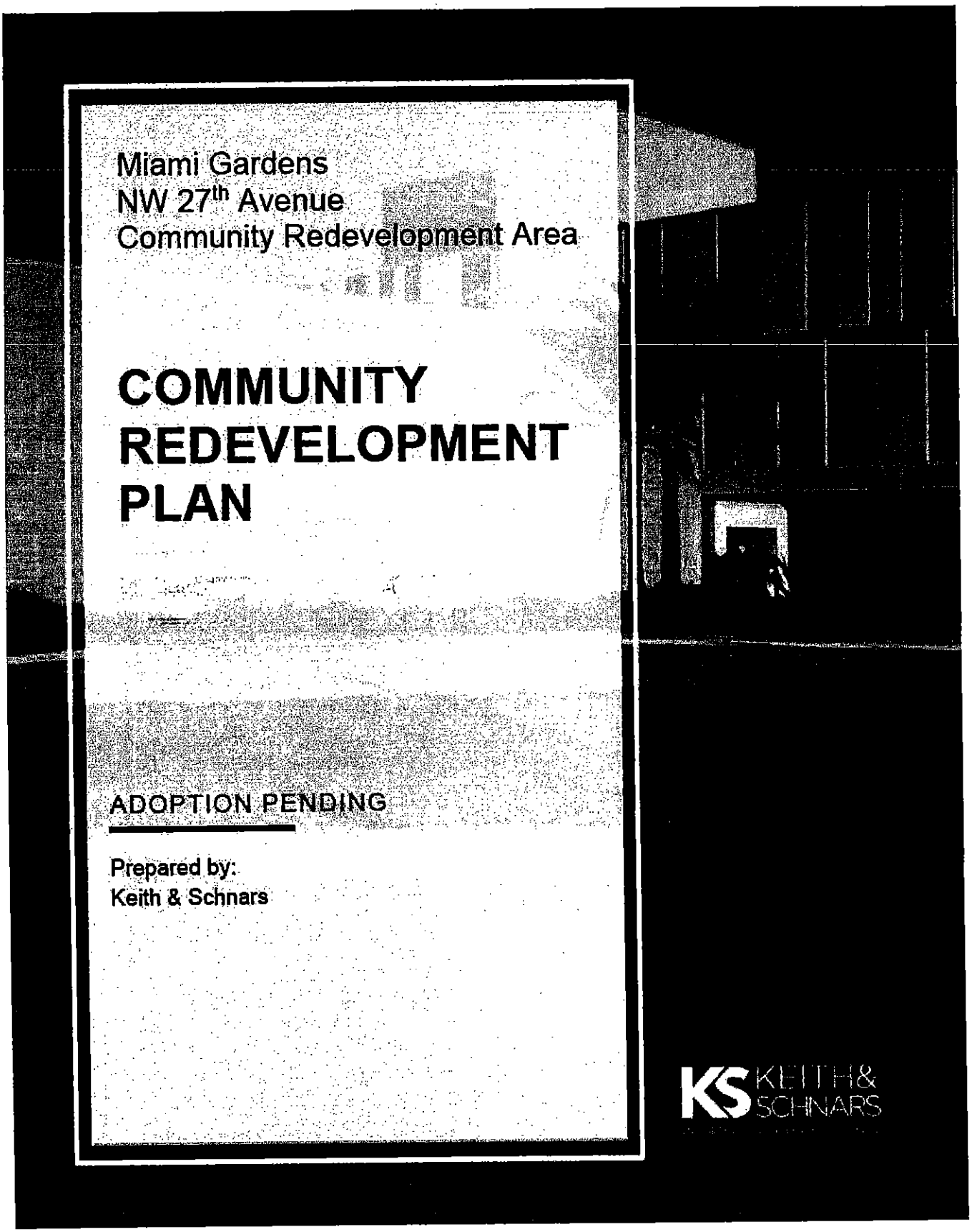
A portion of Miami-Dade County, Florida, more particularly described as follows:

BEGIN at the Northwest corner of Section 32, Township 51 South, Range 41 East, on the Northern Boundary of Miami-Dade County, Florida; thence run south along the West line of said Section 32, (centerline of NW 47th Avenue) to the intersection with the centerline of the Snake Creek Canal (C-9); thence southeasterly and easterly along said centerline to the intersection with the northeasterly projection of the centerline of that certain canal recorded in Official Records Book 837, Page 685 (Miami-Dade County Records) lying between Leslie Estates Section 5, according to the plat thereof as recorded in Plat Book 96, Page 79 of the Public Records of Miami-Dade County, Florida and Leslie Estates Section 6, according to the plat thereof as recorded in Plat Book 97, Page 19 of the Public Records of Miami-Dade County, Florida; Thence southwesterly and southerly along said centerline to the intersection with the north line of Lot 51 of Carol City 4th Addition, according to the plat thereof as recorded in Plat Book 65, Page 122 of the Public Records of Miami-Dade County, Florida; Thence easterly along said north line to the to the northeast corner of said Lot 51; Thence southerly along the east line of said Lot 51 and the southerly prolongation thereof, to the intersection with the centerline of NW 183rd Street (Miami Gardens Drive); Thence westerly along said centerline to the intersection with the centerline with NW 31st Avenue; Thence southerly along said centerline to the intersection with the centerline of NW 179th Street; thence easterly along said centerline to the intersection with the centerline of NW 27th Court; Thence Southerly along said centerline to the intersection with the centerline of NW 171st Street; Thence easterly along said centerline to the intersection with the centerline of NW 27th Avenue; Thence southerly along said centerline to the intersection with the centerline of NW 167th Street (Golden Glades Drive); Thence easterly along said centerline to the intersection with the centerline of NW 25th Avenue; Thence northerly along said centerline to the intersection with the easterly prolongation of the south line of Block 55 of the Second Addition to

Myrtle Grove, according to the plat thereof as recorded in Plat Book 65, Page 103 of the Public Records of Miami-Dade County, Florida; Thence westerly along said south line to the southeast corner of Parcel A of said Plat; Thence northerly along the east line of said Parcel A and northerly prolongation thereof to the intersection with the centerline of NW 175th Street; Thence easterly along said centerline to the intersection with the centerline of NW 25th Avenue; Thence northerly along said centerline to the intersection with the centerline of NW 179th Street; Thence westerly along said centerline to the intersection with the centerline of NW 25th Court; Thence northerly along said centerline to the intersection with the centerline of aforesaid NW 183rd Street (Miami Gardens Drive); Thence easterly along said centerline to the intersection with the centerline of NW 24th Avenue; Thence northerly along said centerline to the intersection with the easterly prolongation of the south line of Tract "D" of Dolphin Center Stadium site, according to the plat thereof as recorded in Plat Book 129, Page 91, of the Public Records of Miami-Dade County, Florida; Thence westerly along said prolongation and said south line to the southwest corner of said Tract "D"; Thence northerly along the west line of said Tract "D" and northerly prolongation thereof to the intersection with the centerline of NW 199th Street; Thence northwesterly along said centerline to the intersection with the centerline of NW 27th Avenue; Thence northerly along said centerline to the intersection with the centerline of aforesaid Snake Creek Canal (C-9); Thence easterly along said centerline to the intersection with the southerly prolongation of the east line of Tract "D" of Lake Lucerne Section Seven, according to the plat thereof as recorded in Plat Book 157, Page 73 of the Public Records of Miami-Dade County, Florida; Thence northerly along said prolongation and said east line same being the east line of Section 34, Township 51 South, Range 41 East, to the northwest corner of said Tract "D"; Thence westerly along the northerly line of said Tract "D" and the westerly prolongation thereof, to the intersection with the centerline of NW 17th Avenue; Thence southeasterly along said centerline to the intersection with the centerline of NW 207th Street; Thence westerly along said centerline to the intersection with the centerline of NW 23rd Avenue; Thence northerly along said centerline to the intersection with the north line of Tract "A" (NW 208th Terrace) of Lake Lucerne Estates, according to the plat thereof as recorded in Plat Book 95, Page 90 of the Public Records of Miami-Dade County, Florida; Thence westerly along said north line to the northeast corner of Tract "A" of Lake Lucerne Center, according to the plat

thereof as recorded in Plat Book 96, Page 30 of the Public Records of Miami-Dade County, Florida; Thence westerly along the north line of said Tract "A" same being the south line of Tract "A" of Calder Race Course, according to the plat thereof as recorded in Plat Book 168, Page 57 of the Public Records of Miami-Dade County, Florida to the southwest corner of said plat; Thence northerly along the west line of said Tract "A" to the northwest corner of said plat; Thence easterly along a northerly line of said plat to a northwest corner of said plat; Thence northeasterly and northerly along a westerly line of said plat and the northerly prolongation thereof to the intersection with a point being on the north boundary of Miami-Dade County, Florida, along the North Section lines of Sections 34,33, in Township 51 South, Range 41 East. Thence westerly along said north boundary to the intersection with the west Right-of-Way line of NW 27th Avenue; Thence southerly along said Right-of-Way line to the southeast corner of Block 8, Liberty Homes Estates Section Four, according to the plat thereof as recorded in Plat Book 87, Page 82 of the Public Records of Miami-Dade County, Florida; Thence westerly along the south line of said Block 8 to the northeast corner of Block 2 of Fairland Gardens, according to the plat thereof as recorded in Plat Book 121, Page 100, of the Public Records of Miami-Dade County, Florida; Thence southerly along the east line of said Block 2 and the southerly prolongation thereof, to the intersection with the centerline of NW 207th Street; Thence westerly along said centerline to the intersection with the centerline of NW 37th Avenue; Thence northerly along said centerline to the intersection with a point on the north boundary of Miami-Dade County, Florida; Thence westerly along said north boundary same being the north section line of Section 32, Township 51 South, Range 41 East to the northwest corner of said Section 32 and the Point of Beginning.

EXHIBIT B



Miami Gardens
NW 27th Avenue
Community Redevelopment Area

COMMUNITY REDEVELOPMENT PLAN

ADOPTION PENDING

Prepared by:
Keith & Schnars

KS KEITH & SCHNARS

Miami Gardens
Community Redevelopment Agency

ACKNOWLEDGEMENTS

City of Miami Gardens City Council

Oliver G. Gilbert III, Mayor
Rodney Harris, Vice Mayor
Katrina Wilson, Councilwoman
Erhabor Ighodaro, Ph. D., Councilman
Lillie Q. Odom, Councilwoman
Reggie Leon, Councilwoman
David Williams Jr., Councilman

City Manager's Office

Cameron Benson, City Manager
Vernita Nelson, Assistant City Manager
Craig Clay, Deputy City Manager
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SECTION I: EXECUTIVE SUMMARY AND OVERALL GOALS

The Miami Gardens City Council approved a Finding of Necessity in 2014 and an update in 2016, both finding the NW 27th Avenue Community Redevelopment Area (CRA) to have conditions of blight including reduced economic health, high crime rates, extensive code violations, and unfavorable land development conditions. This designation is in accordance with the provisions defined in the Florida Statutes, Chapter 163, Part III, and authorizes the preparation of a Community Redevelopment Plan.

This Community Redevelopment Plan addresses the NW 27th Avenue CRA Study Area. The Study Area includes NW 27th Avenue between NW 215th Street (County Line Road) and SR 826 (Palmetto Expressway). It is bounded by NW 47th Avenue to the west and includes properties north of the Snake Creek Canal, excluding the residential area between NW 37th Avenue north of NW 207th Street and NW 27th Avenue. It also excludes Calder Race Course and Casino and the Hard Rock Stadium, which are adjacent to the CRA. The boundaries of the CRA reach within all four City Council districts. The legal description is provided in full in **Appendix A**.

The Plan identifies an opportunity for a catalyst project and actions to eliminate and prevent the spread of blighted conditions and develops programs to support redevelopment and the rehabilitation of unfavorable conditions.

The City of Miami Gardens has retained Keith & Schnars, P.A. to prepare the NW 27th Avenue Community Redevelopment Plan as required by law in the Community Redevelopment Act of 1969, Florida Statutes, Chapter 163, Part III.

Public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the CRA and the City Council.

A finding of slum and blight has been determined based upon the contributing factors noted in **Section III**, many of which will proliferate if not addressed.

Overall Goals

The overall goals of the CRA and Redevelopment Plan are to increase the opportunities to build a destination that will attract visitors, create jobs, and support the local economy. While there are locations in the City, such as Hard Rock Stadium, that are already a destination, through a catalyst project, the CRA proposes to create a new destination; a cultural and performing arts environment.

Earlier actions leading toward the push for revitalization include the 2015 City Council approval of the Entertainment Overlay District (EOD), which is an overlay of the Planned Corridor Development District (PCD). The intent of the EOD is to further the economic development strategy and goals of the City; primarily to revitalize commercial centers by encouraging entertainment-driven uses. The PCD District implements the Comprehensive Development Master Plan (CDMP) Commerce land use category and allows for a wide range of commercial uses, select recreation and entertainment uses. The PCD and EOD cover many properties within the NW 27th Avenue CRA, and establishment of a CRA supports the revitalization economically.

Through the powers of a CRA, business recruitment and financial incentives further implement the EOD to bring in the desired entertainment uses to the corridor; the hotels, theaters, cultural centers, bars and restaurants. These uses enhance the public realm by creating a sense of place through outdoor dining and pleasing pedestrian experiences. New businesses also lead to the creation of new, local jobs for the residents.

A brand or theme is also sought to be carried through the NW 27th Avenue commercial corridor through the CRA's efforts. Establishing recognizable characteristics in an area to define it and support wayfinding for the out-of-town guests also adds to the experience of the destination. Cultural arts and entertainment venues attract guests from throughout the region, and it is the CRA's goal to support the revitalization that will make the destination a reality.

SECTION II: ESTABLISHMENT OF THE CRA

Creation

The City of Miami Gardens City Council adopted the Finding of Necessity for the establishment of a Community Redevelopment Agency (CRA) in 2014, followed by an addendum in 2016. Following the Finding of Necessity, upon adoption of the required resolution and ordinances, the Miami Gardens City Council may create the NW 27th Avenue Community Redevelopment Agency.

The City Council, by adoption of the Finding of Necessity, found the NW 27th Avenue Study Area to demonstrate factors and conditions indicative of slum and blight, as defined in the Florida Statutes, Section 163.340, and thus authorized the preparation of a Community Redevelopment Plan. The definitions in the Statutes can be found in **Appendix B.** The Plan identifies and develops activities to eliminate and prevent the proliferation of the blighted conditions, as well as programs to support redevelopment and the rehabilitation of unfavorable conditions in the Study Area.

Severability

Should any provision, section, subsection, sentence, clause, or phrase of this plan be declared to be invalid or unconstitutional by the courts, such declaration shall not affect the validity of the remaining portions of the Plan.

Powers

The CRA powers shall be in compliance with Chapter 163, Part III, Florida Statutes. All powers provided by the governing statue shall be granted to the NW 27th Avenue CRA unless specifically prohibited by a future Interlocal Agreement that could be negotiated between the Miami Gardens City Council and the CRA. The powers enumerated in the Statutes can be found in **Appendix B**.

Interlocal Agreement

The Miami Gardens City Council may declare themselves as the governing body of the CRA. However, should the City Council elect to form a CRA governing board consisting of citizens who are appointed, they may assign terms and conditions as deemed appropriate regarding the governance and responsibilities of the CRA through an Interlocal Agreement. Such agreement shall be subordinate to Chapter 163, Part III, Florida Statutes, and the officially adopted Community Redevelopment Plan. The Interlocal Agreement may be authorized between the Miami Gardens City Council and the CRA Board of Commissioners as they sit in the capacity of separate and distinct legal entities per Florida Statutes.

A separate Interlocal Agreement is necessary between the CRA and Miami-Dade County, under the home rule charter and Section 163.410, Florida Statutes, regarding the exercise of power.

Authority to Undertake Redevelopment

Preparation of the NW 27th Avenue CRA Plan has been authorized and directed by the City of Miami Gardens in accordance with the Community Redevelopment Act of 1969, Florida Statutes, Chapter 163, Part III. The adoption of this plan, as well as any subsequent amendments or modifications, shall follow the procedures required by public hearings and adoption of necessary resolutions and ordinances.

Recognizing the need to prevent and eliminate the conditions of slum and blight 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 Statutes shall apply.

Section 163.340(9), Florida Statutes:

> *"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 adoption of a "Finding of Necessity" by the governing body. This finding must demonstrate that:

Section 163.355, Florida Statutes; Finding of necessity by county or municipality:

No county or municipality shall exercise the community redevelopment authority conferred by this part until after the governing body has adopted a resolution, supported by data and analysis, which makes a legislative finding that the conditions in the area meet the criteria described in s. 163.340(7) or (8). The resolution must state that:

(1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality; and

(2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

As previously discussed, the Miami Gardens City Council adopted a Finding of Necessity which demonstrated that conditions of slum and blight are present in the NW 27th Avenue Study Area, and determined the areas within its boundaries are in need of redevelopment.

The NW 27th Avenue CRA reserves for itself, its officer, employees and agents, all the powers, duties and responsibilities vested to it and provided by the Community

Redevelopment Act to carry out the purposes and intent of this Redevelopment Plan, including the use of the power of eminent domain, if delegated to it by the City.

It is the intent of the City of Miami Gardens and the NW 27th Avenue CRA that when references are made in this Plan to the City or CRA in order to exercise power or authority granted by the Redevelopment Act, then such power and authority are deemed to have been granted and exercisable in connection with the implementation of this Plan.

This Plan contains provisions that encourage actions to be taken by the City of Miami Gardens, including the City Council and the divisions, departments, and boards of the City. All actions pursuant to the Plan are subject to City review.

Community Redevelopment Plan

Any public redevelopment activities authorized by the Community Redevelopment Act and funded through tax increment financing must be consistent with Section 163.360 of the Florida Statutes and a Redevelopment Plan that is approved by both the City Council and the CRA, who shall recommend the approval of such the redevelopment plan to the governing body, the Miami-Dade County Board of County Commissioners. The changing conditions of the community may call for modifications to the Plan. A Redevelopment Plan is a living document, therefore may be amended as deemed necessary, upon approval by the City Council and CRA.

Tax Increment and Tax Increment Financing

Tax Increment Financing (TIF) is the CRA's main source of funding, as provided for in Chapter 163, Part III of the Florida Statutes. All Florida CRAs are dependent taxing districts and therefore depend upon other taxing districts to make contributions to their trust fund. TIF funds are a result of the added value of property values within a CRA boundary after the base year has been set by the CRA's governing body. It is important to note that this is not an additional tax; it is a portion of the existing property tax. The Miami Gardens NW 27th Avenue CRA is expected to be officially established in 2018. The taxable value of the properties in the base year (2018) is estimated at $333,245,425.

The revenue generated from TIF can be used for any activities and programs approved in a Community Redevelopment Plan. TIF funds can also cover administrative costs and repayment of revenue bond(s) debt service and fees. It is expected that as the CRA completes redevelopment projects, the future assessed property values will increase, which will then provide for more tax increment income. Significant tax increment revenue is not realized until redevelopment occurs.

The authority to issue revenue bonds is another tool of CRAs. Revenue bonds are a type of municipal bond for financing income-producing projects. In the case of a CRA, they are used to boost redevelopment and over time the CRA can use bonds to finance infrastructure and projects identified in the Redevelopment Plan. As long as it follows the proper approval process, the CRA can use annual funds to pay bond debt. Revenue bonds can accelerate the redevelopment process by funding more improvements.

Consistency with City of Miami Gardens Comprehensive Development Master Plan

The Community Redevelopment Plan must be in conformity with the City's Comprehensive Development Master Plan (CDMP) per Florida Statutes. Amendments to the Redevelopment Plan are necessary to keep up with new or revised programs and projects.

A review of this Redevelopment Plan was performed by the Local Planning Agency, consisting of the City Council, and it meets the criteria to be in conformity with the City's CDMP.

Impact of Redevelopment Efforts on Neighborhoods

The process of redevelopment may influence the residents and businesses within the redevelopment area as well as the surrounding area.

Avoidance of Displacing Residents and Businesses

While none of the projects suggested in this plan may prompt temporary relocation of businesses or residents who may be displaced during the redevelopment work. Should this

occur, a relocation plan will be part of the project and action will be taken by the CRA. Section 163.370(2)(k) of the Florida Statutes provides for the authority to cover the costs of relocation and property loss compensation when displacement occurs. All efforts will be taken to prevent displacement, and those projects proposed for vacant properties will not cause displacement.

Traffic Conditions

Proposed streetscaping improvements are encouraged for the improved safety and convenience of pedestrians and vehicles. During any construction activities related to the CRA projects, additional attention should be provided to reduce the inconvenience of those travelling within the CRA.

Environmental Quality

As identified in the Finding of Necessity, the residential area on the northwest quadrant of the Study Area has streets that do not drain properly. Stormwater infrastructure improvements are recommended to address the poor drainage. While this is a longer term project, the environmental quality of the area is expected to improve with redevelopment.

In addition, many of the code violations were for failure to maintain properties and that is recommended to be addressed through the CRA. Collaboration between the Code Enforcement Division, the CRA, and the property owners can work to bring properties into compliance. An example of a program that could be implemented includes lien amnesty in exchange for repairs, as well as financial assistance through grants and physical assistance through a volunteer group ("neighbor helping neighbor"). Improvements in the CRA help improve quality of life for the residents, and may open the door to more business.

Miami-Dade County reviews all new construction building permits to ensure they meet health standards. If an existing building is proposed for renovation, asbestos testing is required.

Miami-Dade Water and Sewer Department standards have been upgraded and therefore most new construction and renovations will require upgrades to the water and sewer lines.

Availability of Community Facilities and Services

While the City Hall and Police Department are headquartered on NW 27th Avenue, there are few community facilities in the CRA boundary. A use that could impact the area both financially and culturally is an entertainment and performing arts center. Such a facility would support a variety of community functions and serve as a catalyst to drive additional redevelopment.

Effect on School Student Population

Projects to address streetcaping along roadways will improve street safety. The students who walk or ride a bicycle to school in the area can see a benefit with improved safety features for pedestrians and cyclists.

Safeguards to Ensure the Redevelopment Plan is Followed

The NW 27th Avenue CRA Board will meet as regularly as necessary to ensure that the work of redevelopment will be carried out pursuant to the plan. By-laws to govern the activities and administrative policies will be adopted by the CRA Board at a public meeting, and all meetings shall be subject to the Florida Sunshine Law.

Annual reports of the NW 27th Avenue CRA will include an overview of the CRA activities as endorsed by the Redevelopment Plan. The reports will be filed with Florida's Auditor General's Office, the City Council, and the City Clerk's Office.

As it relates to any real property being transferred, the CRA shall ensure that all of the agreements, leases, deeds, contracts, and declarations of restrictions contain the necessary covenants and restrictions to carry out the goals and objectives of the Plan.

Financial Accountability

Annual audits require records to be carefully maintained throughout the year. An independent auditor shall be retained for the annual audits. Findings of the audit are presented publicly at a CRA Board meeting and transmitted to the State Auditor General's Office by March 31 for the preceding fiscal year.

An Annual Report of the NW 27th Avenue CRA activities shall be presented along with the annual audit results. Both the Annual Audit and Annual Report shall be provided to the City Council and made available for viewing to the public, through the City Clerk's Office. There shall be a legal notice in a newspaper of general circulation announcing the documents.

