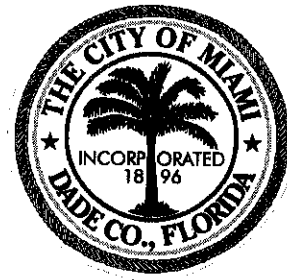


---

**SOUTHEAST OVERTOWN  
PARK WEST**



**COMMUNITY  
REDEVELOPMENT PLAN**  
December, 1982

---

Please note major portions of this Report have been extracted directly from the Overtown Redevelopment Report, 1979 prepared by the City of Miami Planning Department and Park West Redevelopment Program For Downtown Miami, 1981 prepared by Wallace, Roberts & Todd (WRT) for the Downtown Development Authority.

Table of Contents  
Southeast Overtown/Park West  
Community Redevelopment Plan

I.	Introduction	
	A. Reason for Study	1
	B. Planning Process	3
II.	The Setting	
	A. Geographic Description	6
	B. Relationship to City & Metro- politan Area	6
	C. Historic Evolution	8
III.	Redevelopment Proposal	
	A. Summary of Existing Condition	9
	B. Redevelopment Objectives	13
	C. Redevelopment Proposal	15
IV.	Redevelopment Plan	
	A. Land Use Plan	20
	B. Zoning Plan	24
	C. Traffic & Transportation Plan	27
	D. Community Facilities & Services Plan	31
	E. Housing Plan	34
	F. Economic Development Plan	44
	G. Acquisition Plan	48
	H. Reuse Plan	52
	I. Relocation Plan	53
	J. Minority Participation Plan	67
	K. Financing and Staging Plan	74
	L. Management Plan	92
	M. Historic Preservation Plan	95
V.	Appendix	