The NW 27th Avenue CRA shall comply with the State's requirements for "Special Districts", which includes filing required reports. The annual budget shall include progress reports reviewing the CRA's accomplishments and progress toward new projects that year. Upon request for bonds or financing instruments, a progress report is required for review, including how projects and programs funded by the bonds would be furthered.

State laws require TIF funds to be kept in a separate Redevelopment Trust Fund.

Implementation and Project/Program Accountability

The programs identified for the NW 27th Avenue CRA shall have measureable objectives established and funding approved by the Board. This shall be done along with the adoption of the TIF budget each year.

To provide accountability to the public, public informational workshops may be held by the CRA. The public workshops may cover the status of programs and projects, strategic actions to address local issues, and may be used to collect feedback and ideas about redevelopment from citizens and business owners or property owners.

Retention of Certain Powers by the City

An Interlocal Agreement between the City of Miami Gardens and the NW 27th Avenue CRA shall provide the details of specific powers that the City will retain over the programs and projects within the CRA.

Time Certain and Severability

A maximum period of time shall be set for the redevelopment programs of the CRA in all contracts and financial references. The maximum commitment may be up to, but not exceeding, thirty (30) years from the date of this Redevelopment Plan adoption by the Miami Gardens City Council.

SECTION III: EXISTING CONDITIONS

Overview and History of the Area

The City of Miami Gardens is located in northern Miami-Dade County with the City of Miramar (in Broward County) to the north and the City of Opa-Locka to the south. Miami Gardens is a relatively new City, having incorporated on May 13, 2003. Prior to incorporation, the area was part of the Miami-Dade County Unincorporated Municipal Service Area (UMSA) and brought together multiple unincorporated neighborhoods: Andover, Bunche Park, Carol City, Lake Lucerne, Norland, Opa-Locka North, and Scott Lake.

Overall, the City is 19 square miles (12,800 acres) in area. The NW 27th Avenue CRA comprises of 1.63 square miles (1,046 acres), which is only 8.17% of City. The Carol City neighborhood is within the CRA boundaries. The CRA stretches along two corridors, in a "T-shape". NW 27th Avenue runs north-south from NW 215th Street (County Line Road) to State Road 826/Palmetto Expressway. NW 207th Street runs east-west from Florida's Turnpike Expressway/State Road 91 to approximately NW 37th Avenue, and the CRA area extends west to NW 47th Avenue. Drainage canals run alongside several of the borders as well, serving as a barrier.

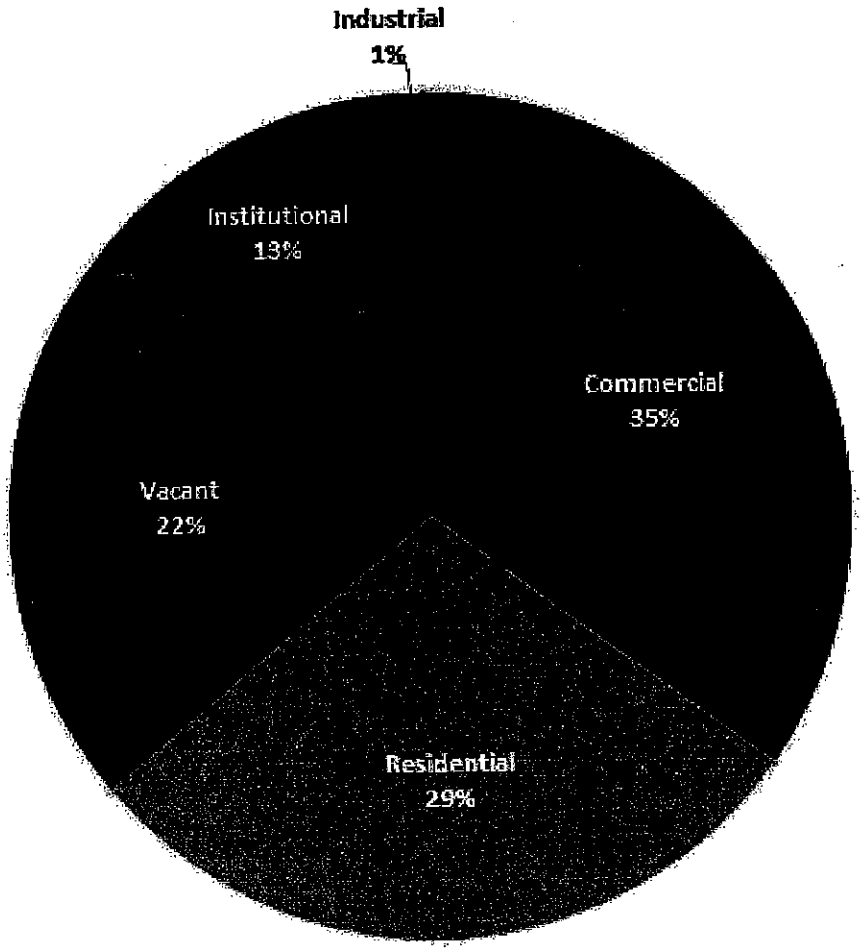
Although not within the CRA boundaries, both the Hard Rock Stadium (Miami Dolphins NFL football and University of Miami Hurricanes football) and Calder Casino & Race Course are adjacent to the NW 27th Avenue CRA. The two landmarks attract visitors who travel through the CRA's NW 27th Avenue and NW 207th Street corridors.

The property within NW 27th Avenue CRA is characterized by a variety of lot sizes, diversity of ownership, infrastructure concerns (drainage, swales, sidewalks), and generally has property values lower than surrounding areas. There are several large vacant properties, notably a wooded area in the northwestern corner (NW 47th Avenue and 215th Street) and an area on the east side of the NW 27th Avenue corridor between the Wal-Mart and City Hall. A large portion of the latter is owned by the City of Miami Gardens and was once a

part of a Development of Regional Impact, yet never developed. The site was recently removed from the DRI which opens it up for new opportunities.

The CRA includes mostly residential and commercial uses, with the commercial uses anchored along the corridors. The commercial uses include common neighborhood businesses such as hair salons, fast food, and grocery stores. Most are no more than two stories tall. There is an even mix of businesses in stand-alone buildings and those within multi-tenant plazas. The residential uses are predominantly one-story single family homes and some two and three-story apartments.

Figure 1: Existing Land Uses within the CRA



Source: (Keith & Schnars)

The Findings of Necessity (FON) to establish the CRA was approved by the City Council in 2014, and in 2016 an addendum was approved. The FON identified that one of the greatest

opportunities within the CRA is with the vacant land, covering 22% of the CRA area. A few of the vacant sites have recently attracted redevelopment, bringing a new grocery store and fitness center to the corridor and major redevelopment of the former "Carol Mart" property into "Gardens Promenade" Shopping Center.

Economic Base

Business Types

The CRA area is home to common commercial businesses; mostly personal needs such as laundry and beauty supply shops, auto repair and gas stations, but also some larger commercial businesses such as a chain grocery store, a big box retailer, and a large chain fitness studio. There are many fast food and casual sit-down restaurants along the corridor as well.

Demographics Findings

The Finding of Necessity report was first completed in 2014, and subsequently updated two years later. The June 2016 report found the following:

- Educational attainment in the City of Miami Gardens is slightly higher than that of Miami-Dade County. However, the overall unemployment rates are at 16.6% compared to Miami-Dade County's rate of 11.2%. Among the 20-24 year old residents, the gap is greater at 30.5% unemployment in the City compared to 17% in the County.

- The median household income for the CRA is $43,375. This is lower than the Miami-Dade County median income of $50,654.

- Twenty-one percent of the residents in the City of Miami Garden live below the poverty level, compared to 19.1% in Miami-Dade County. Based on similar demographic and economic information, it is reasonable to assume that the same contrast exists within the NW 27th Avenue CRA.

    - The distribution of race in the CRA is consistent with the City as a whole:
    - Black (79.3%)

- Hispanic (17.6%)
- White (1.5%)
- Other (1.6%)

- The majority of the structures (68%) in the NW 27th Avenue CRA were constructed between 1950 and 1980. Many are past their useful life of 30 years and lack modern energy efficient construction. The taxable values of properties within the City of Miami Gardens are below those of the County.

- The frontage of many properties on the commercial corridors was reduced when the roadways were widened, thus reducing their access and individual redevelopment potential.

- Home occupancy in the NW 27th Avenue CRA is at 86% compared to 94% in the City as a whole. Data also shows a higher number of persons per household (3.75) compared to the rate of 2.9 in Miami-Dade County.

- Total incidents of crime in the City of Miami Gardens is nearly double that of the adjacent municipality, Miramar. As reported in the Finding of Necessity, in 2012, there were 103.06 crimes per 1,000 persons in Miami Gardens, 55.97 in Miramar, and 84.4 in Miami-Dade County.

- An update to this data shows crime statistics in Miami Gardens have improved, but are still well above neighboring Miramar and Miami-Dade County. In 2016, there were 77.4 crimes per 1,000 persons in Miami Gardens, 45.5 in Miramar, and 41.2 in Miami-Dade County[1].

- Code violation data for junk and trash within the CRA have a disproportionate share as compared to the City as a whole, especially since the CRA comprises only 8.17%

[1] FBI Crime Statistics 2016 and FDLE 2016

of the area. In addition, during preparation of the Finding of Necessity addendum in 2016, 6 unsafe structures were identified in the CRA (6% of the 97 unsafe structures Citywide). Since then, possibly as a result of recent hurricanes in South Florida, as of March 2018, the count climbed to 15 unsafe structures located in the CRA boundary, 5 of which were commercial properties.

- Stormwater improvements in the northwest quadrant of the NW 27th Avenue CRA would support the residential properties and streets that do not drain properly.

- The boundaries coincide with the "Carol City Area Brownfield" and the "NW 27th Avenue Greenpowerment Zone", both designated under the Florida Brownfield Redevelopment Act.

- The Central Miami-Dade Enterprise Zone is within most of the NW 27th Avenue CRA, further demonstrating the need to attract new businesses. The State's Enterprise Zone Program expired on December 31, 2015; however, Miami-Dade County continues to have business incentive funds and impact fee reimbursements for qualifying businesses within the original designated area.

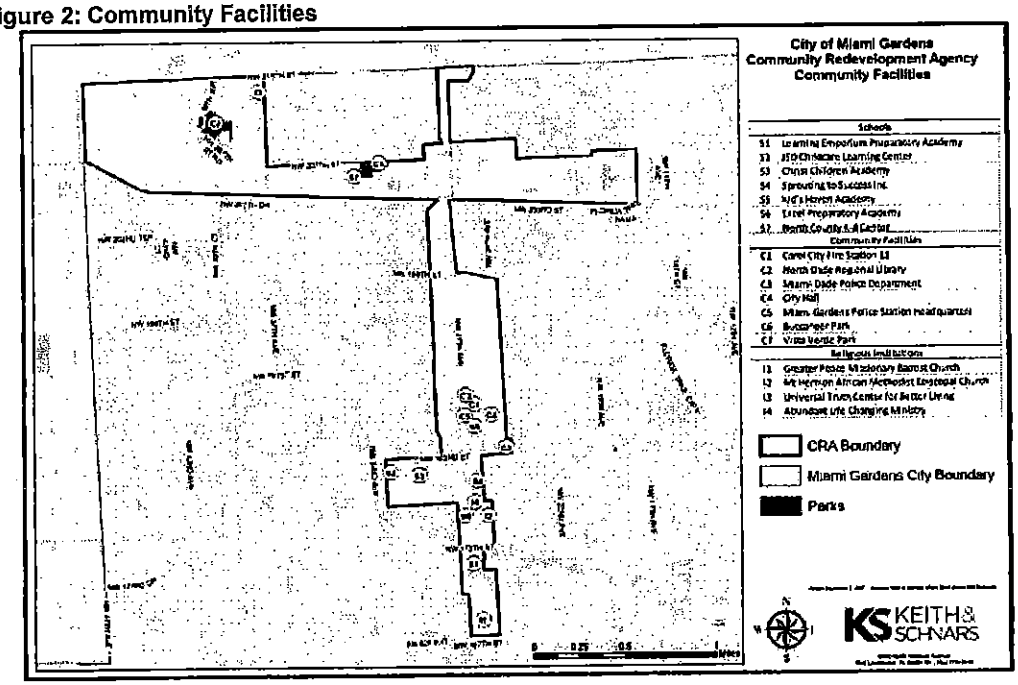
- In 2018, four of the six Census tracts within the CRA boundaries are certified in the new Florida Opportunity Zone program, which provides tax incentives for job creators and funding.

A finding of slum blight has been determined based upon the contributing factors noted above, many of which will proliferate if not addressed.

Community Facilities, Schools, Religious Institutions, and Parks

Within the CRA are seven (7) public schools, four (4) religious institutions, and seven (7) community facilities which include parks and government services. The map in **Figure 2** below shows their locations. The full size map is located in **Appendix C**.

Figure 2: Community Facilities



Source: (Keith & Schnars)

Land Uses and Existing Zoning

Land Use

The City of Miami Gardens adopted Land Use Plan designates the majority of the NW 27th Avenue CRA as Commerce. The area of the Commerce designation on the Future Land Use Map can be described as along the transportation corridors and the industrial area. Most of the property designated Commerce includes uses already established prior to the City's incorporation and map designation, but there is also a large vacant area in the northwest quadrant of the city. The Comprehensive Development Master Plan permits a mix of non-residential and residential uses in the Commerce category. Residential density may range from 25 to 50 dwelling units per acre.

The balance of the NW 27th Avenue CRA is designated Neighborhood on the Future Land Use Map which is predominantly single family residential, but also includes mixed-use, low to medium density residential and small scale neighborhood commercial. Residential densities, ranging from up to 6 to up to 50 dwelling units per acre, are permitted by the Comprehensive Development Master Plan in the area designated Neighborhood.

The Future Land Use Element of the 2006 Comprehensive Development Master Plan called out a special designation, the "NW 27th Avenue Corridor Special Area" which included the former Carol City shopping center. Carol City shopping center, a 145-acre site on the southwest quadrant of the intersection of NW 183rd Street and NW 27th Avenue was recognized in the Comprehensive Development Master Plan as a future "Town Center Area" in the NW 27th Avenue Corridor Special Area.

Following through on plan expectations, the 2016 update of the Comprehensive Development Master Plan now recognizes the NW 27th Avenue Corridor as part of the CRA, and the former Carol City / Town Center Area is currently under redevelopment to become Gardens Promenade. Policy 1.5.13 of the Future Land Use Element states that the "NW 27th Avenue Commerce area's revitalization as the City's central boulevard should be encouraged through a mixture of new commercial and multiple family development as well as redevelopment of existing commercial uses". Redevelopment efforts in the NW 27th Avenue Corridor through the CRA would further implement the Comprehensive Development Master Plan.

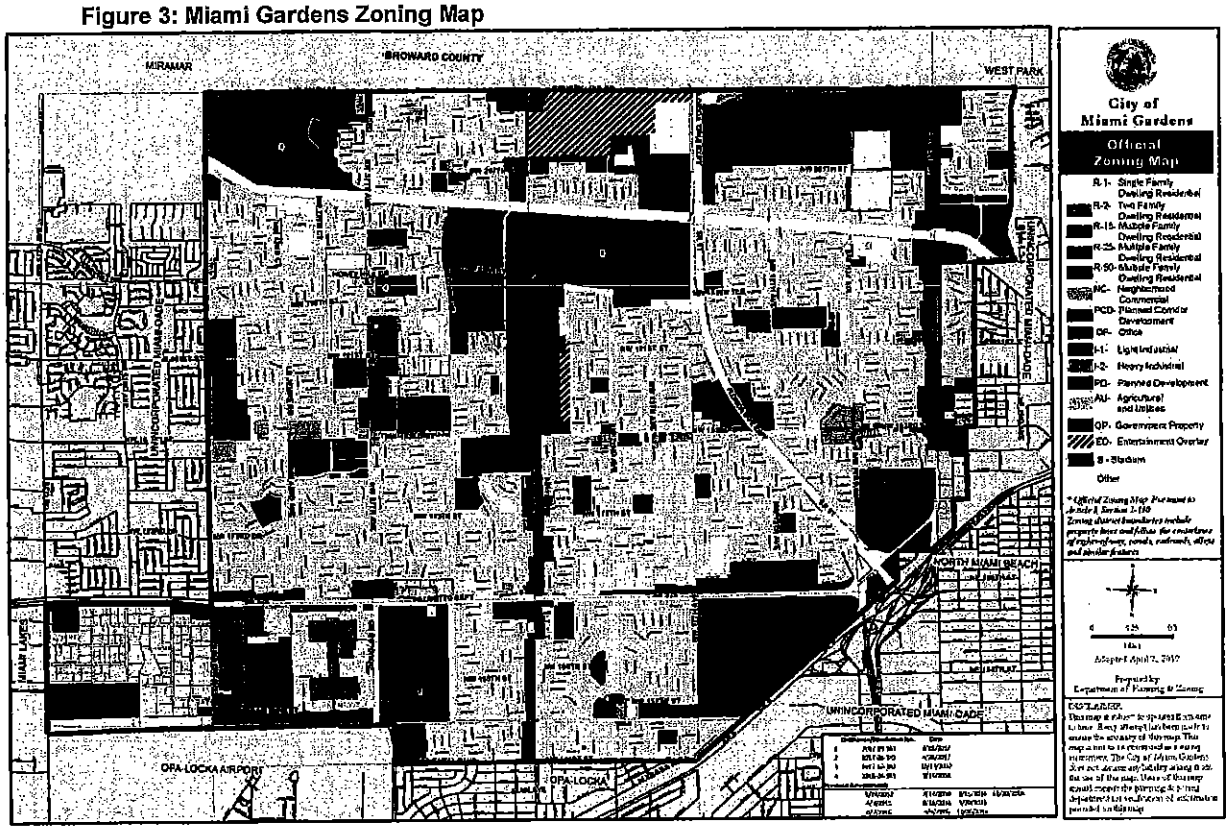
Existing Zoning

The classifications shown on the Zoning map (see **Figure 3**) follow the adopted Land Use designations. A full-size page of the City of Miami Gardens Official Zoning Map is found in **Appendix C**. The transportation corridors are primarily designated PCD-Planned Corridor Development. The residential zoning districts within the Study Area are R-1 (Single Family), R-2 (Two Family), and R-15, 25 and 50 (Multi-Family). The non-residential designations include: NC (Neighborhood Commercial), I-1 (Light Industrial), OF (Office) and GP, (Government Property). There is also an EO (Entertainment Overlay) district, covering a large amount of the NW 27th Avenue area by City Hall and the Police headquarters.

The Land Development Code, Section 34-342, outlines the development standards and limits for each of the zoning districts, summarized in **Table 1**.

The Planned Corridor Development and Neighborhood Commercial districts, along with the Entertainment Overlay, all have design standards in addition to the zoning district development standards.

Figure 3: Miami Gardens Zoning Map



Source: (City of Miami Gardens, 2018)

Table 1: Limits of Development for Zoning Districts in the NW 27th Avenue CRA

Zoning District	Types of Uses Permitted	Principal Building Height Limit	Maximum Density in dwelling units per acre (du/ac) and/or Floor Area Ratio (FAR)	Minimum Lot Area and Frontage
PCD Planned Corridor Development (NW 27th Ave. Corridor sub-area)	Multiple-family residential dwellings, a wide range of commercial uses, select recreation and entertainment uses, mixed residential and commercial uses, select public and institutional uses, and places of assembly.	2 stories by right, 6 stories with incentive bonuses	10 du/ac by right, 65 du/ac with incentive bonuses 0.81 FAR by right, 1.5 FAR with incentive bonuses	10,000 sq. ft. 150 ft.
EO Entertainment Overlay	Large-scale development or entertainment driven uses including, but not limited to, hotels, theaters, cultural centers, indoor recreation facilities, alcoholic beverages uses, commercial activities, with the purpose of attracting customers and visitors from local, regional, national, and international areas.	15 stories (lots 10 acres or more); 10 stories (all other properties)	No residential density. 0.75 FAR for a single use; 3.0 FAR for mixed use (lots 10 acres or more); 0.5 FAR for a single use; 3.0 FAR for mixed-use (all other properties)	10,000 sq. ft. 150 ft.
NC Neighborhood Commercial *and* OF Office	Commercial uses, select public and institutional uses, select recreation and entertainment uses, and places of assembly.	35 ft./ 2 stories	No residential density 0.50 FAR	5,000 sq. ft. 50 ft.
GP Government Property	Public and institutional uses.	Not Applicable	Not Applicable	Not Applicable
I-1 Industrial, Light	A wide range of land uses including research, assembly, fabrication, manufacturing, repair, service, retail, entertainment, and places of assembly.	55 ft.	No residential density 0.50 FAR	10,000 sq. ft. 125 ft.
R-1	One-family detached dwelling units at low densities, essential services and facilities, and select public and institutional uses.	35 ft. / 2 stories	Up to 6 du/ac	7,500 sq. ft. (net) 75 ft. frontage

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Zoning District	Types of Uses Permitted	Principal Building Height Limit	Maximum Density in dwelling units per acre (du/ac) and/or Floor Area Ratio (FAR)	Minimum Lot Area and Frontage
R-2	One-family detached and two-family dwellings at low-medium densities, essential services and facilities, and select public and institutional uses.	40 ft. / 3 stories	Up to 15 du/ac	2,200 sq. ft. (interior lot) 3,700 sq. ft. (corner and end lots) 96 ft. (block) 22 ft. (individual interior lot)
R-15	One-family attached and detached, two-family and multiple-family dwellings at low-medium densities, essential services and facilities, and select public and institutional uses.	40 ft. / 3 stories	Up to 15 du/ac	Same as R-2 for townhouses. Multi-family: 10,000 sq. ft. (net) 100 ft. frontage
R-25	Single-family attached and multi-family dwellings at medium densities, essential services and facilities, and select public and institutional uses. Also permits single-family detached and two-family dwellings.	40 ft. / 3 stories (townhouses) 150 ft. / 14 stories (multi-family)	Up to 15 du/ac (townhouses); Up to 25 du/ac (multi-family)	Same as R-2 for townhouses. Multi-family: 10,000 sq. ft. (net) 100 ft. frontage
R-50	Single-family attached and multifamily dwellings at medium-high densities, related essential services and facilities, and select public and institutional uses. Also permits single-family detached and two-family dwellings.	40 ft. / 3 stories (townhouses); 120 ft. / 10 stories (multi-family)	Up to 15 du/ac (townhouses); Up to 50 du/ac (multi-family)	Same as R-2 for townhouses. Multi-family: 10,000 sq. ft. (net) 100 ft. frontage

Source : (Keith & Schnars)

Entertainment Overlay Zoning District

The Entertainment Overlay Zoning district was adopted in 2015, and it is in addition to the base Planned Corridor Development (PCD) Zoning District. The purpose of the Entertainment Overlay (EO) Zoning District is to encourage lively urban development that promotes and sustains large scale development of entertainment driven uses (e.g., hotels theaters, cultural centers, indoor recreation facilities, alcoholic beverage uses, restaurants and commercial activities) while creating a sense of place presently lacking in this area. The EO District will foster high quality businesses and embrace the public realm as it provides for outdoor dining, pedestrian circulation, and parking guidelines. The Entertainment Overlay District includes regulations pertaining to restaurants, bars, and night clubs with alcoholic beverage sales, music and entertainment. In addition, there are requirements for the properties 15 acres and greater to construct a 10 foot wide sidewalk.

The PCD applies to land abutting multiple corridors, including NW 27th Avenue.

The intent of the PCD district is to transform the city's major transportation corridors into attractive and vibrant places, consistent with the principles of transit-oriented development (TOD) in order to capitalize on the high level of regional bus transit serving the corridors. Since the majority of new development and redevelopment within the city will arguably occur within the PCD, sustainable building practices should prevail. It is further intended that the intense corridor development protect and enhance the established single-family residential neighborhoods adjacent to the corridor that comprise the majority of the city's urban fabric.

Vacant Properties

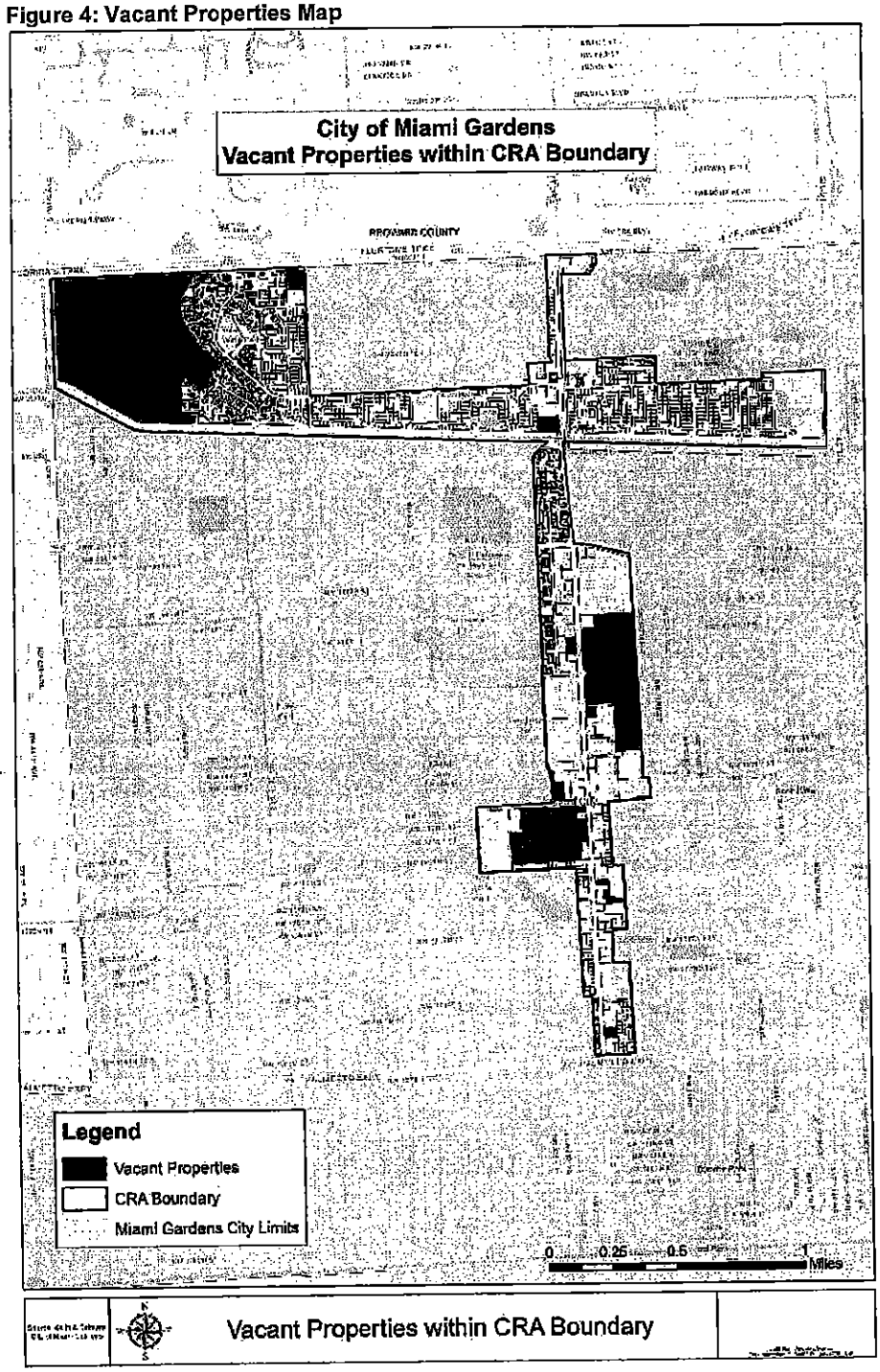
Within the CRA boundaries, there are 33 parcels which are currently vacant, covering approximately 240 acres. This accounts for almost 22% of the land within the CRA. **Figure 4** shows the vacant properties in the CRA.

There are several large vacant properties within the CRA. Of note are a wooded area in the northwestern corner (NW 47th Avenue and 215th Street), (**Figure 5**) zoned I-1, as well as an area on the east side of the NW 27th Avenue corridor centered around NW 189th Street near City Hall (**Figures 6-8**); a large portion of the latter is owned by the City of Miami

Gardens. This vacant site is within several zoning districts (PCD, R-25, R-50, and R-1), and within the Entertainment Overlay.

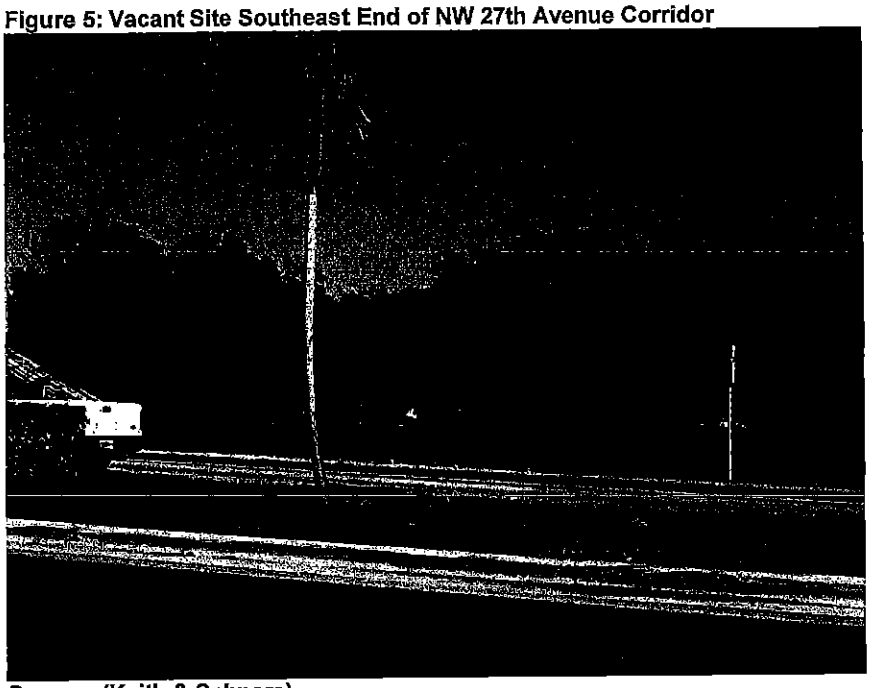
Vacant properties have heightened potential for redevelopment due to not having to displace any residents or businesses and without the need for demolition; projects can get started sooner, saving time and money.

Figure 4: Vacant Properties Map



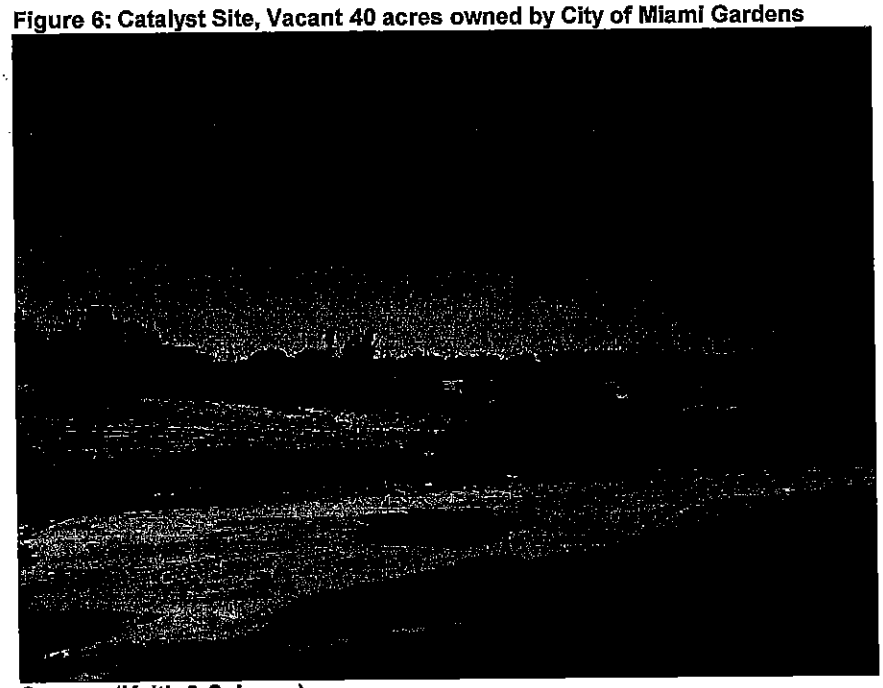
Source: (Keith & Schnars)

Figure 5: Vacant Site Southeast End of NW 27th Avenue Corridor



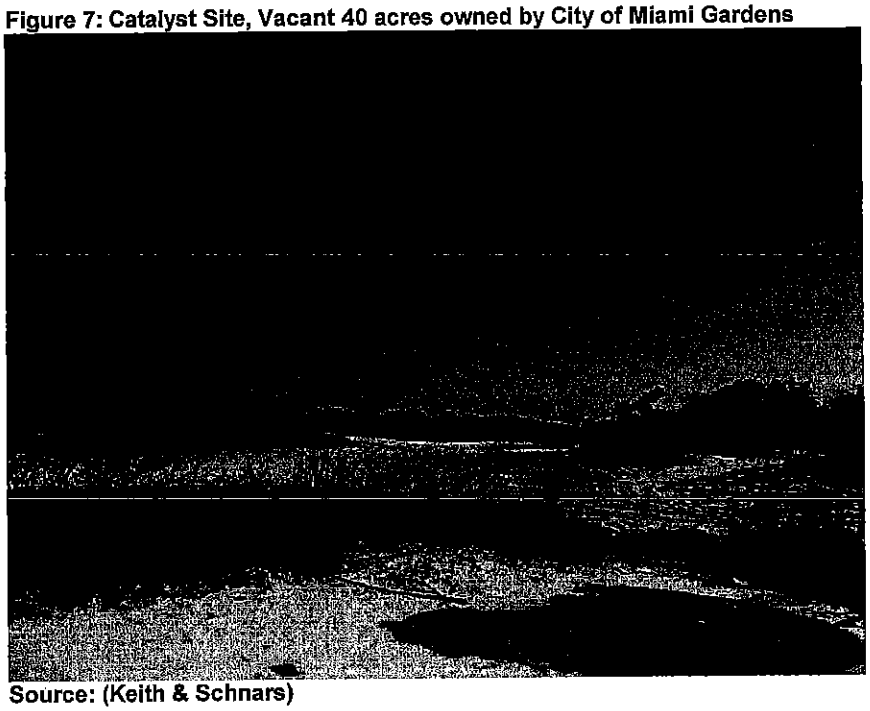
Source: (Keith & Schnars)

Figure 6: Catalyst Site, Vacant 40 acres owned by City of Miami Gardens



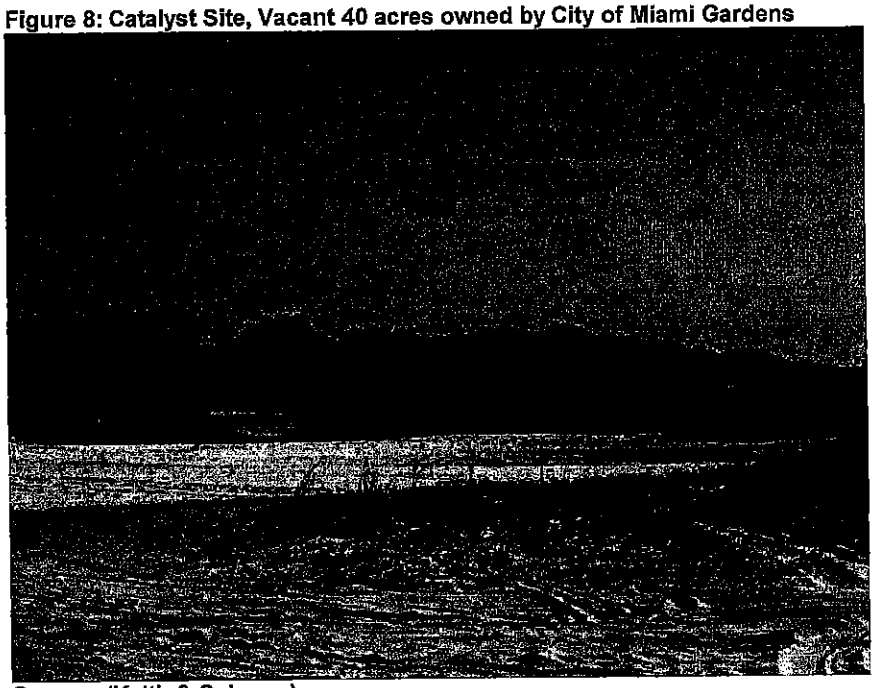
Source: (Keith & Schnars)

Figure 7: Catalyst Site, Vacant 40 acres owned by City of Miami Gardens



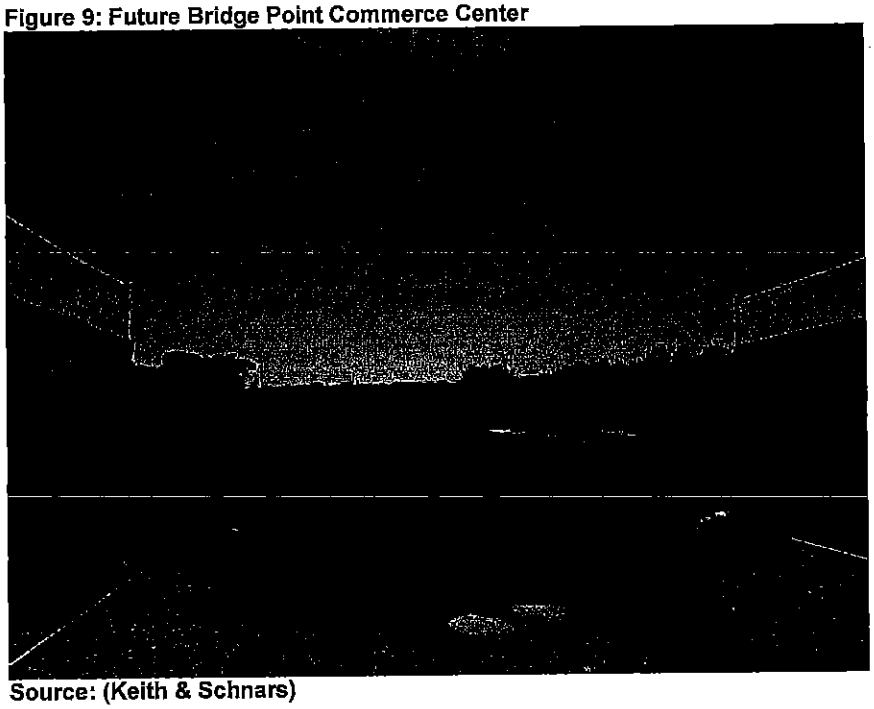
Source: (Keith & Schnars)

Figure 8: Catalyst Site, Vacant 40 acres owned by City of Miami Gardens



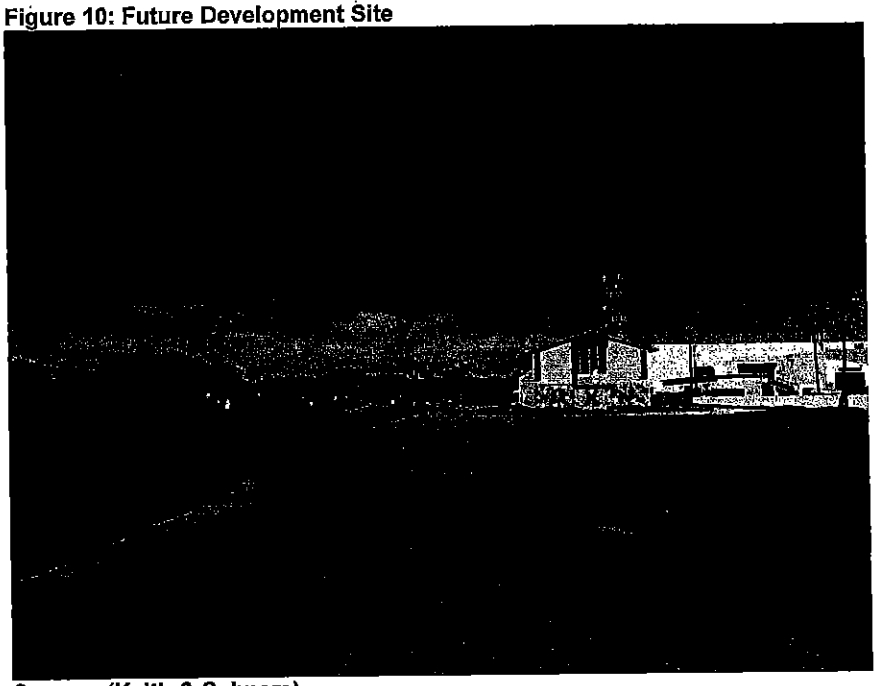
Source: (Keith & Schnars)

Figure 9: Future Bridge Point Commerce Center



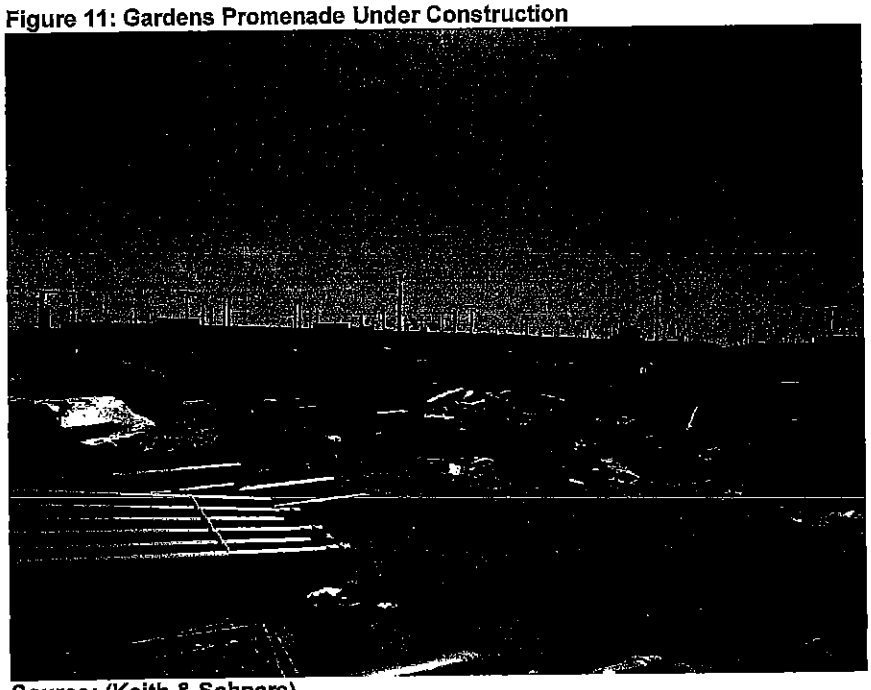
Source: (Keith & Schnars)

Figure 10: Future Development Site



Source: (Keith & Schnars)

Figure 11: Gardens Promenade Under Construction



Source: (Keith & Schnars)

Brownfields

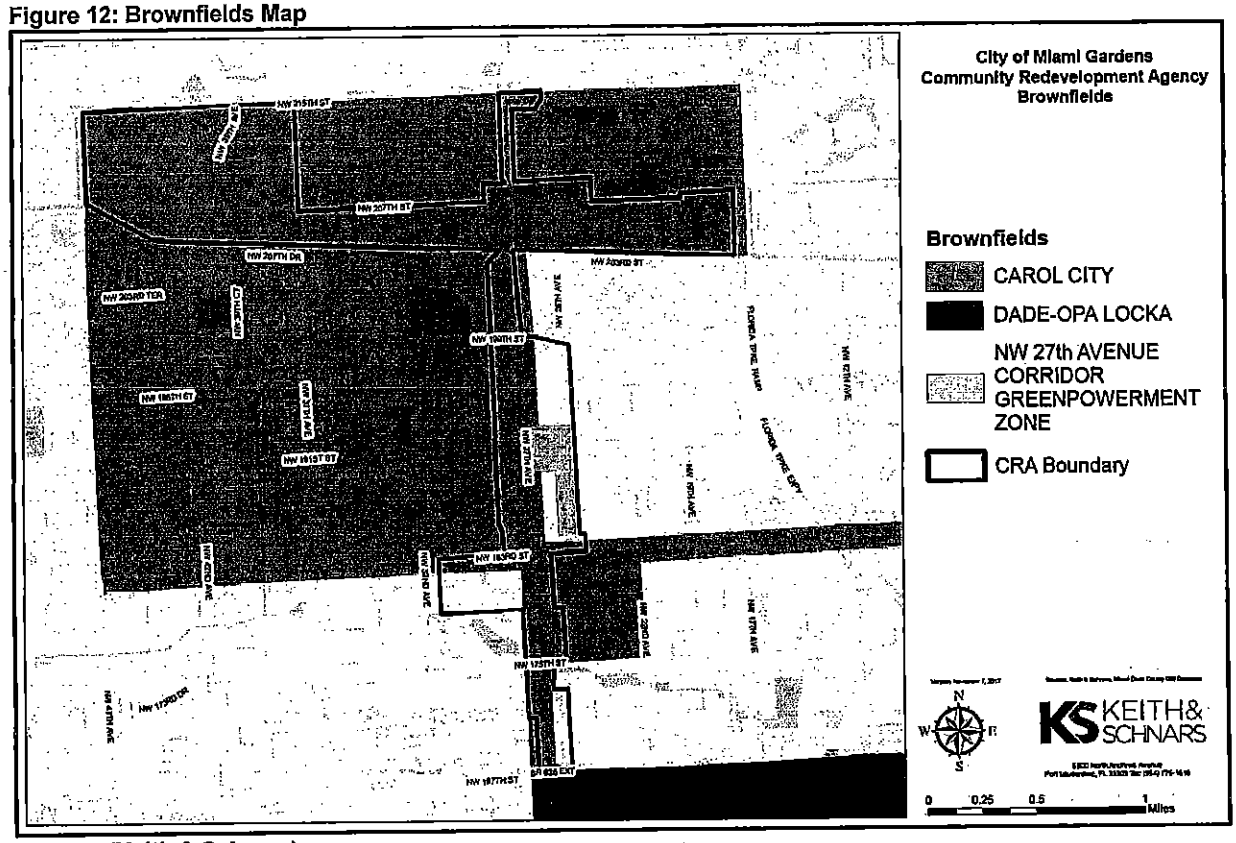
The goal of the Brownfield Redevelopment Act is to reduce health and environmental hazards and create incentives to clean up contamination and promote redevelopment of abandoned or underutilized industrial sites. Sites may contain actual or perceived contamination to be eligible for designation.

The NW 27th Avenue CRA overlaps with a designated Brownfield known as the "Carol City Area" (ID: BF139902000, Federal Code: 025). This includes the large undeveloped vacant site in the northwest corner of the CRA, the former "Surfside Dump", but it does not include the other large vacant properties previously discussed.

In addition to the Carol City Area Brownfield, there is a "NW 27th Avenue Corridor Greenpowerment Zone" Brownfield Area (ID: BF131304000). This zone contains approximately 47 acres and is located on the east side of NW 27th Avenue, behind the City Hall property, starting just north of the intersection with NW 191st Street to south of NW 187th Street. This property was also within a designated Enterprise Zone, further described below. The southernmost seven acres of this Greenpowerment Zone have already been

developed into "Pelican Cove Apartments". Both zones can be located on the map in Figure 12.

Figure 12: Brownfields Map



Source: (Keith & Schnars)

Through the Florida Brownfields Redevelopment Program, Brownfield designations offer redevelopment incentives such as tax credits, loan guarantees, and refunds for job creation.

Enterprise Zones

Enterprise Zones were special areas created based on studies of income and employment that met State requirements. The Florida Enterprise Zone Program expired in 2015; however, qualifying businesses in the areas designated on the original Enterprise Zone maps may still apply to Miami-Dade County for incentives. Incentives are limited to reimbursement of impact fees and water and sewer fees, upon demonstration of specific job-creation requirements. The majority of the NW 27th Avenue corridor is within one of the designated Enterprise Zones.

Opportunity Zones

The Federal Tax Cuts and Jobs Act of 2017 established an Opportunity Zones program which established a number of Census tracts within the State of Florida that qualify based on income. The CRA boundary is within four of the Census tracts (94.00, 99.04, 100.01, and 100.11) that are certified in the program. Businesses which create jobs in the Opportunity Zones qualify for tax incentives, including a temporary deferral on capital gains taxes, when investors reinvest the gains in the Opportunity Zones. Section 163.345 of the Florida Statutes encourages private enterprise and redevelopment by private entities. Together with Opportunity Zones, the CRA has tools to stimulate job growth to meet the goals. The area east of NW 27th Avenue, south of the canal are not included.

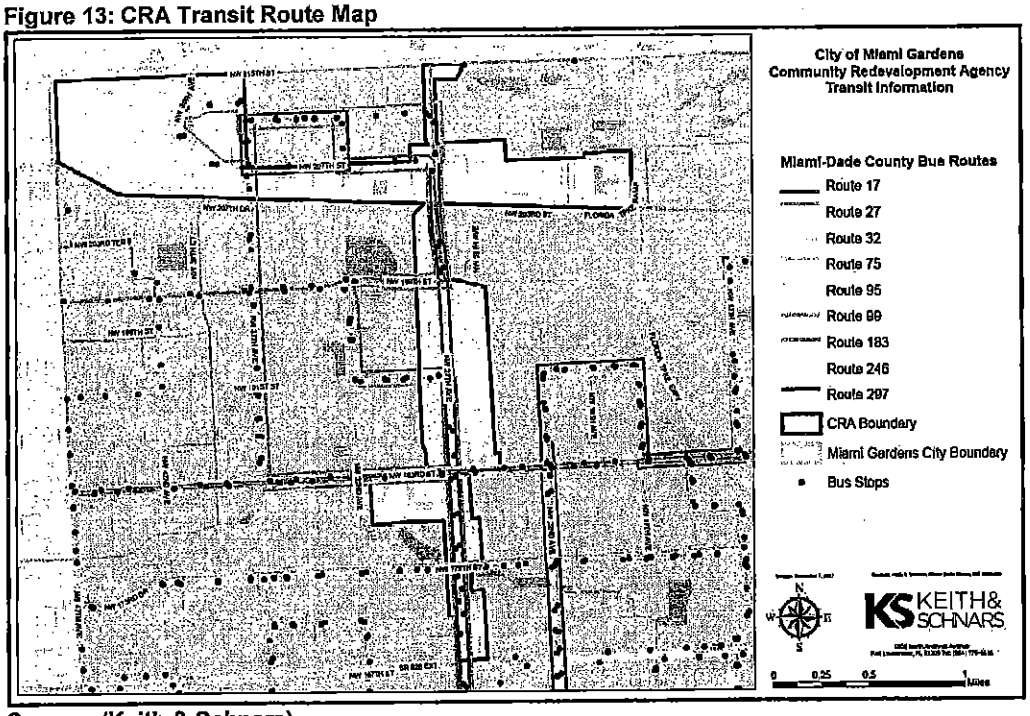
Infrastructure

Boundaries of the NW 27th Avenue CRA follow two major corridors in the City, NW 27th Avenue and NW 207th Street. NW 27th Avenue is in a TCMA, Transportation Concurrency Management Area, meeting the level of service through access to alternative modes of travel.

One alternative mode is transit. The CRA and entire City is served by Miami-Dade County Transit. As illustrated in **Figure 13**, Routes 297, 27, 183, 95, 99, and 75 serve the properties in the CRA.

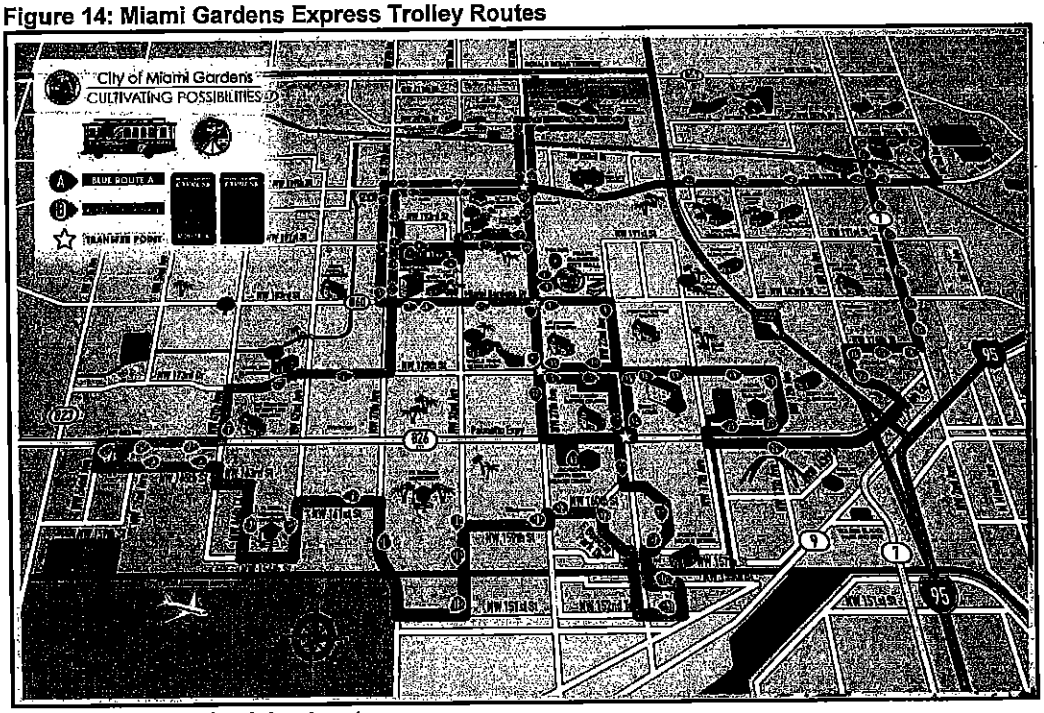
In addition to the County's system, there is a Miami Gardens Express Trolley that features two routes (see **Figure 14**). Both routes serve the properties in the CRA.

Figure 13: CRA Transit Route Map



Source: (Keith & Schnars)

Figure 14: Miami Gardens Express Trolley Routes



Source: (City of Miami Gardens)

SECTION IV: PREVIOUS PLANS AND PUBLIC PARTICIPATION

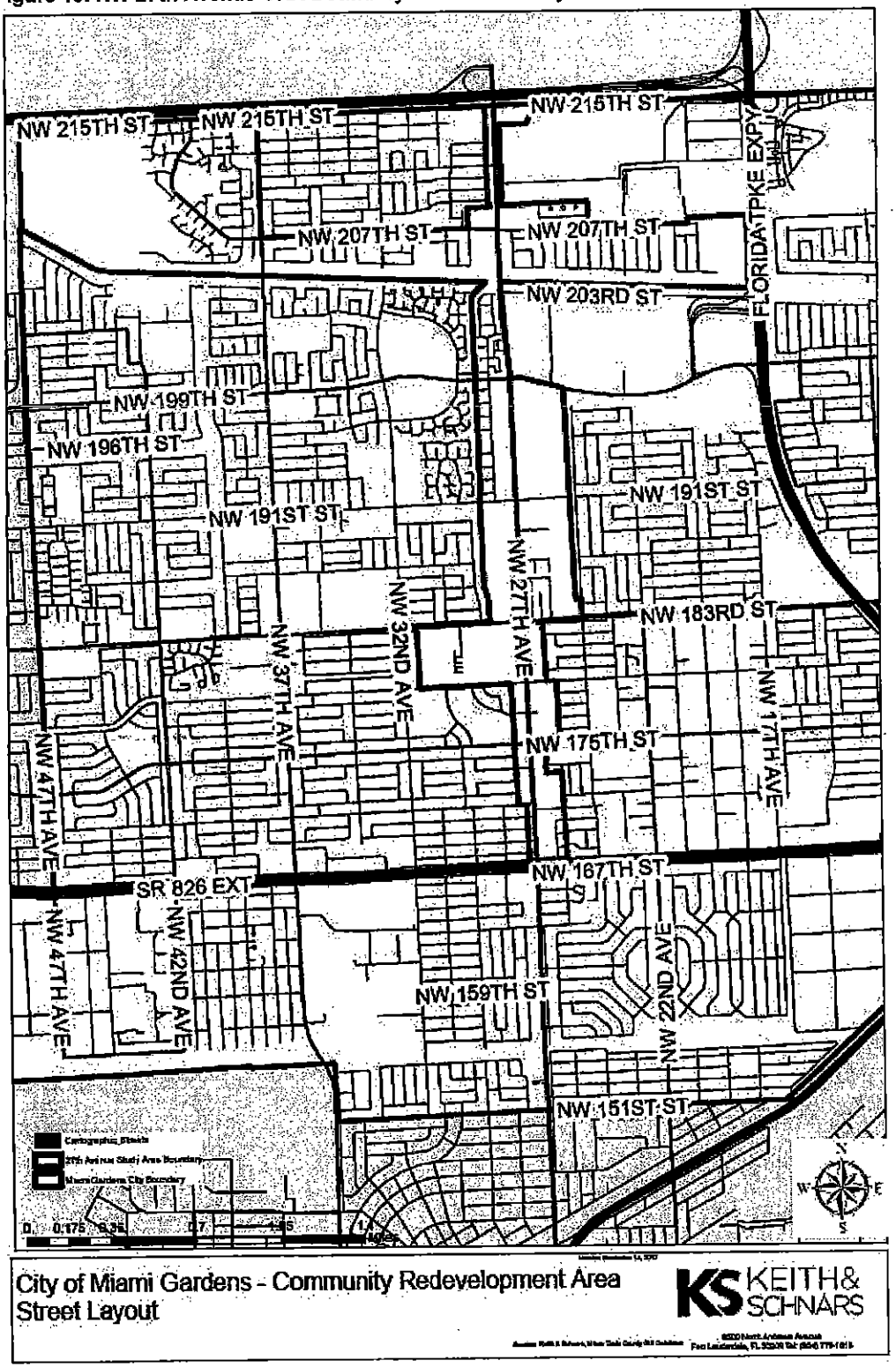
NW 27th Avenue CRA Boundary Determination

The 2013 Boundary Determination Report documented the exploration of three distinct study areas: the SR 7 / US 441 Corridor Study Area, the SR 826 Study Area, and the NW 27th Avenue Study Area. The report concluded that each of the areas would be able to support itself as sub-districts within one CRA District. The recommendations were:

- To consider all three areas as one CRA District;
- To consider only the NW 27th Avenue Area and the SR 7/US 441 Area as two separate sub-districts; or
- To consider only the NW 27th Avenue Area.

The chosen study area was NW 27th Avenue, which moved on to a Finding of Necessity Analysis.

Figure 15: NW 27th Avenue CRA Boundary with Streets Layout



Source: (Keith & Schnars)

Finding of Necessity

A Finding of Necessity analysis was approved in April 2014 and later updated via a 2016 addendum. The following Problems, Needs, and Opportunities were identified in the Finding of Necessity. The problems noted are factors of "blight", which qualify the area for establishment as a CRA under Florida Statutes.

Problems

- High Crime Rates
- High Rates of Poverty and Unemployment
- Majority of Structures are over 30 years old; Site and Structure Deterioration
- High Vacancy Rates
- Faulty Lot Layout in Relation to Size, Adequacy, Accessibility, or Usefulness
- Narrow Lot Frontage along NW 27th Avenue Corridor
- Extensive Code Violations
- Diversity of Property Ownership

Needs

- Economic Development
- Social Development
- Catalyst Projects to Promote Reinvestment
- Improved Health, Safety, and Welfare of the Residents

Opportunities

- Public-Private Partnerships
- Commercial Property Improvement Program
- Land Banking and Site Assembly Program
- Economic Development Package
- Signage, Entry Features, Public Area, and Landscaping Projects
- Infrastructure Improvement Projects
- Community Policing Innovations

- Recreation and Community Facilities Projects
- Incentives Available Through Brownfield Redevelopment Program

Community Meetings for the Community Redevelopment Plan

On Tuesday, February 6, 2018, at Miami Gardens City Hall, the City's consultants held a community involvement meeting to inform the community of the City of Miami Gardens' CRA Plan project and to get feedback and comments. The following items were discussed during the meeting:

- What is a CRA?
- What has been done so far?
- What is a Redevelopment Plan?
- What can be funded by a CRA?
- A catalyst project: Performing Arts Center
- Project website: www.growmiamigardens.com
- Next Steps

Upon completion of the presentation, attendees provided feedback on the project. The project team also presented at a Town Hall Meeting on March 10, 2018. At both meetings, feedback included:

- Introduction of cultural venue will elevate the area
- Need for jobs
- Desire for more shopping and eating options
- Concerns about gentrification

SECTION V: REDEVELOPMENT STRATEGIES

Purpose

The major redevelopment strategies, projects, and programs proposed for the NW 27th Avenue CRA shall be presented here. The ideas presented here will require further review and consideration prior to implementation to determine the appropriateness in each case.

Economic Development Strategy

The use of a catalyst project to kick off the redevelopment in the CRA is recommended to reveal the potential in the area as well as boost the Tax Increment Financing (TIF) revenue.

Community Redevelopment Areas (CRAs) are financed based upon a method known as Tax Increment Financing (TIF). It is a unique tool available to cities and counties for the redevelopment of urban areas. It is used to leverage public funds to promote private sector activity. Property values in a CRA are capped or frozen at the assessed value in a base year, the year when a CRA is created. Thereafter, certain tax revenues due to increases in property value in excess of the base year value are deposited into the CRA Trust Fund and can only be spent in the redevelopment area[2].

The location which may best support a catalyst project, both financially and in an interest of time, is the 40-acre site owned by the City of Miami Gardens situated near City Hall on the east side of NW 27th Avenue, centered at NW 189th Street (Folio ID: 34-2103-001-0710). The site is designated as the NW 27th Avenue Corridor Greenpowerment Zone, which is eligible for the Florida Brownfields Redevelopment Program's financial incentives.

Catalyst projects are just that: a stimulus to change; one major change that can attract other investments. In addition, the taxable value of a catalyst project will significantly boost the

[2] Miami-Dade County, Office of Management and Budget

TIF revenues after construction is complete and they are reassessed by the Property Appraiser. Once the funds start increasing, more sizeable investments can be made within the CRA.

The property referenced above, ideal for development into an entertainment and performing arts center, is currently non-taxable since it is owned by the City of Miami Gardens. There are arrangements where government-owned property is developed and the use is owned or operated by a for-profit entity, causing the property to be ineligible for tax-exempt status. Therefore ownership and operational arrangements should be considered by the CRA and City in regards to whether development of the site will contribute to the TIF revenues through taxes.

Attraction of New Investments

The CRA should take steps to attract new commercial activity. Promotion of the area by marketing the vacant properties (land, as well as un-occupied buildings) to recruit businesses should be considered to show willingness to build up the community. A regular e-mail blast to the businesses and residents who opt-in can help to improve the image of the area and attract new businesses and residents.

Marketing campaigns can be launched to encourage new businesses and CRA Board Members and staff can attend Miami-Dade Beacon Council meetings and conferences such as the International Council of Shopping Centers (ICSC). The annual ICSC conferences provide a platform for retail industry leaders to introduce themselves to new markets, represented by local government staff and officials, as well as for the local governments to announce they are open to new businesses.

Encouragement of new businesses to employ people who reside within the CRA boundary will work to stimulate the local economy. Section 163.345 of the Florida Statute encourages private enterprise and redevelopment by private entities within a CRA. Job creation and preference to hiring of local residents, while not actually a requirement of CRAs, is a strategy

that would help to reduce the high rate of unemployment for residents in the area. In addition, it would:

- Reduce incidence of poverty for some of the area residents;
- Provide some disposable income for some the area residents;
- Increase the demand for goods and services in the area, boosting the local market, and further attracting more new retailers and services providers;
- Increase taxable values due to new and upgraded facilities in the area; and
- Increase taxable values to existing commercial properties as a factor of the demand for land in the CRA.

Business Development and Recruitment

Plans to attract new businesses and new jobs, to reduce unemployment in the area, and increase the taxable value of the buildings will help to make the CRA successful. These are measurable items that can be used to gauge the success over time.

The Opportunity Zone program administered by the State of Florida also provides tax incentives for job creation. A large area within the CRA boundary is in a designated Opportunity Zone. More information is provided in Section III of this Plan.

Aside from opening the door for the business owners and entrepreneurs to come to the NW 27th Avenue CRA, the CRA can strategically recruit business types that would meet the needs of the local market.

Neighborhood businesses operated by local residents help to keep the profits in the local area. There are many specialty businesses that could be determined to have potential to thrive in the area, determined by market factors and sales data. Targeted marketing to recruit specific types of businesses is a way to develop more successful local economy.

Another strategy is to develop a theme for the NW 27th Avenue Corridor, and market the theme to attract businesses that fill the niche. An opportunity exists due to the proximity of

the Hard Rock Stadium to the CRA; visitors can be attracted to NW 27th Avenue before and after attending the events at the stadium.

Measurable goals, such as a targeted number of new businesses or jobs created per year, can be set.

Strategies for Code Compliance

Florida Statutes dictate that every community redevelopment plan shall "*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.*" [163.362(7)]. However, the redevelopment activities proposed for the NW 27th Avenue CRA are not expected to displace any residents; temporarily or permanently. This CRA is not considered to have a shortage of housing.

However, a factor contributing to the finding of slum and blight is the high incidence of code violations on the existing housing stock, and there is need for a strategy to remedy that. Eliminating code violations with an educational program is a measurable goal. Violations are tied to lower property values, therefore reducing them will work to bring the tax base up.

Infrastructure and Neighborhood Improvement Projects

Florida Statutes state "*The community redevelopment plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the plans*" [163.360(7)(c)]. There are projects noted below which could be considered for the purposes of neighborhood improvement.

The Vista Verde community is an area in the northwest quadrant of the NW 27th Avenue CRA that may benefit from stormwater/drainage improvements, based on the Finding of Necessity. The City's Public Works Department has since secured funds for the first phase, but to complete the necessary improvements, the remaining design and construction is to be funded through grant and Stormwater Assessment Funds, pending budget approvals.

In the event of a shortfall, with CRA Board approval, the TIF revenues could be utilized for these neighborhood improvements in future years.

The City's Pedestrian and Bicycle Mobility Plan identifies bicycle and pedestrian facilities in need of attention as well as locations where the residents can benefit from new facilities. The regular updates of this plan are also recommended to be considered when looking at infrastructure and neighborhood improvements in the long-term horizon of the CRA.

Properties in the CRA area along NW 27th Avenue from NW 199th Street to NW 215th Street adjacent to the Hard Rock Stadium are currently separated from the stadium grounds by a fence. The fence is in disrepair and there is interest to replace the fence with a decorative wall for more privacy. As an improvement project, the decorative wall could be considered to be paid for by the CRA.

Support for other desired projects should be considered during a regular CRA Plan update.

Grants and Financing Programs

CRAs are typically funded through the use of Tax Increment Financing (TIF). This analysis addresses the projections of TIF to support financing of the activities of the CRA.

Future Revenue Projections

The estimate of the future revenues is based on two factors:

- An annual growth rate of the Taxable Value (estimated for this study at 2% per year); and
- Increased Taxable Value from new development

Base Year Amount

Examination of the Base Year amount of the proposed CRA area begins with a review of the Property Appraiser data for the parcels located in the boundaries. These properties have a current Taxable Value of $333,245,425 based on Property Appraiser data. When

the Trust Fund for the proposed new CRA boundaries is established, the current Taxable Value, at that time, will be the Base Year for the CRA.

Annual Growth Rate

The growth rate for existing properties is established for this study at 2% per year. This rate reflects the increase in value of properties that are already developed. Although this rate is relatively low, it is appropriate for planning purposes in order to avoid projecting revenue at an excessive rate.

New Development Scenario

The most significant increase in Taxable Value will occur from new development projects in the designated boundaries. The new development projects listed below were provided by the City of Miami Gardens based on applications for Building Permits and Site Plans.

Miami Gardens Performing Arts Center	Miami Gardens Culinary Center
Bridge Point Commerce Center	Gardens Promenade
Jessie Trice Health Center	7-Eleven
24 Hour Fitness	Princeton Park Townhomes
Murphy Gas Station	Redevelopment of 40 Acre Site
Miami Gardens Apartments	Miami Gardens Retail
Hotel	4.92-Acre Future Development Site

Estimates of Taxable Value were derived from examination of similar properties in the area and the value placed on those properties by the Property Appraiser's Office. In addition, there are smaller properties (residential and commercial) that are likely to develop during the study time frame. An assumption of additions of single parcels has also been included in the projections.

Projection of TIF Revenue

TIF is generated based on an increase in Taxable Value with the Ad Valorem rates of the City and County applied against this value. The Tax Rate for this study is 11.6032 mills (Miami Gardens of 6.9363 and Miami-Dade County of 4.6669). Additionally, the originating

jurisdictions retain 5% of the increased taxes for Administrative purposes. The projections of TIF are illustrated in **Table 2** and include splitting the TIF in Miami Dade County Smart Plan TIF area between the CRA trust fund (75%) and the SmartPlan trust fund (25%). Per the Miami-Dade County Property Appraiser's Office data, approximately 24% of the 2018 taxable value is associated with properties located within the proposed CRA boundaries only, with the remaining approximately 76% located in area where the proposed CRA and the SmartPlan areas overlap.

Table 2 Projection of TIF Revenues – 75% MGCRA / 25% SmartPlan Split in Overlap Area of the MGCRA/SmartPlan boundary.

FY	Total MGCRA Cumulative TIF	MGCRA TIF - CRA Area Only	MGCRA Cumulative TIF - 75% in SmartPlan Overlap Area	SmartPlan Cumulative TIF- 25% in SmartPlan Overlap
2018	$0	$0	$0	$0
2019	$182,429	$117,781	$64,648	$21,549
2020	$616,731	$355,698	$261,033	$87,011
2021	$1,327,598	$716,154	$611,444	$203,815
2022	$2,306,142	$1,201,600	$1,104,542	$368,181
2023	$3,542,055	$1,713,744	$1,828,311	$609,437
2024	$4,925,251	$2,253,119	$2,672,132	$890,711
2025	$6,420,194	$2,820,271	$3,599,923	$1,199,974
2026	$8,001,628	$3,415,754	$4,585,874	$1,528,625
2027	$9,671,284	$4,040,136	$5,631,148	$1,877,049
2028	$11,430,925	$4,693,994	$6,736,931	$2,245,644
2029	$13,282,353	$5,377,919	$7,904,434	$2,634,811
2030	$15,227,400	$6,092,510	$9,134,890	$3,044,963
2031	$17,267,944	$6,838,383	$10,429,561	$3,476,520
2032	$19,405,889	$7,616,161	$11,789,728	$3,929,909
2033	$21,643,187	$8,426,484	$13,216,703	$4,405,568
2034	$23,981,824	$9,270,002	$14,711,822	$4,903,941
2035	$26,423,825	$10,147,379	$16,276,446	$5,425,482
2036	$28,971,261	$11,059,293	$17,911,968	$5,970,656
2037	$31,626,238	$12,006,434	$19,619,804	$6,539,935
2038	$34,390,906	$12,989,506	$21,401,400	$7,133,800
2039	$37,267,462	$14,009,229	$23,258,233	$7,752,744
2040	$40,258,141	$15,066,335	$25,191,806	$8,397,269

2041	$43,365,226	$16,161,571	$27,203,655	$9,067,885
2042	$46,591,047	$17,295,702	$29,295,345	$9,765,115
2043	$49,937,975	$18,469,503	$31,468,472	$10,489,491
2044	$53,408,436	$19,683,770	$33,724,666	$11,241,555
2045	$57,004,899	$20,939,310	$36,065,589	$12,021,863
2046	$60,729,884	$22,236,951	$38,492,933	$12,830,978
2047	$64,585,961	$23,577,532	$41,008,429	$13,669,476

Source: (PMG Associates, Inc.)

The CRA is predicted to generate revenue from TIF of approximately $182,429 in the first year. TIF revenues will increase to over $1 million annually in year 4 of the CRA. In the 30 years lifetime of the CRA, over $64 million may be raised to complete the needs of the community. This estimate is based on current market conditions, and may change.

The CRA can also leverage funds through grants and other funding programs to achieve a more vigorous program. A public-private partnership may be sought to develop the remaining undeveloped property in the "NW 27th Avenue Corridor Greenpowerment Zone" utilizing the incentives under the Florida Brownfields Redevelopment Act.

Land Acquisition

The acquisition of land within the CRA is a tool that could help to support the overall goals and activities of the CRA. Property owned by the CRA can be marketed to encourage development or redevelopment into the uses that are desired. New development will increase the tax base, create jobs, and support the livability of the area. At this time, the City owns significant amount of land in the CRA, which allows for the control of how it is developed. It is not recommended for the CRA to acquire or liquidate any properties at this time.

Planning and Pursuit of Land Use and Zoning Changes

Due to the recently added Entertainment Overlay and Planned Corridor Development Districts, the zoning districts are not proposed for any changes. However, the application of

the mixed-use, commercial, and entertainment uses permitted in the PCD and EO should be pursued.

As identified in the Finding of Necessity, "Faulty Lot Layout in Relation to Size, Adequacy, Accessibility, or Usefulness", can be corrected through assembly of multiple parcels. This will encourage redevelopment potential by correcting the loss of frontage that occurred when roadways were widened.

Community Policing

Community Policing goes beyond the role of the local law enforcement agency and involves the local government, businesses, community members, nonprofit service providers, and even the media. It is a partnership to go beyond traditional police surveillance and bring in a more grassroots approach. Outreach to the problem areas and targeted approach to reduction of specific type of crime are examples. Foot and bicycle patrols are also tactics used by the local law enforcement agencies in community policing.

CRAs can be powerful in the fight against criminal activity through funding a community policing program. A community policing approach should be implemented within the CRA involving business owners, City code enforcement staff, and school personnel. CRA funds could assist with the costs of equipment for surveillance and monitoring, school resource officers, crime prevention equipment, and to support the City's code enforcement efforts related to community policing, per Section 163.387, Florida Statutes.

Administration

CRAs typically have a CRA Director as the main staff member, and may be supported by additional part-time or full-time staff. The staffing and financing of the CRA may initially start with City staff and City funds, but an Interlocal agreement should be made for an annual reimbursement to cover the City's investments. Over time, CRA studies, projects, and plans will require occasional contracting with professional planners, engineers, and event coordinators. These contracts shall comply with all applicable policies of the CRA or its governing body.

Strategy Based on Location

Adjacent to the CRA boundaries is the Hard Rock Stadium, utilized for home football games by the Miami Dolphins and University of Miami Hurricanes, as well as numerous concerts and special events year-round. The National Football League's Super Bowl LIV (54) will be played here in 2020, and the Capital One Orange Bowl, while played at this venue annually, will also host the College Football Playoff Semifinal game here in 2018, 2021 and 2024. In addition, the Miami Open tennis tournament is relocating its annual event to the Hard Rock Stadium in March 2019. These upcoming events are critical to the area, and the opportunity to collect tourist dollars in the corridor are increased surrounding these events. While that is a reason to focus initial improvements along the NW 27th Avenue Corridor, care should be taken to not take on a project that would redirect traffic during peak events such as Super Bowl LIV.

SECTION VI: IMPLEMENTATION PLAN

Financing The CRA

A table with the proposed base year tax base along with annual incremental tax revenues that will serve as base funding for the CRA is included in **Appendix E**.

Identification of economic development projects and programs to consider include Catalyst Projects, as discussed in *Section V, Redevelopment Strategies*, to provide a stimulus for future redevelopment projects. Suggestions for projects from a 2015 community meeting when preparing the Finding of Necessity include:

- Entertainment Center
- Hotel
- Quality Restaurants
- Quality Retail
- Cultural / Arts Center
- Increased Public Safety
- Additional Park Opportunities
- Landscaping / Street Lights
- Improved Public Transportation
- Banquet Hall
- Residential Mixed Use

After identifying the NW 27th Avenue Corridor boundary for the CRA, a public meeting held February 6, 2018 which included City officials and members of the community, identified additional suggestions, including:

- Infrastructure Improvements
- Streetlight Upgrades
- Aide Small Businesses by Awarding Grants and Shopping Locally
- Attract a Quality Grocery Store

- Provide Transportation, and Attract Businesses That Can Better Serve Persons with Disabilities
- Establish a Farmer's Market (Healthier and Local Food Options)
- Health Clinic / Urgent Care
- More Hotels

Recommendations

In consideration of the interests of the community and known tools to generate redevelopment, recommendations have been proposed based on this study. After the priority of creating a catalyst project to kick off redevelopment, the following Economic Development Projects and Programs to consider are:

- Establishment of CRA staff and administrative functions (may be paid up front by the City and reimbursed by the CRA when TIF revenues accrue).
- Public-Private Partnerships
- Property acquisition
- Community Policing programs
- Market-specific studies
- Special events
- Infrastructure improvements
- Streetscaping along NW 27th Avenue
- Business recruitment
- Entryway and wayfinding signage

Establishing the resources and connections necessary to build public-private partnerships and coordinate property assembly, as well as to attract the uses most desired by the community is a key early step in CRA establishment. The CRA administrative staff can consist of permanent employees, contracted specialists, or a combination of both. Many CRAs are administered by City employees, with contracted teams for community events or special projects. The CRA Board should consider the options and may occasionally solicit specialists through a request for proposals or request for qualifications (RFP/RFQ).

SECTION VII: EXIT STRATEGY

When is Redevelopment Complete?

Redevelopment is a constant process; it is never really complete. The purpose of the CRA is to focus redevelopment in a defined area for a period of time, but it does not mean redevelopment has to end when the CRA is no longer active. The revenue stream from TIF funds will end, but the efforts and momentum can carry on.

When Has the CRA Completed Its Assigned Task?

This Plan for the NW 27th Avenue CRA contains many projects and programs, focused on a catalyst project. The Florida Statutes dictate that Community Redevelopment Agencies created after July 1, 2002 have 40 years after the fiscal year in which the plan is adopted to complete all redevelopment financed by the increment revenues through the plan. The CRA operations are not to exceed 30 years, however.

If you can answer "yes" to the following three questions, then the CRA may sunset and the Redevelopment Trust Fund should be closed.

1. Have all of the projects in this plan been completed and funded (except for on-going maintenance)?
2. Have all of the programs in this plan been implemented and have they made an impact in the community or met their goals?
3. Has all debt from the implementation of projects and programs been paid off?

Five (5) Year Plan Review

Every five (5) years after its initial adoption, this CRA plan shall be reviewed. The projects and programs identified in the plan need to be evaluated to determine whether they are already completed, still necessary and still desired, or if they should be removed from the Plan.

Communities evolve, as do the local market conditions. Therefore at the same time that the plan is being evaluated to see what may be removed, the Plan may be amended to include new projects and programs identified to meet new needs.

Termination of Tax Increment Payment

Regular review of the CRAs progress is required, taking note of when projects have been completed. There will be some projects requiring funds for ongoing operations, but most will be complete and the much of the remaining tax increment will not be needed. Budgets should be reviewed to determine how much funding is still needed, and a determination can be made as to reducing the level of tax increment collected, or if it can be eliminated completely.

SECTION VIII: APPENDICES

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Appendix A: Legal Description

MIAMI GARDENS NW 27TH AVENUE CRA
LEGAL DESCRIPTION

A portion of Miami-Dade County, Florida, more particularly described as follows:

BEGIN at the Northwest corner of Section 32, Township 51 South, Range 41 East, on the Northern Boundary of Miami-Dade County, Florida; thence run south along the West line of said Section 32, (centerline of NW 47th Avenue) to the intersection with the centerline of the Snake Creek Canal (C-9); thence southeasterly and easterly along said centerline to the intersection with the northeasterly projection of the centerline of that certain canal recorded in Official Records Book 837, Page 685 (Miami-Dade County Records) lying between Leslie Estates Section 5, according to the plat thereof as recorded in Plat Book 96, Page 79 of the Public Records of Miami-Dade County, Florida and Leslie Estates Section 6, according to the plat thereof as recorded in Plat Book 97, Page 19 of the Public Records of Miami-Dade County, Florida; Thence southwesterly and southerly along said centerline to the intersection with the north line of Lot 51 of Carol City 4th Addition, according to the plat thereof as recorded in Plat Book 65, Page 122 of the Public Records of Miami-Dade County, Florida; Thence easterly along said north line to the to the northeast corner of said Lot 51; Thence southerly along the east line of said Lot 51 and the southerly prolongation thereof, to the intersection with the centerline of NW 183rd Street (Miami Gardens Drive); Thence westerly along said centerline to the intersection with the centerline with NW 31st Avenue; Thence southerly along said centerline to the intersection with the centerline of NW 179th Street; thence easterly along said centerline to the intersection with the centerline of NW 27th Court; Thence Southerly along said centerline to the intersection with the centerline of NW 171st Street; Thence easterly along said centerline to the intersection with the centerline of NW 27th Avenue; Thence southerly along said centerline to the intersection with the centerline of NW 167th Street (Golden Glades Drive); Thence easterly along said centerline to the intersection with the centerline of NW 25th Avenue; Thence northerly along said centerline to the intersection with the easterly prolongation of the south line of Block 55 of the Second Addition to Myrtle Grove, according to the plat thereof as recorded in Plat Book

65, Page 103 of the Public Records of Miami-Dade County, Florida; Thence westerly along said south line to the southeast corner of Parcel A of said Plat; Thence northerly along the east line of said Parcel A and northerly prolongation thereof to the intersection with the centerline of NW 175th Street; Thence easterly along said centerline to the intersection with the centerline of NW 25th Avenue; Thence northerly along said centerline to the intersection with the centerline of NW 179th Street; Thence westerly along said centerline to the intersection with the centerline of NW 25th Court; Thence northerly along said centerline to the intersection with the centerline of aforesaid NW 183rd Street (Miami Gardens Drive); Thence easterly along said centerline to the intersection with the centerline of NW 24th Avenue; Thence northerly along said centerline to the intersection with the easterly prolongation of the south line of Tract "D" of Dolphin Center Stadium site, according to the plat thereof as recorded in Plat Book 129, Page 91, of the Public Records of Miami-Dade County, Florida; Thence westerly along said prolongation and said south line to the southwest corner of said Tract "D"; Thence northerly along the west line of said Tract "D" and northerly prolongation thereof to the intersection with the centerline of NW 199th Street; Thence northwesterly along said centerline to the intersection with the centerline of NW 27th Avenue; Thence northerly along said centerline to the intersection with the centerline of aforesaid Snake Creek Canal (C-9); Thence easterly along said centerline to the intersection with the southerly prolongation of the east line of Tract "D" of Lake Lucerne Section Seven, according to the plat thereof as recorded in Plat Book 157, Page 73 of the Public Records of Miami-Dade County, Florida; Thence northerly along said prolongation and said east line same being the east line of Section 34, Township 51 South, Range 41 East, to the northwest corner of said Tract "D"; Thence westerly along the northerly line of said Tract "D" and the westerly prolongation thereof, to the intersection with the centerline of NW 17th Avenue; Thence southeasterly along said centerline to the intersection with the centerline of NW 207th Street; Thence westerly along said centerline to the intersection with the centerline of NW 23rd Avenue; Thence northerly along said centerline to the intersection with the north line of Tract "A" (NW 208th Terrace) of Lake Lucerne Estates, according to the plat thereof as recorded in Plat Book 95, Page 90 of the Public Records of Miami-Dade County, Florida; Thence westerly along said north line to the northeast corner of Tract "A" of Lake Lucerne Center, according to the plat thereof as recorded in Plat Book 96, Page 30 of the Public Records of Miami-Dade County, Florida; Thence westerly along the north line

of said Tract "A" same being the south line of Tract "A" of Calder Race Course, according to the plat thereof as recorded in Plat Book 168, Page 57 of the Public Records of Miami-Dade County, Florida to the southwest corner of said plat; Thence northerly along the west line of said Tract "A" to the northwest corner of said plat; Thence easterly along a northerly line of said plat to a northwest corner of said plat; Thence northeasterly and northerly along a westerly line of said plat and the northerly prolongation thereof to the intersection with a point being on the north boundary of Miami-Dade County, Florida, along the North Section lines of Sections 34,33, in Township 51 South, Range 41 East. Thence westerly along said north boundary to the intersection with the west Right-of-Way line of NW 27th Avenue; Thence southerly along said Right-of-Way line to the southeast corner of Block 8, Liberty Homes Estates Section Four, according to the plat thereof as recorded in Plat Book 87, Page 82 of the Public Records of Miami-Dade County, Florida; Thence westerly along the south line of said Block 8 to the northeast corner of Block 2 of Fairland Gardens, according to the plat thereof as recorded in Plat Book 121, Page 100, of the Public Records of Miami-Dade County, Florida; Thence southerly along the east line of said Block 2 and the southerly prolongation thereof, to the intersection with the centerline of NW 207th Street; Thence westerly along said centerline to the intersection with the centerline of NW 37th Avenue; Thence northerly along said centerline to the intersection with a point on the north boundary of Miami-Dade County, Florida; Thence westerly along said north boundary same being the north section line of Section 32, Township 51 South, Range 41 East to the northwest corner of said Section 32 and the Point of Beginning.

Appendix B: Florida Statutes

Section 163.340, Florida Statutes - Definitions

(1) "Agency" or "community redevelopment agency" means a public agency created by, or designated pursuant to, s. 163.356 or s. 163.357.

(2) "Public body" means the state or any county, municipality, authority, special district as defined in s. 165.031(7), or other public body of the state, except a school district.

(3) "Governing body" means the council, commission, or other legislative body charged with governing the county or municipality.

(4) "Mayor" means the mayor of a municipality or, for a county, the chair of the board of county commissioners or such other officer as may be constituted by law to act as the executive head of such municipality or county.

(5) "Clerk" means the clerk or other official of the county or municipality who is the custodian of the official records of such county or municipality.

(6) "Federal Government" includes the United States or any agency or instrumentality, corporate or otherwise, of the United States.

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

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

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

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

(8) "Blighted area" means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two or more of the following factors are present:

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

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

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

(d) Unsanitary or unsafe conditions.

(e) Deterioration of site or other improvements.

(f) Inadequate and outdated building density patterns.

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

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

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

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

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

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

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

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

(o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.

However, the term "blighted area" also means any area in which at least one of the factors identified in paragraphs (a) through (o) is present and all taxing authorities subject to s. 163.387(2)(a) agree, either by interlocal agreement with the agency or by resolution, that the area is blighted. Such agreement or resolution must be limited to a determination that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, "blighted area" means an area as defined in this subsection.

(9) "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.

(10) "Community redevelopment area" means 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, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment. For community redevelopment agencies created after July 1, 2006, a community redevelopment area may not consist of more than 80 percent of a municipality.

(11) "Community redevelopment plan" means a plan, as it exists from time to time, for a community redevelopment area.

(12) "Related activities" means:

(a) Planning work for the preparation of a general neighborhood redevelopment plan or for the preparation or completion of a communitywide plan or program pursuant to s. 163.365.

(b) The functions related to the acquisition and disposal of real property pursuant to s.163.370(4).

(c) The development of affordable housing for residents of the area.

(d) The development of community policing innovations.

(13) "Real property" means all lands, including improvements and fixtures thereon, and property of any nature appurtenant thereto or used in connection therewith and every estate, interest, right, and use, legal or equitable, therein, including but not limited to terms for years and liens by way of judgment, mortgage, or otherwise.

(14) "Bonds" means any bonds (including refunding bonds), notes, interim certificates, certificates of indebtedness, debentures, or other obligations.

(15) "Obligee" means and includes any bondholder, agents or trustees for any bondholders, or lessor demising to the county or municipality property used in connection with community redevelopment, or any assignee or assignees of such lessor's interest or any part thereof, and the Federal Government when it is a party to any contract with the county or municipality.

(16) "Person" means any individual, firm, partnership, corporation, company, association, joint stock association, or body politic and includes any trustee, receiver, assignee, or other person acting in a similar representative capacity.

(17) "Area of operation" means, for a county, the area within the boundaries of the county, and for a municipality, the area within the corporate limits of the municipality.

(18) "Housing authority" means a housing authority created by and established pursuant to chapter 421.

(19) "Board" or "commission" means a board, commission, department, division, office, body or other unit of the county or municipality.

(20) "Public officer" means any officer who is in charge of any department or branch of the government of the county or municipality relating to health, fire, building regulations, or other activities concerning dwellings in the county or municipality.

(21) "Debt service millage" means any millage levied pursuant to s. 12, Art. VII of the State Constitution.

(22) "Increment revenue" means the amount calculated pursuant to s. 163.387(1).

(23) "Community policing innovation" means a policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.

(24) "Taxing authority" means a public body that levies or is authorized to levy an ad valorem tax on real property located in a community redevelopment area.

Section 163.370, Florida Statutes - Powers; counties and municipalities; community redevelopment agencies.

(1) Counties and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.

(2) Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.

(b) To disseminate slum clearance and community redevelopment information.

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:

1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.

2. Demolition and removal of buildings and improvements.

3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.

4. Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.

5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.

6. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.

7. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate

obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

9. Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.

10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:

1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.

2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.

3. To hold, improve, clear, or prepare for redevelopment any such property.

4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.

5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.

6. To enter into any contracts necessary to effectuate the purposes of this part.

7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

(f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

(g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

(h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.

3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

(i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

(j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

(k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

(l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

(m) To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.

(n) To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.

(o) To develop and implement community policing innovations.

(3) The following projects may not be paid for or financed by increment revenues:

(a) Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.

(b) Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

(4) With the approval of the governing body, a community redevelopment agency may:

(a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.

(b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

Appendix C: Maps

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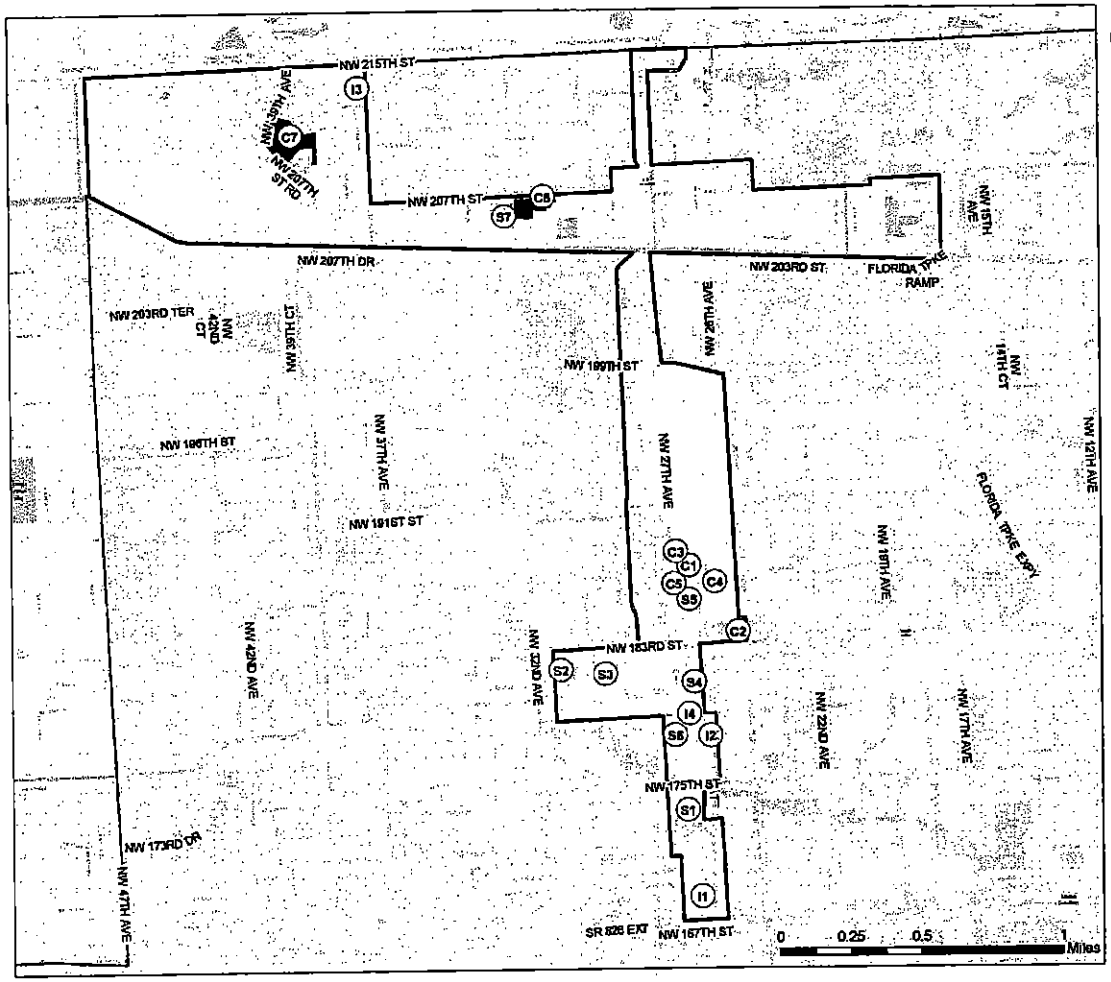
Map A: Community Facilities



City of Miami Gardens Community Redevelopment Agency Community Facilities

Schools	
S1	Learning Emporium Preparatory Academy
S2	JSD Childcare Learning Center
S3	Christ Children Academy
S4	Sprouting to Success Inc.
S5	Kid's Haven Academy
S6	Excel Preparatory Academy
S7	North County K-8 Center
Community Facilities	
C1	Carol City Fire Station 11
C2	North Dade Regional Library
C3	Miami-Dade Police Department
C4	City Hall
C5	Miami Gardens Police Station Headquarters
C6	Buccaneer Park
C7	Vista Verde Park
Religious Institutions	
I1	Greater Peace Missionary Baptist Church
I2	Mt Hermon African Methodist Episcopal Church
I3	Universal Truth Center for Better Living
I4	Abundant Life Changing Ministry

CRA Boundary

Miami Gardens City Boundary

Parks

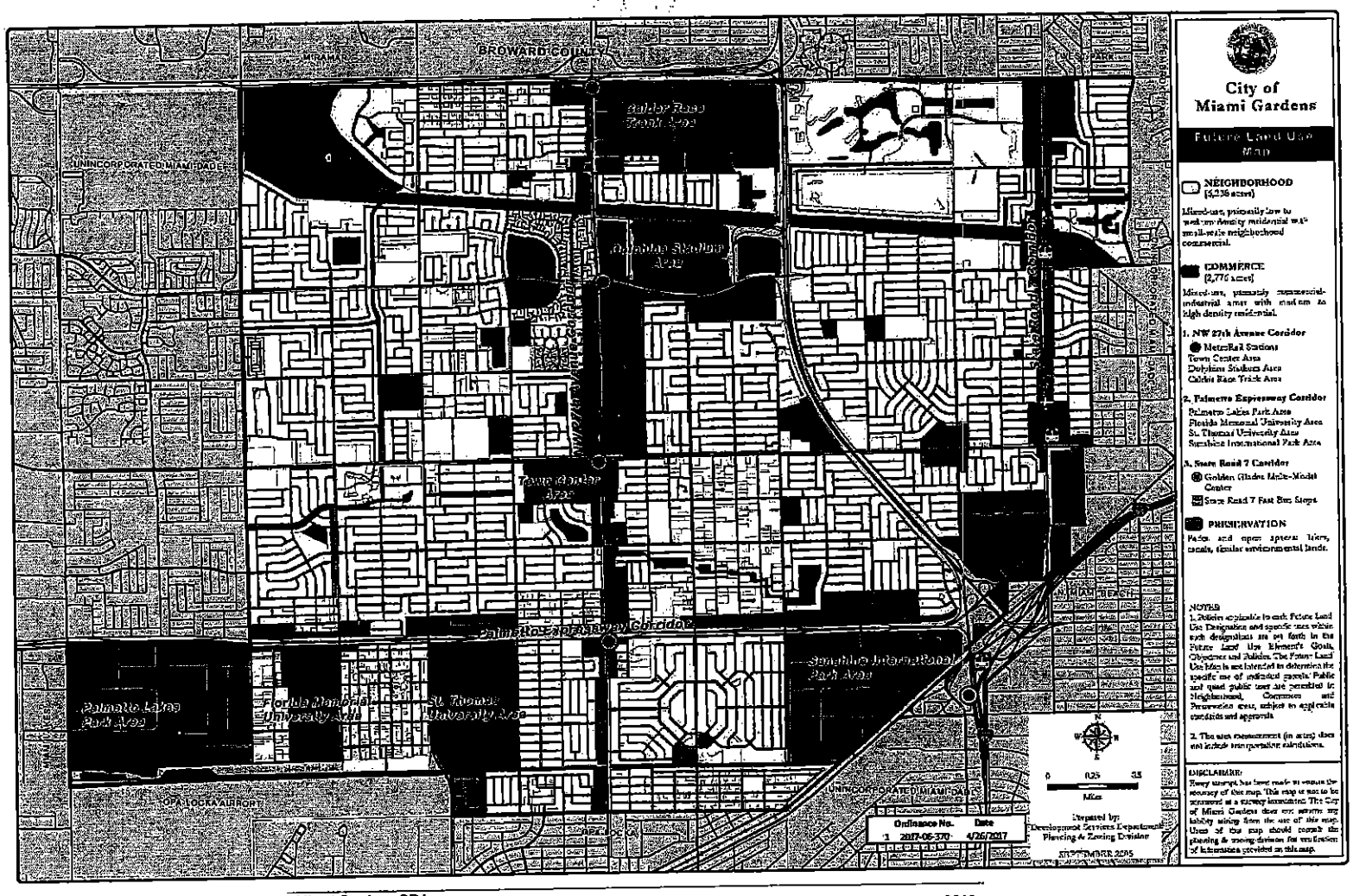
Version: November 7, 2017 Source: Keith & Schnars, Miami-Dade County GIS Database

N W E S

KEITH & SCHNARS

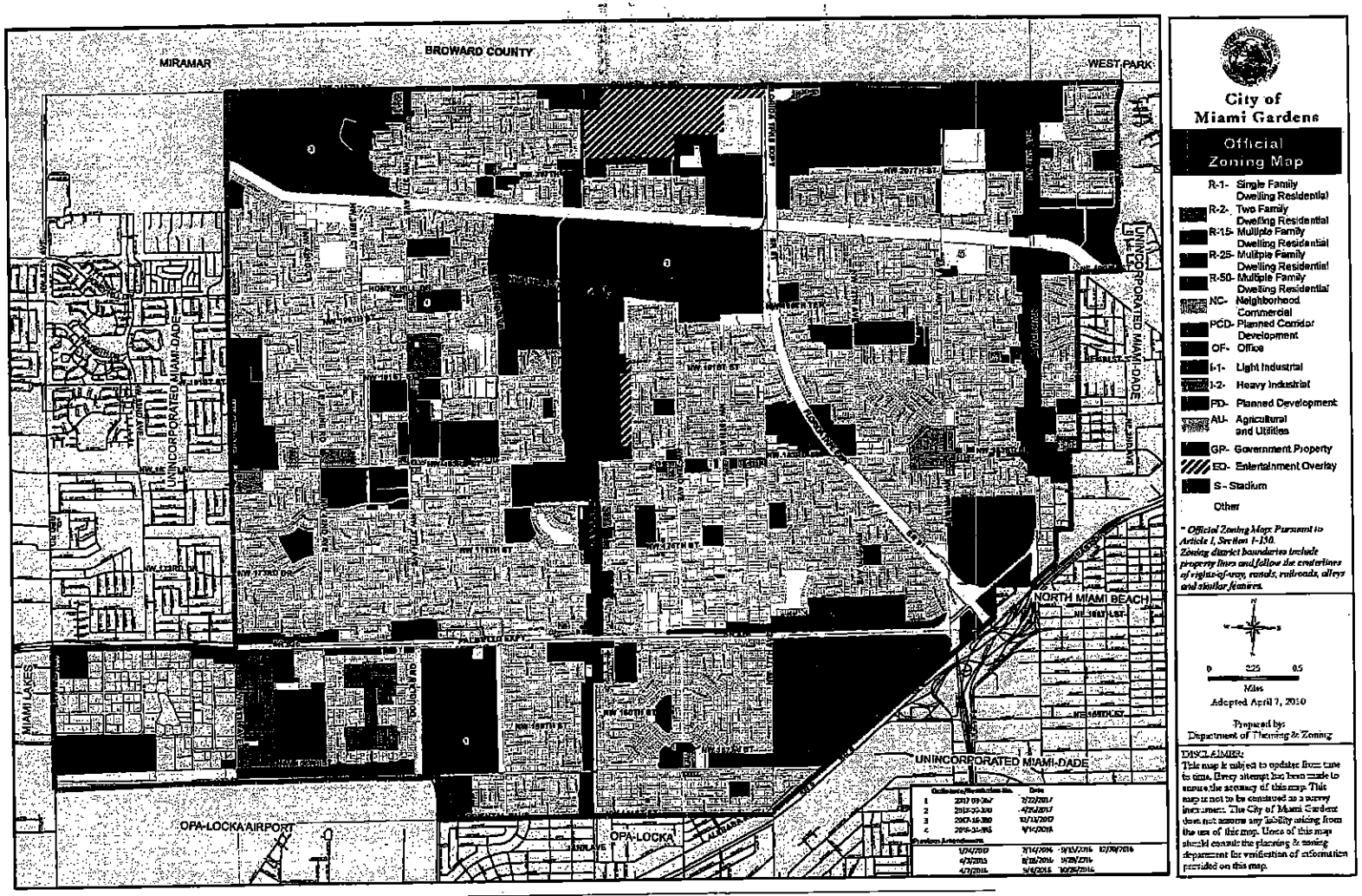
1500 North Andrews Avenue
Fort Lauderdale, FL 33309 Tel: (954) 776-1616

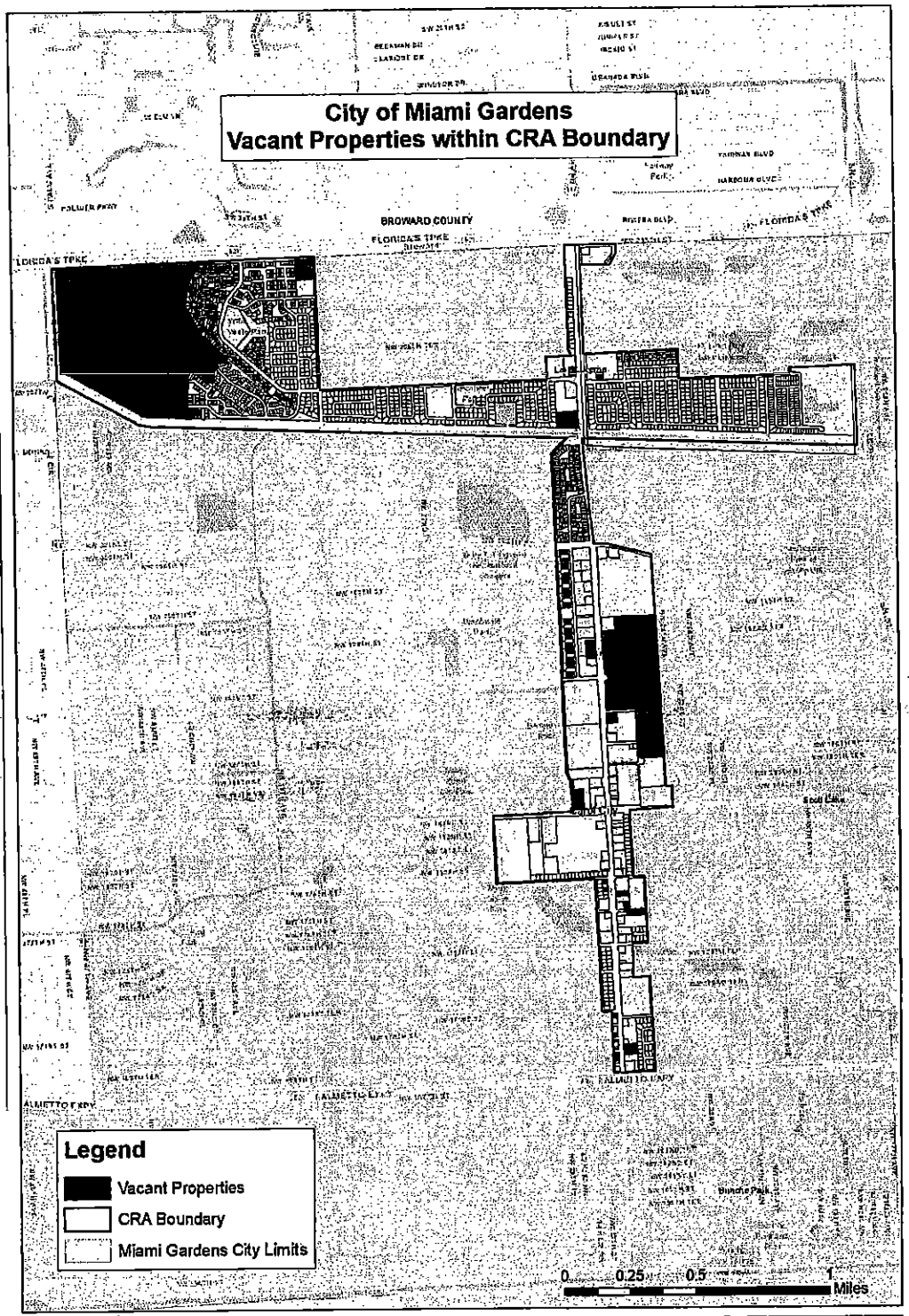
Map B: Future Land Use



98

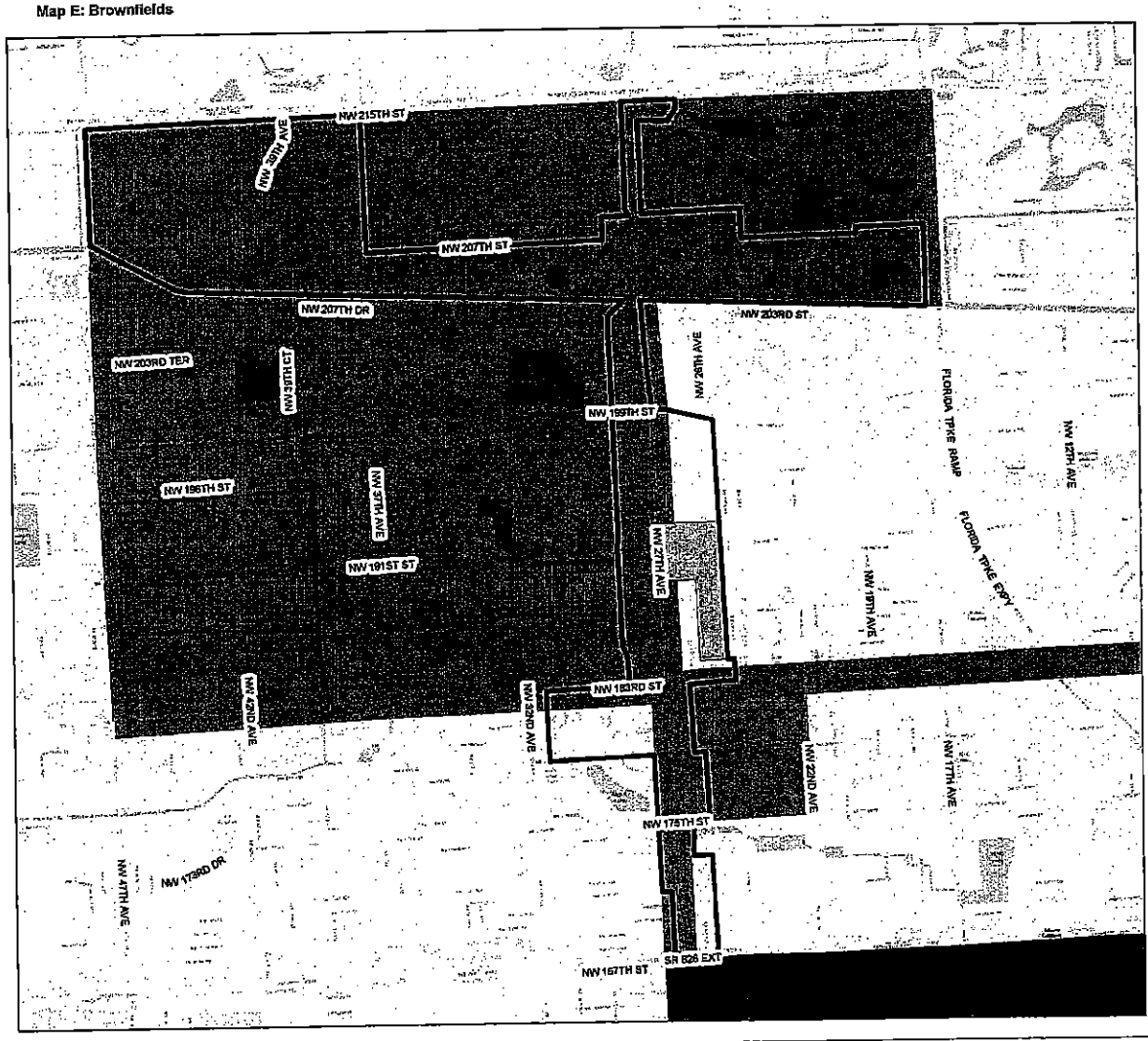
Map C: Official Zoning





Map D: Vacant Properties within the CRA

Map E: Brownfields



City of Miami Gardens
Community Redevelopment Agency
Brownfields

Brownfields

- CAROL CITY
- DADE-OPA LOCKA
- NW 27th AVENUE CORRIDOR GREENPOWERMENT ZONE
- CRA Boundary

Sources: Keith & Schnars, Miami-Dade County GIS Database

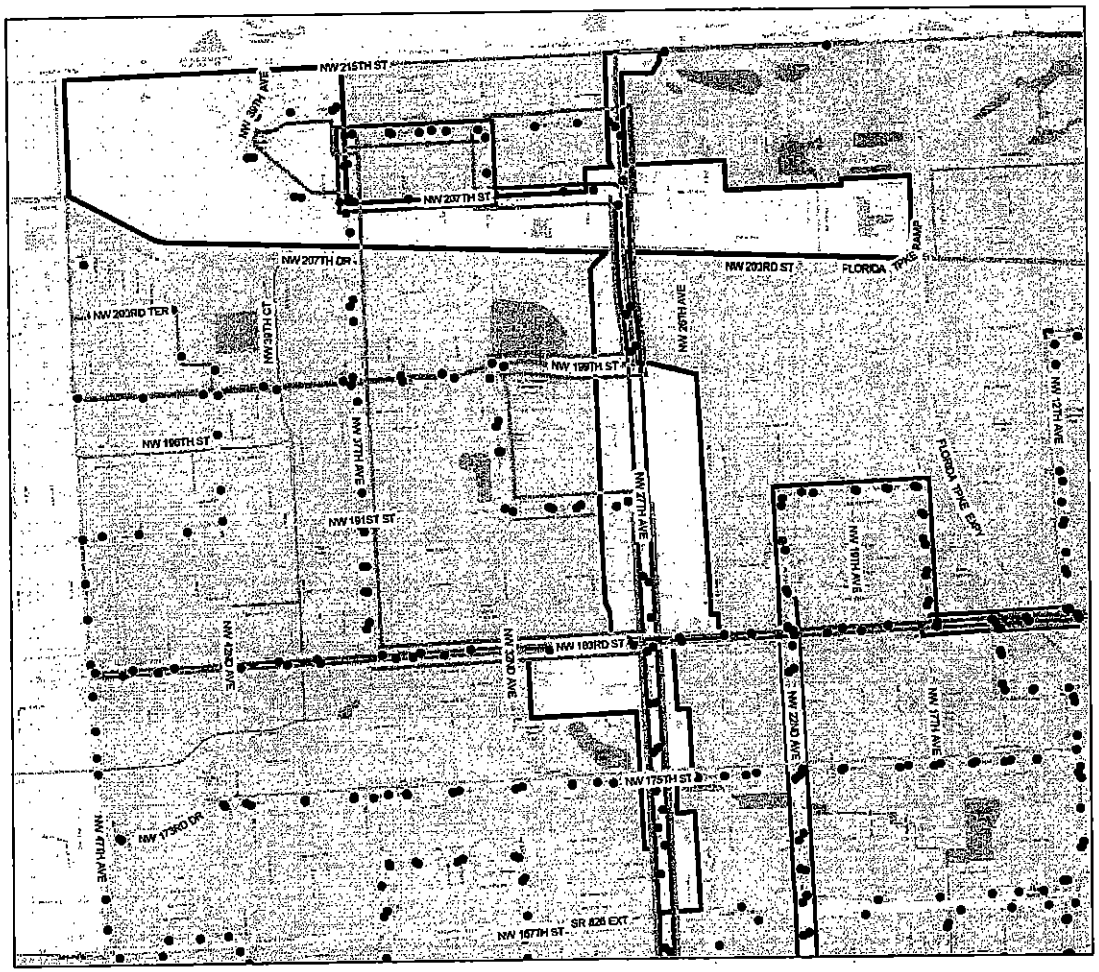
KEITH & SCHNARS

6500 North Andrews Avenue
Fort Lauderdale, FL 33309 Tel: (954) 776-1616

0 0.25 0.5 1 Miles

89

Map F: Transit Routes



City of Miami Gardens
Community Redevelopment Agency
Transit Information

Miami-Dade County Bus Routes

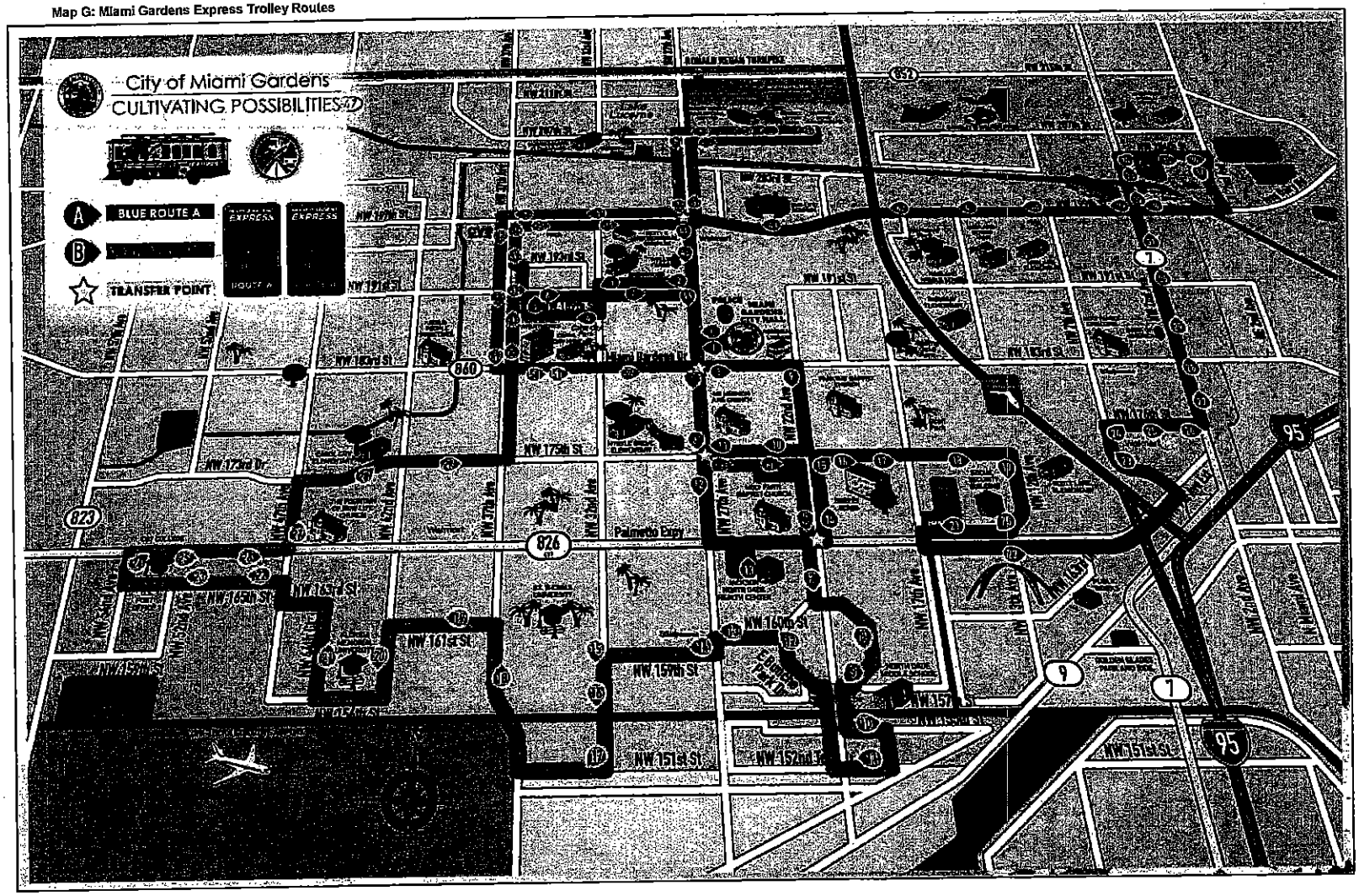
- Route 17
- Route 27
- Route 32
- Route 75
- Route 95
- Route 99
- Route 183
- Route 246
- Route 297
- CRA Boundary
- Miami Gardens City Boundary
- Bus Stops

N
W E
S

0 0.25 0.5 1 Miles

KEITH & SCHNARS

Map G: Miami Gardens Express Trolley Routes



Appendix D: Site Photos

Exhibit 1: Vacant Site Southeast End of NW 27th Avenue Corridor 77
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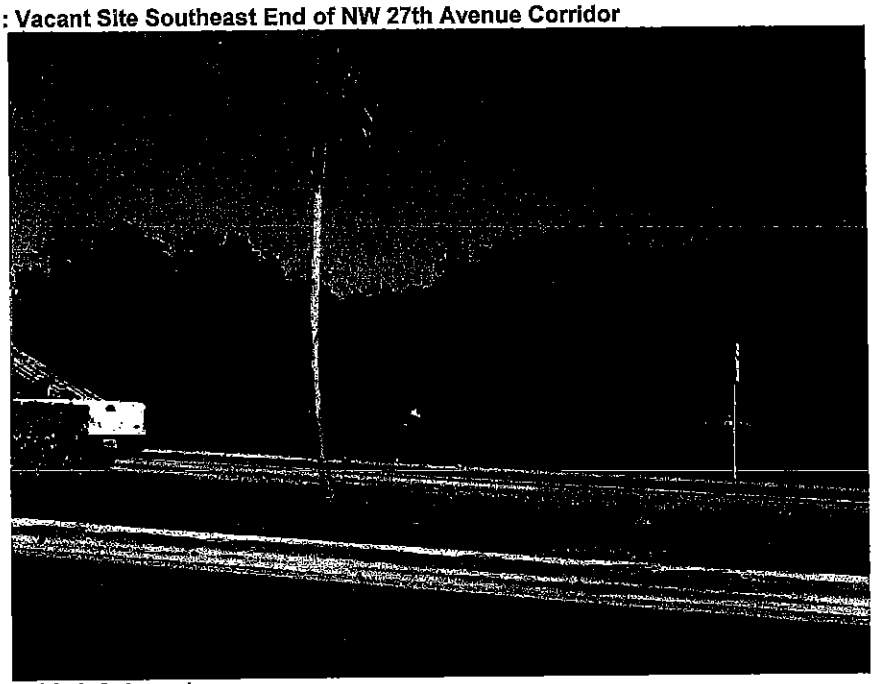
Exhibit 1: Vacant Site Southeast End of NW 27th Avenue Corridor



Source: (Keith & Schnars)

Exhibit 2: Catalyst Site, Vacant 40 acres owned by City of Miami Gardens

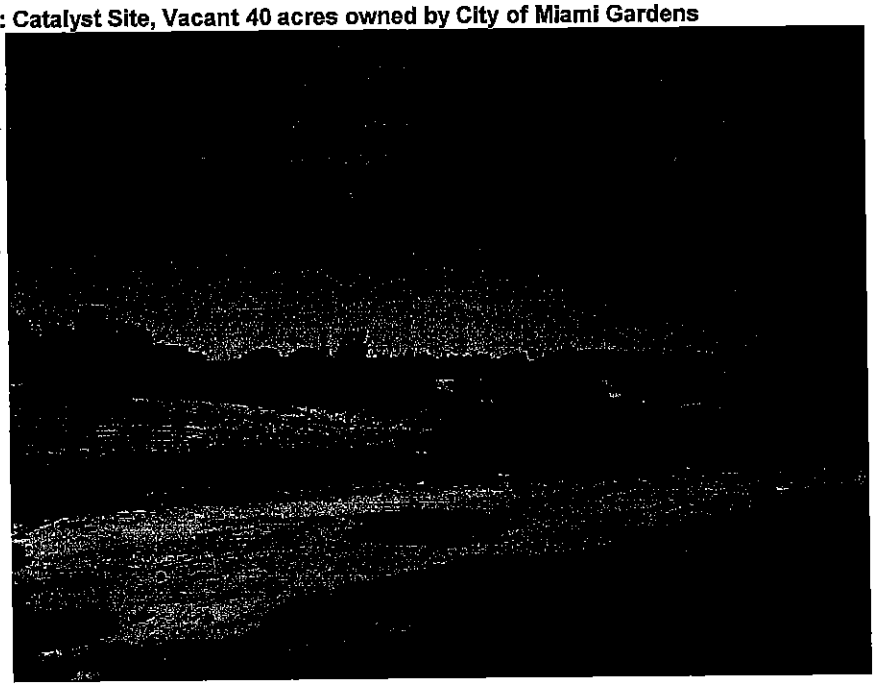
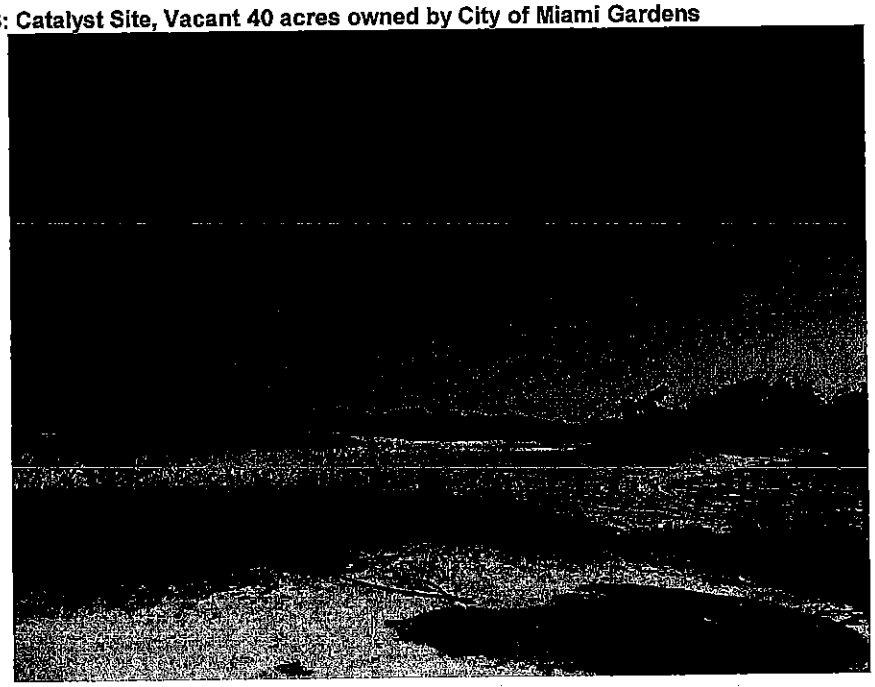
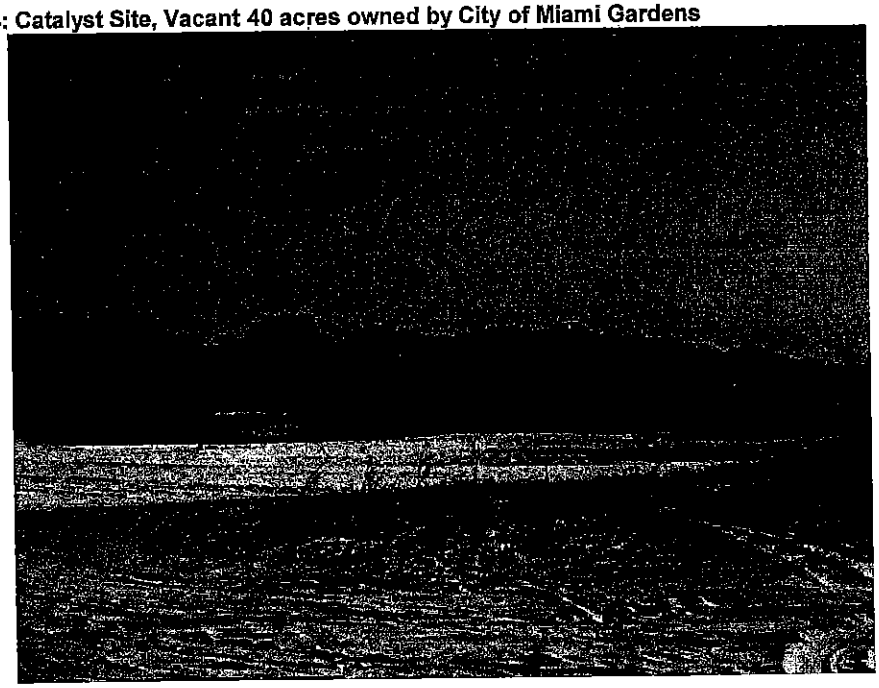


Exhibit 3: Catalyst Site, Vacant 40 acres owned by City of Miami Gardens



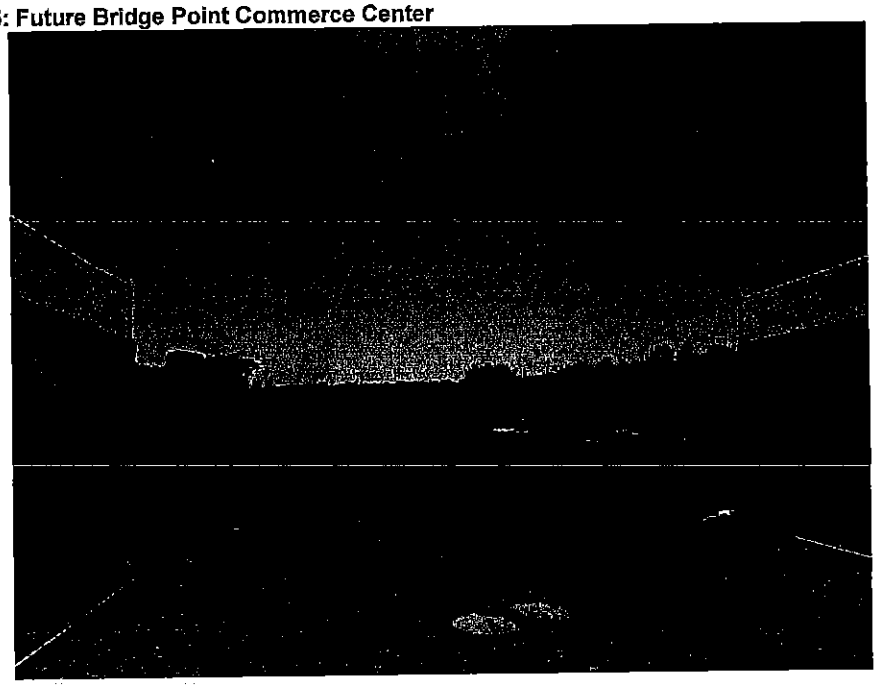
Source: (Keith & Schnars)

Exhibit 4: Catalyst Site, Vacant 40 acres owned by City of Miami Gardens



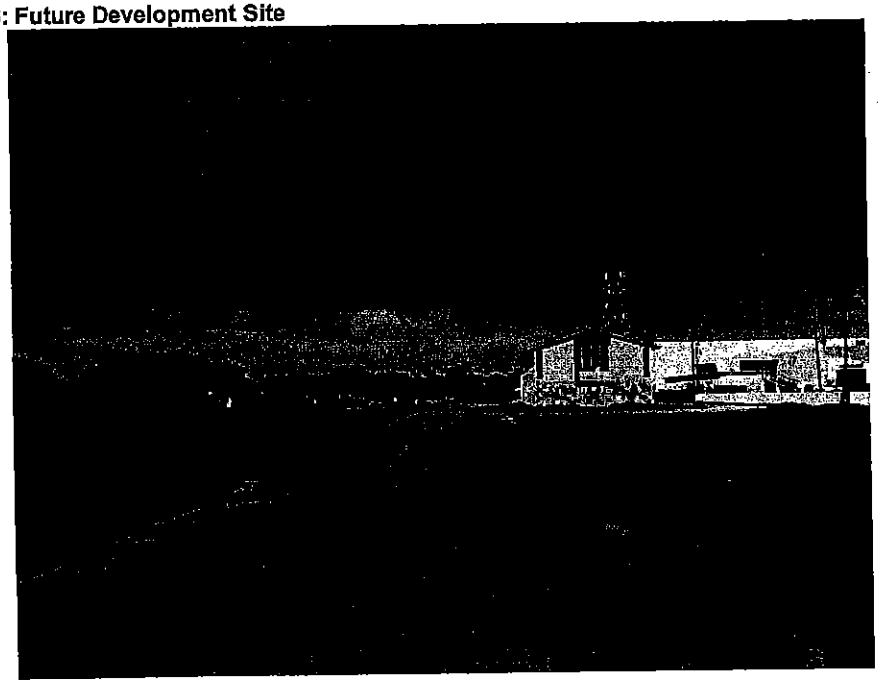
Source: (Keith & Schnars)

Exhibit 5: Future Bridge Point Commerce Center



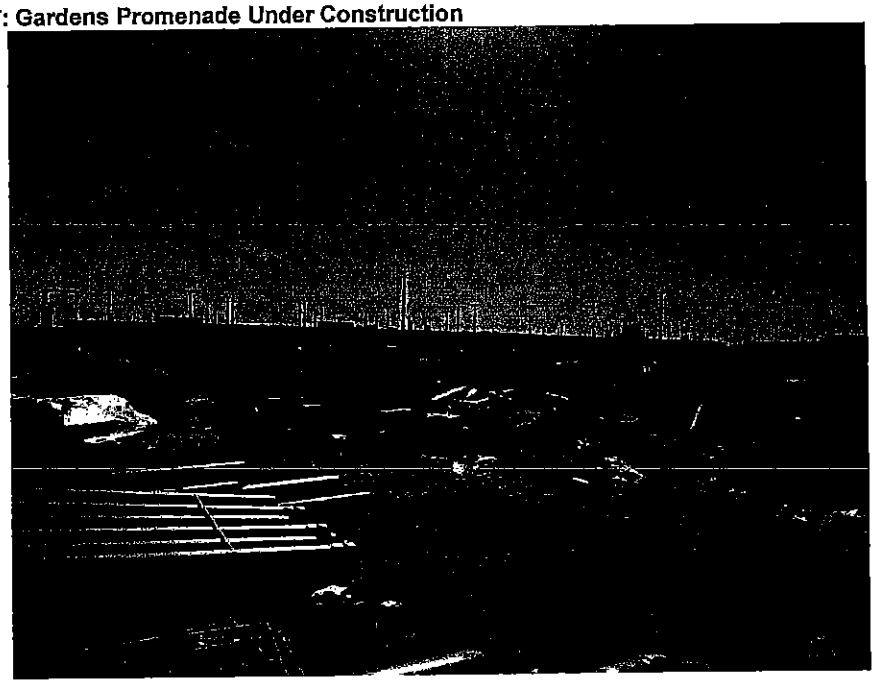
Source: (Keith & Schnars)

Exhibit 6: Future Development Site



Source: (Keith & Schnars)

Exhibit 7: Gardens Promenade Under Construction



Source: (Keith & Schnars)

Appendix E: Tax Increment Financing Revenues Table

Prepared by PMG Associates
Base Year: 2018 / Sunset Year: 2047

(2018 - 2027)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Taxable Value	$333,245,425	$339,910,334	$359,773,565	$388,589,160	$420,528,416	$451,233,089	$483,792,007	$502,035,847	$515,646,564	$525,959,495
New Projects										
Bridge Point Commerce Center	$0	$9,625,000	$9,625,000	$9,625,000	$9,625,000	$0	$0	$0	$0	$0
Jessie Trice Health Center	$0	$1,893,750	$0	$0	$0	$0	$0	$0	$0	$0
24 Hour Fitness	$0	$1,295,000	$1,295,000	$0	$0	$0	$0	$0	$0	$0
Murphy Gas Station	$0	$0	$771,200	$0	$0	$0	$0	$0	$0	$0
Miami Gardens Apartments	$0	$0	$0	$2,292,150	$2,292,150	$0	$0	$0	$0	$0
Miami Gardens Retail	$0	$0	$0	$439,250	$0	$0	$0	$0	$0	$0
Hotel	$0	$0	$0	$0	$0	$13,272,000	$0	$0	$0	$0
Miami Gardens Culinary Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Performing Arts Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
7- Eleven	$0	$0	$0	$1,837,200	$0	$0	$0	$0	$0	$0
Future Development (4.92 acre)	$0	$0	$0	$0	$0	$2,800,000	$2,800,000	$0	$0	$0
Princeton Park Townhomes	$0	$0	$3,500,000	$3,500,000	$2,800,000	$0	$0	$0	$0	$0
Gardens Promenade	$0	$0	$6,000,000	$6,000,000	$4,340,600	$0	$0	$0	$0	$0
Additional Residential	$0	$0	$0	$0	$0	$4,200,000	$4,200,000	$3,500,000	$0	$0
Additional Commercial	$0	$0	$0	$0	$2,800,000	$2,800,000	$1,400,000	$0	$0	$0
End Taxable Value	$333,245,425	$352,724,084	$380,969,765	$412,282,760	$442,386,166	$474,305,889	$492,192,007	$505,535,847	$515,646,564	$525,959,495
Total Base Year	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425
Increment	$0	$19,478,659	$47,724,340	$79,037,335	$109,140,741	$141,060,464	$158,946,582	$172,290,422	$182,401,139	$192,714,070
TIF (6.9363 + 4.6669 = 11.6032)	$0	$203,978	$499,764	$827,670	$1,142,910	$1,477,169	$1,664,471	$1,804,206	$1,910,084	$2,018,080
	$0	$203,978	$703,742	$1,531,412	$2,674,322	$4,151,491	$5,815,962	$7,620,168	$9,530,252	$11,548,333

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(2028 - 2037)

	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Beginning Taxable Value	$536,478,685	$547,208,259	$558,152,424	$569,315,472	$580,701,782	$592,315,817	$604,162,134	$616,245,376	$628,570,284	$641,141,690
New Projects										
Bridge Point Commerce Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Jessie Trice Health Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
24 Hour Fitness	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Murphy Gas Station	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miami Gardens Apartments	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miami Gardens Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Hotel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miami Gardens Culinary Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Performing Arts Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
7- Eleven	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Future Development (4.92 acre)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Princeton Park Townhomes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gardens Promenade	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Additional Residential	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Additional Commercial	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	$536,478,685	$547,208,259	$558,152,424	$569,315,472	$580,701,782	$592,315,817	$604,162,134	$616,245,376	$628,570,284	$641,141,690
	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425
	$203,233,260	$213,962,834	$224,906,999	$236,070,047	$247,456,357	$259,070,392	$270,916,709	$282,999,951	$295,324,859	$307,896,265
	$2,128,236	$2,240,595	$2,355,201	$2,472,099	$2,591,335	$2,712,956	$2,837,009	$2,963,544	$3,092,609	$3,224,255
	$13,676,569	$15,917,163	$18,272,364	$20,744,463	$23,335,799	$26,048,755	$28,885,764	$31,849,308	$34,941,917	$38,166,172

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(2038 - 2047)

	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047
Beginning Taxable Value	$653,964,523	$667,043,814	$680,384,690	$693,992,384	$707,872,232	$722,029,676	$736,470,270	$751,199,675	$766,223,669	$781,548,142
New Projects										
Bridge Point Commerce Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Jessie Trice Health Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
24 Hour Fitness	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Murphy Gas Station	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miami Gardens Apartments	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miami Gardens Retail	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Hotel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miami Gardens Culinary Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Performing Arts Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
7- Eleven	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Future Development (4.92 acre)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Princeton Park Townhomes	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gardens Promenade	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Additional Residential	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Additional Commercial	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
End Taxable Value	$653,964,523	$667,043,814	$680,384,690	$693,992,384	$707,872,232	$722,029,676	$736,470,270	$751,199,675	$766,223,669	$781,548,142
Total Base Year	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425	$333,245,425
Increment	$320,719,098	$333,798,389	$347,139,265	$360,746,959	$374,626,807	$388,784,251	$403,224,845	$417,954,250	$432,978,244	$448,302,717
TIF (6.9363 + 4.6669 = 11.6032)	$3,358,534	$3,495,499	$3,635,204	$3,777,702	$3,923,050	$4,071,305	$4,222,525	$4,376,770	$4,534,100	$4,694,576
	$41,524,707	$45,020,206	$48,655,409	$52,433,111	$56,356,161	$60,427,466	$64,649,992	$69,026,762	$73,560,861	$78,255,437

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Miami Gardens
Community Redevelopment Agency

EXHIBIT C

THE INTERLOCAL COOPERATION AGREEMENT

THIS INTERLOCAL COOPERATION AGREEMENT ("the Agreement"), made this 31 day of May, 2019, by and among Miami-Dade County, Florida, a political subdivision of the State of Florida (hereinafter referred to as the "County"), the City of Miami Gardens, a municipal corporation under the laws of the State of Florida (hereinafter referred to as the "City"), and the Miami Gardens Community Redevelopment Agency, a public agency and body corporate created pursuant to Section 163.357, Florida Statutes (hereinafter referred to as the "Agency").

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

WHEREAS, the Act provides "the governing body of any ...county which has adopted a home rule charter may, in its discretion, by resolution delegate the exercise of the powers conferred upon the county by [the Act] within the boundaries of a municipality to the governing body of such a municipality;" and

WHEREAS, the Act further provides that "[s]uch a delegation to a municipality shall confer only such powers upon a municipality as shall be specifically enumerated in the delegating resolution;" and deferral

WHEREAS, the City Council of the City of Miami Gardens (the "Council") adopted a series of resolutions, which include Resolution Nos. 2016-42-2941 and 2016-133-3032, that, among other things, declared an area within the municipal boundaries of the City, generally bounded on the North by NW 215 Street, on the West by NW 47 Avenue, on the South by NW 167 Street and on the East by NW 17 Avenue, which is referred to as the "Miami Gardens Redevelopment Area" (the " Redevelopment Area"), to be a "blighted area"; and

WHEREAS, the Council made a finding of necessity as to the rehabilitation, conservation or redevelopment, or a combination of each, with respect to such area; and

WHEREAS, the Council further declared that the rehabilitation, conservation, redevelopment, or a combination thereof, of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City; and

WHEREAS, on March 7, 2017, the Miami-Dade County Board of County Commissioners (the "Board") adopted Resolution No. R-210-17, which adopted the findings stated herein and approved, among other things, the finding of necessity and establishment of the Agency; and

WHEREAS, pursuant to Resolution No. R-210-17, the Board delegated to the City (1) the power to create the Agency in accordance with the Act; and (2) the power to prepare and adopt a community redevelopment plan for the redevelopment of the Redevelopment Area, subject to this Board's approval after notice and a public hearing; and

WHEREAS, on September 12, 2018, the Council, pursuant to Resolution No. 2018-144-3558, appointed the City Council as the CRA Board; and

WHEREAS, on October 24, 2018, the Agency adopted Resolution No. CRA 2018-02-002 approving the NW 27th Avenue Community Redevelopment Plan (the "Plan") for the Area, and forward the Plan to the Miami Gardens City Council for consideration; and

WHEREAS, on October 24, 2018, the Council also adopted Resolution No. 2018-163-3577 approving the Plan for the Area, and forward the Plan to the Board for consideration; and

WHEREAS, the Board adopted Resolution No. R-_____ approving the Agency's Plan; and

WHEREAS, the Board, in accordance with the Act, wishes to delegate certain powers conferred on the Board, to the City and the Agency to implement the Plan for the Redevelopment Area; and

WHEREAS, on _____, ____, the Board also enacted Ordinance No. on , which among other things, established a trust fund ("Fund" or "Trust Fund") to fund improvements in the Redevelopment Area; and

WHEREAS, the County, City and the Agency desire to delineate their areas of responsibility with respect to the redevelopment of the Redevelopment Area,

NOW, THEREFORE, in consideration of the premises and the mutual covenants recorded herein, the County, the City and the Agency agree as follows:

I. Delegation of Powers

A. With the exception of the community redevelopment powers that continue to vest in the Board pursuant to Section 163.358, Florida Statutes, the Agency shall have the right and sole responsibility to exercise the following redevelopment powers specifically delegated by the Board pursuant to the Act:

(1) The power to make and execute contracts and other instruments necessary or convenient to the exercise of its powers pursuant to the Act.

(2) The power to disseminate slum clearance and community redevelopment information.

(3) The power to undertake and carry out community redevelopment and related activities within the Redevelopment Area, which redevelopment may include:

(a) Acquisition of a slum area or a blighted area or portion thereof;

(b) Demolition and removal of buildings and improvements;

(c) Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, and other improvements necessary for carrying out in the Redevelopment Area the community redevelopment objectives of the Act in accordance with the Plan;

(d) The power to dispose of any property acquired in the Redevelopment Area at its fair value for uses in accordance with the Plan;

(e) The power to carry out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the Plan;

(f) The power to acquire real property in the Redevelopment Area which, under the Plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property;

(g) The power to acquire any other real property in the Redevelopment Area when necessary to eliminate unhealthful, unsanitary or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities;

(h) The power to acquire without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway, or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income;

(4) The power to provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment plan; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment plan and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate;

(5) The power to enter into any building or property in the Redevelopment Area in order to make inspections, surveys, appraisals, soundings or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted;

(6) The power to acquire by purchase, lease, option, gift, grant, bequest, devise or otherwise any real property (or personal property for its administrative purposes), together with any improvements thereon;

(7) The power to hold, improve, clear or prepare for redevelopment any such property;

(8) The power to mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property;

(9) The power to insure or provide for the insurance of any real or personal property or operations of the Agency against any risks or hazards, including the power to pay premiums on any such insurance;

(10) The power to enter into any contracts necessary to effectuate the purposes of the Act;

(11) The power to solicit requests for proposals for redevelopment of parcels of real property contemplated by the Plan to be acquired for redevelopment purposes by the Agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to Section 163.380, Florida Statutes, prior to acquisition of such real property by the Agency;

(12) The power to invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to Section 163.385, Florida Statutes, at redemption price established therein or to purchase such bonds at less than the redemption price, all such bonds so redeemed or purchased to be canceled;

(13) Subject to prior approval of the Board, which approval or disapproval shall be in the sole and absolute discretion of the Board, the power to borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of the Act and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the Agency deems reasonable and appropriate which are not inconsistent with the purposes of the Act. It is the expressed intent of the Agency not to issue bonds or use any other form of indebtedness until such time as required by a development when bonding or indebtedness is required to complete the project. ;

(14) The power to make or have made all surveys and plans necessary to the carrying out of the purposes of the Act; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

(a) Plans for carrying out a program of voluntary or compulsory repair and rehabilitation or buildings and improvements; and

(b) Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities;

(15) The power to develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income;

(16) The power to apply for, accept, and utilize grants of funds from the Federal Government for such purposes;

(17) The power to prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from the Redevelopment Area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government; and

(18) The power to appropriate such funds and make such expenditures as are necessary to carry out the purposes of the Act.

II. Miami-Dade County or Other Taxing Authority Representation

A. Pursuant to section 163.357(1)(d), Florida Statutes, one member of the Board or their designee may be appointed to serve on the Agency's Board of Commissioners and said County Commissioner or designee shall be vested with the same rights, duties and obligations as any other Agency commissioner. Said membership on the Agency's Board of Commissioners shall be considered an additional duty of office as prescribed by section 163.357(1)(d) of the Florida Statutes. Such appointment by the Board shall be immediate and will become part of the Agency's board of commissioners without further action from the Agency required.

III. Implementation of the Plan

A. The redevelopment powers listed in Section I herein may be exercised only with respect to the Redevelopment Area and only with respect to the Plan as approved by the Board, together with any supplements or amendments to the Plan, provided that any amendments and supplements to the Plan must also be approved by the Board. The City and the Agency hereby expressly agree that the Plan as approved by the Board pursuant to Resolution R-_____ is for a thirty (30) year period.

B. No more than twenty percent (20%) of the tax increment funds deposited annually into the Trust Fund shall be used for total administrative expenses allowable under Section 163.387(6)(a), Florida Statutes (including indirect and overhead expenses which may not exceed six percent (6%) of such contemplated to be spent under the Plan). All expense items chargeable to the twenty (20%) administrative cap shall be shown as individual line items in the annual budget prepared by the Agency and submitted to the Board with sufficient detail on individual salaries, etc. The County shall charge, and the Agency shall pay to the County, no later than March 31, an annual administrative fee ("County Administrative Fee"). This County Administrative Fee shall be 1.5% of the County's payment to the Agency. The County Administrative Fee shall not be included in the (20%) limit on administrative expenses defined in this section.

C. The City and the County hereby agree to limit the amount of tax increment funds to seventy-five (75) percent as provided in Ordinance No. _____.

D. The Agency shall ensure that the staff of the Agency shall be racially and ethnically diverse, in accordance with applicable law.

IV. City/County Coordination

A. The County Mayor or the County Mayor's designee shall designate a Redevelopment Area Coordinator (the "Redevelopment Area Coordinator"). The Redevelopment Area Coordinator shall serve as the County's liaison to the Agency for the Redevelopment Area. The Redevelopment Area Coordinator shall carry out the day-to-day County responsibilities for the Redevelopment Area and shall be the designated person to receive all data and reports pertaining to the Plan. Additionally the Agency shall deliver copies of all Agency agendas and agenda items to the Redevelopment Area Coordinator prior to each Agency meeting. Additionally, on a yearly basis the Agency shall transmit to the County a copy of the Agency's annual report and certified financial statements.

B. The City either directly or through the Agency, shall be responsible for implementing and conforming to the Plan, including developing and implementing proposals for indebtedness and bond financing, acquisition, disposition and relocation activities, coordination and implementation of the design and construction of public improvements necessary to support the redevelopment of the Redevelopment Area, and such other projects and activities as are contemplated by the Plan. The Agency shall deliver copies of all accepted proposals for the Redevelopment Area to the Redevelopment Area Coordinator.

C. All proposals related to amendments to the Plan and proposals for indebtedness, loans or bond financing shall be subject to review and approval by the Board of County Commissioners. No such amended Plan or indebtedness, loan or bond financing shall be considered approved until the Board of County Commissioners has taken official action. The Redevelopment Area Coordinator shall submit all proposals related to amendments to the Plan and proposals for indebtedness and bond financing to the County for review and recommendation and the Mayor or the Mayor's designee shall submit said recommendation to the Board for its final approval. The Redevelopment Area Coordinator shall review all proposals prior to review by the County and the Board.

D. The annual budget and progress reports shall be submitted to the County in a format approved by the County with sufficient detail including a description of any proposed project, grant, loan or any other program anticipated to be funded by the Agency in that fiscal year. Additionally, the budget shall include a section outlining the accomplishments of the prior fiscal year. The annual budget for the Agency and the Redevelopment Area shall be subject to review and approval by the Board. The annual budget shall be submitted to the County no later than October 15th of each fiscal year. With the exception of the debt service payment on current bond obligations financed by tax increment revenues, no funds on deposit in the Fund may be expended by the Agency until the annual budget has been approved by the Board. At the request of the County, the Agency shall submit additional progress reports on the Plan and Redevelopment Area activities. The annual budget must be accompanied by official legislation from the Agency and the City approving the budget and transmitted by the City and such legislation shall include a statement that all Agency expenses are in accordance with the approved Plan and State law.

E. The Agency shall not budget in any fiscal year more than ten percent (10%) of the value of the City and County tax increment payment for that year on capital maintenance activities or community policing.

F. Should the Board approve and/or adopt any amendments and modifications to the Plan, such amendments and modifications shall become a part of the Plan and the powers delegated to the Agency pursuant to this Agreement shall be exercisable with respect to such amendments and modifications.

V. SMART Plan Funding.

i. The Agency shall allocate in each year's budget an amount defined below as the Transportation Funding Amount to fund and/or support the Strategic Miami Area Rapid Transit Plan ("SMART Plan") project located within the boundary of the Agency, as defined in Resolution No. R-523-16 as the North Corridor Project, to the extent permitted by law. This annual allocation toward the North Corridor Project shall be itemized as a separate section in the Agency's annual budget submitted to the BCC for approval. The Agency shall provide the County payment for the SMART Plan project by March 31 of each year in the amount calculated below.

ii. The Transportation TIF Amount shall be the amount equal to 25 percent of the amount of countywide TIF deposited into the Agency's Fund each year for properties in the Redevelopment Area pursuant to Resolution No. _____.

VI. Land Disposition

A. Any disposition of land within the Redevelopment Area by the Agency shall be accomplished in accordance with applicable provisions of federal, State and local laws, Plan and this Agreement pursuant to the Act.

VII. Project Financing

A. The City, either directly or through the Agency, shall establish and maintain the Fund, as required by applicable law.

B. The City, either directly or through the Agency, shall develop and promulgate rules, regulations and criteria whereby the Fund may be promptly and effectively administered, including the establishment and the maintenance of books and records and adoption of procedures whereby the Agency may expeditiously and without undue delay, utilize such funds in accordance with the Board approved budget for the Redevelopment Area.

C. The City, either directly or through the Agency, may sell bonds and execute notes and other forms of indebtedness, as well as collateral documents, to finance capital improvements deemed necessary for the Redevelopment Area; **however, the County's approval as to amount, duration and purpose of such bonds, notes or other indebtedness, including advances pledging or obligating tax increment revenues, must be obtained prior to issuance of any such bond, note or other form of indebtedness including advances pledging or obligating tax increment revenues.** The County's obligation to annually appropriate to the Fund shall continue

until all loans, advances and indebtedness, if any, and interest thereon, of the Agency incurred as a result of redevelopment in the Redevelopment Area, have been paid, or for as long as required by applicable law, whichever is later. In no year shall the County's obligation to the Fund exceed the amount of that year's tax increment as determined pursuant to Ordinance No. _____. On the last day of the fiscal year of the Agency, any money which remains in the Fund after payment of expenses pursuant to Section 163.387(6), Florida Statutes, for such year shall be: (1) returned to each taxing authority which paid the increment in the proportion that the amount of the payment of such taxing authority bears to the total amount paid into the Fund by all taxing authorities within the Redevelopment Area for the year; (2) used to reduce the amount of any indebtedness to which increment revenues are pledged; (3) deposited into an escrow account for the purpose of later reducing any indebtedness to which increment revenues are pledged; or (4) appropriated to a specific redevelopment project pursuant to the approved Plan which project will be completed within three (3) years from the date of such appropriation.

VIII. Community Benefits Agreements, Contracting and Procurement,

A. Community Benefits Agreement. All entities or contractors contracting with or receiving grants from the Agency for new commercial and residential developments to be constructed within the Redevelopment Area in an amount of $200,000.00 or more, or such other amount as may be established by this Board, shall enter into a community benefits agreement with the Agency which will benefit primarily the residents of the Redevelopment Area. To the extent allowed by law, a community benefits agreement shall include provisions for hiring the labor workforce for the project financed by the grant or agreement from residents of the Redevelopment Area that are unemployed or underemployed. Depending on the worker or employee to be hired, the Agency will be required to ensure that such entity or contractor complies with wage requirements, as applicable, established by Miami-Dade County's Living Wage or Responsible Wage Ordinances, pursuant to Section 2-8.9 and 2-11.16, respectively, of the Code of Miami-Dade County, Florida (the "Code") or pay higher wages and benefits, as are feasible.

B. Contract Requirements. All entities or contractors contracting with or receiving a grant from the Agency in an amount of $500,000.00 or more, or such other amount as may be established by this Board, shall comply with the following Miami-Dade County ordinances contained in the Code, as may be amended, as if expressly applicable to such entities:

(1) Small Business Enterprises (Section 2-8.1.1.1.1 of the Code);
(2) Community Business Enterprises (Section 2-10.4.01 of the Code);
(3) Community Small Business Enterprises (Section 10-33.02 of the Code;
(4) Conflict of Interest and Code of Ethics Ordinance (Section 2-11.1 of the Code); and/or
(5) Living Wage Ordinance

C. Procurement. The Agency shall adopt procurement requirements that are established by the State of Florida, the County or the City, as modified to reflect that such requirements are applicable to the Agency.

IX. Recovery of Grant Funds

A. The Agency shall include in their contracts or grant agreements a "clawback" provision that will require the Agency to "clawback" or rescind and recover funding from any entity or contractor to which it provides funding which does not substantially comply with the provisions of its agreement with the Agency by demanding repayment of such funds in writing, including recovery of penalties or liquidated damages, to the extent allowed by law, as well as attorney's fees and interest, and pursuing collection or legal action, to the fullest extent allowable by law, if feasible.

X. Required Reasonable Opportunity to Be Heard and Project Related Findings

A. If the Agency proposes to fund a proposed new or rehabilitated commercial or residential project and such project amount is above the delegated person's authority for approval thus requiring approval of the Agency, a public hearing must be held and a reasonable opportunity to be heard shall be afforded to the public and a finding must be made that:

(1) The proposed project or program will primarily and substantially benefit residents and business owners within the Redevelopment Area.

(2) The non-public entity or contractor requesting funding will use the Agency's funds to fill in any financial gaps when all other funding has been identified for the project and that, but for the Agency's funding, the project cannot be undertaken.

XI. Safeguards for Residents from Displacement and Affordable Housing

A. Safeguards for residents from Displacement. In the event the Agency funds a redevelopment project authorized by the Plan that may displace persons (including individuals, families, business concerns, nonprofit organizations and others) located in the Redevelopment Area, the Agency shall prepare plans for and assist in the relocation of such persons, including making any relocation payments under the Act and applicable laws and regulations. Further, the Agency shall make or provide for at least a "one-for-one" replacement of each affordable housing unit demolished pursuant to a redevelopment project to ensure that such demolished unit is replaced by a new comparable, affordable housing unit. However, the before-mentioned requirement shall not apply to substandard affordable housing that has been declared unsafe by a governmental entity and subsequently demolished. The Agency shall ensure that individuals and families who are displaced from affordable housing units have a right of first refusal to return to comparably priced affordable housing units located within the Redevelopment Area.

XI. <u>Project Management, Administration and Coordination</u>

A. The City/and or the Agency, shall consider any reasonable request of the County with respect to implementing any plan of action related to the Plan. The City/and or the Agency

shall develop implementation schedules and timetables for all significant Redevelopment Area activities as determined by the City/and or the Agency, copies of which shall be delivered to the Redevelopment Area Coordinator beginning one year from the implementation of this Agreement. The City/and or the Agency shall also deliver additional interim reports to the County upon request.

(1) The Redevelopment Area Coordinator shall receive from the City/and or the Agency advance notice of all public meetings related to development of projects pursuant to this Agreement and on a regular basis, information regarding the progress of all such development through the design and construction of such projects.

(2) During construction, the County shall have the right to attend all such public meetings and inspect the projects being developed at all reasonable times subject to reasonable restrictions imposed by the contractor.

(3) The City/and or the Agency shall consult regularly with the Redevelopment Area Coordinator in order to keep the County reasonably informed throughout the duration of the planning, design and construction of such redevelopment projects. The City either directly or through the Agency shall be required to have an outside independent audit on an annual basis to monitor and investigate compliance with the terms of this Agreement. The right of the auditor to investigate, monitor, inspect, copy, review, verify and check operations and records of the Agency shall include, but not be limited to, all of its employees, consultants, agents or authorized contractors and subcontractors, as well as, all administrative and operational facilities used by the Agency and the County in connection with all matters arising under this Agreement. Records include, but are not limited to, construction, financial, correspondence, instructions, memoranda, bids and contract documents, as well as all other records pertaining to the planning, development and construction of projects pursuant to this Agreement. Any rights that the County has under this provision shall not be the basis for any liability to accrue to the County from the Agency or third parties for such monitoring or investigation or for the failure to have conducted such monitoring or investigation.

XII. Indemnification

The City and Agency shall indemnify and hold harmless the County and its officers, employees, agents and instrumentalities from any and all liability, losses or damages, including attorneys' fees and costs of defense, which the County or its officers, employees, agents or instrumentalities may incur as a result of claims, demands, suits, causes of actions or proceedings of any kind or nature arising out of, relating to or resulting from the performance of this Agreement by the City and Agency or its employees, agents, servants, partners principals or subcontractors. The City and Agency shall pay all claims and losses in connection therewith and shall investigate and defend all claims, suits or actions of any kind or nature in the name of the County, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorney's fees which may be .issued thereon. Provided, however, this indemnification shall only be to the extent and within the limitations of Section 768.28, Florida Statutes, subject to the provisions of that Statute whereby the City and Agency shall not be held liable to pay a personal injury or property damage claim or judgment by any one person which exceeds the sum of $100,000, or any claim or judgment or portions thereof, which, when totaled with all other claims or judgment pay by the City and Agency arising out of the same incident or occurrence, exceed the sum of $200,000 from

any and all personal injury or property damage claims, liabilities, losses or causes of action which may arise as a result of the negligence of the City and the Agency.

XIII. Inspector General Review and Ethics Training

A. The County shall have the right to retain, at its sole cost, the services of an independent private sector inspector general whenever the County deems it appropriate to do so, in accordance with Miami-Dade County Administrative Order No. 3-20. Upon written notice from the County, the Agency shall make available to the independent private sector inspector general retained by the County all requested records and documentation for inspection and reproduction. Additionally, the Agency shall submit to the County's Inspector General's review in accordance with Section 2-1076 of the Code. The County's Inspector General shall be empowered to review the Agency's past, present and proposed contracts, transactions, accounts, records, agreements and programs and audit, investigate, monitor, oversee, inspect and review operations, activities, performance and procurement process, including but not limited to, project design, specifications, proposal submittals, activities of the Agency, its officers, agents and employees, lobbyists, staff and elected officials to ensure compliance with contract specifications and to detect any fraud and/or corruption.

B. The Agency shall agree to comply with Miami-Dade County's Conflict of Interest and Code of Ethics Ordinance (Section 2-11.1 of the Code). Additionally, upon their appointment or reappointment, all boards of commissioners, all of the Agency's advisory boards, and the persons who staff the Agency or board shall be required to complete an ethics training to be conducted by the Miami-Dade Commission on Ethics and Public Trust.

XIV. Miscellaneous

A. Third Party Beneficiaries. None of the parties intend to directly or substantially benefit any third party by this Agreement. Therefore, the parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against either of them based upon this Agreement.

B. All parties have substantially contributed to the drafting and negotiation of this Agreement and this Agreement shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than any other. The parties hereto acknowledge that they have thoroughly read this Agreement, including all exhibits and attachments hereto, and have sought and received whatever competent advice and counsel was necessary for them to form a full and complete understanding of all rights and obligations herein.

C. Jurisdiction. This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Venue for litigation concerning this Agreement shall be in Miami-Dade County, Florida;

D. Severance. Should any clause or provision of this Agreement be determined to be illegal, invalid or unenforceable under any present or future law by final judgment of a court of competent jurisdiction, the remainder of this Agreement will not be affected thereby. It is the intention of the parties that if any such provision is held to be illegal, invalid or unenforceable,

there will be added in lieu thereof a legal, valid and enforceable provision that is as similar as possible in terms to the illegal invalid or unenforceable provision, which is agreed to by all parties.

E. Waiver. No express or implied consent or waiver by a party to or of any breach or dealt by the other party in the performance by such other party of its obligations under this Agreement will be deemed or construed to be a consent or waiver to or of any other breach or dealt in the performance by such other party of the same or any other obligations of such other party hereunder. Failure by a party to complain of any act or failure to act of the other party or to declare the other party in default, irrespective of how long such failure continues will not constitute a waiver by such party of it rights hereunder. The giving of consent by a party in any one instance will not limit or waive the necessity to obtain such party's consent in any future instance.

F. This Agreement may be amended only by the written agreement signed by the Agency and the County.

G. This Agreement, or any part thereof, is not assignable by the Agency without the express written consent of the County.

[SIGNATURES APPEAR ON THE FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties hereto caused this Agreement to be executed in their names by their duly authorized officers and the corporate seals to be affixed hereto, all as of the day and year first above written.

CITY OF MIAMI GARDENS

By: _____
Oliver G. Gilbert III
Mayor

ATTEST

By: _____
City Clerk

Approved for form and legal sufficiency

By: _____
City Attorney

MIAMI GARDENS
REDEVELOPMENT AGENCY

By: _____
Chairman

By: _____
Executive Director

MIAMI-DADE COUNTY

By: _____
Carlos A. Gimenez
Mayor

ATTEST

By: _____
Deputy Clerk

Approved for form and legal sufficiency

By: _____
Terrence A. Smith
Assistant County Attorney

ATTEST:

By: _____
City Clerk

Approved for form and legal sufficiency

By: _____
Agency Attorney