I INTRODUCTION

## I. INTRODUCTION

### A. Reason for Study

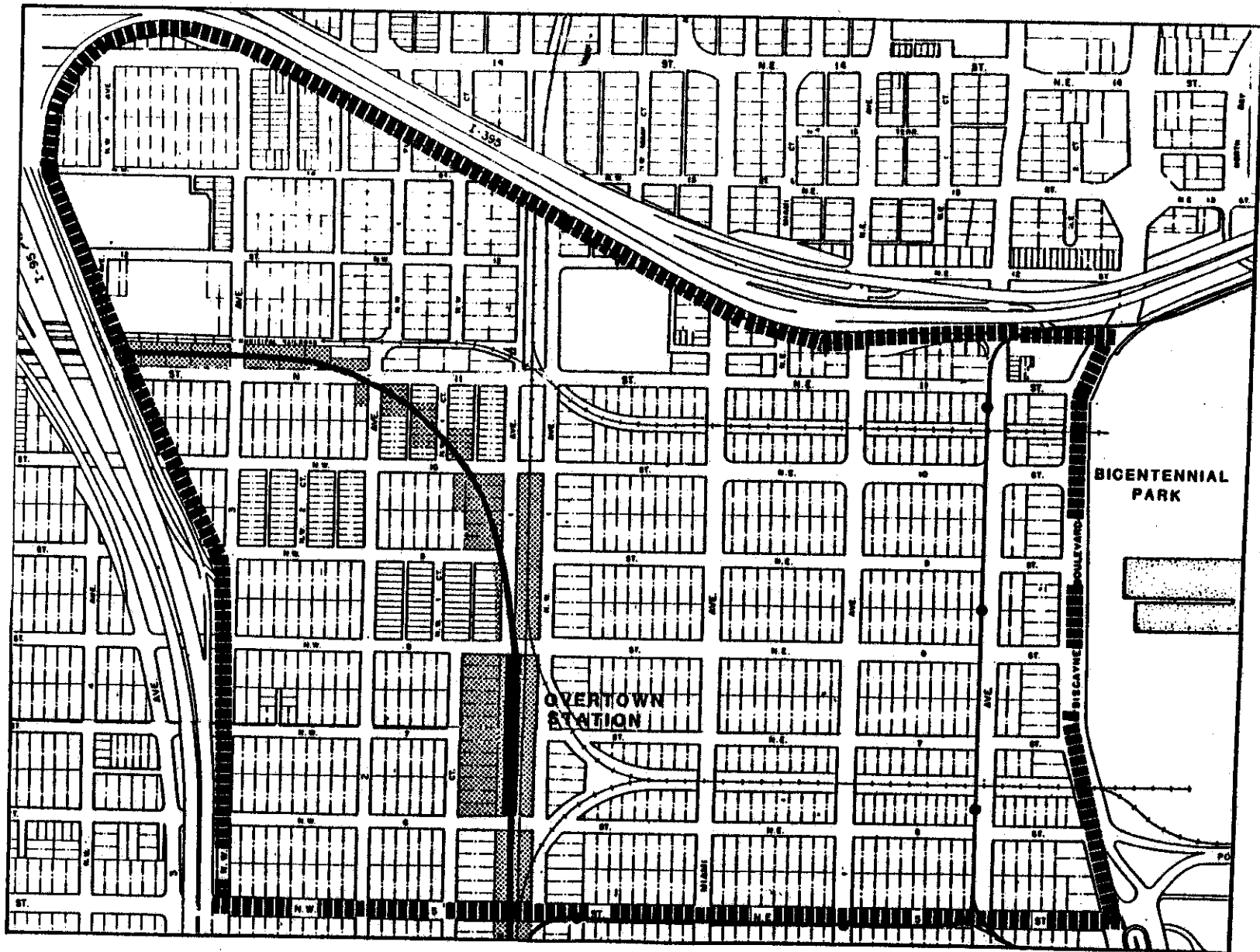
The emergence of Downtown Miami as a major center for international commerce and the construction of the Dade County Rapid Transit System have created an environment conducive to the physical, economic and social revitalization of a 200-acre area located to the north and west of the Miami central business district. This currently blighted tract of land is irregularly bounded by Biscayne Boulevard on the east, I-95 and FEC right-of-way on the west, 5th Street on the south and I-395 on the north (Note Map). Included within this area are two distinct sub areas: the warehousing and general commercial areas located east of the FEC Railroad right-of-way known as Park West and the predominantly low income Overtown community to the west of the right-of-way. Both areas have not experienced the major economic spin-off effects which have been generated by the massive private and public investment currently taking place within the central core of Miami. Over \$2.1 billion in public and private funds have been committed for the redevelopment activities between 1980 and 1985 within the Downtown area.

While there has been some minimal private investment within the area closest to Biscayne Boulevard, there has been a continuous pattern of disinvestment and abandonment within the western

sector (Overtown area) of the planning district. The Overtown Transit Station, which will be developed at N.W. 1st Court and 7th Street will be the major transit station to serve the northern segment of the CBD. Five stations are programmed for the Downtown Component of the Dade County Rapid Transit System (People Mover) creating a new stimulus for redevelopment along 5th Street and north on N.E. 2nd Avenue.

In order to maximize the public benefits that can be obtained from these investments, a public-private redevelopment process will be necessary. Under the provisions of the Florida Community Redevelopment Act of 1969 as amended, where prevailing conditions of decay make impractical the reclamation of an area by methods of rehabilitation and/or conservation, the government entity may undertake a more extensive public program, including land acquisition for redevelopment.

In 1969, the western portion of this area was designated as a redevelopment area under the state statutes. In early 1981, these boundaries were extended to Biscayne Boulevard based on socio-economic and environmental conditions within the area. Before any community redevelopment project can be implemented within the City, a community redevelopment plan must be adopted for the area by both the City of Miami and Dade County.

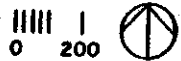


**PROJECT BOUNDARY MAP**

MAP NO. 1

- PEOPLE MOVER AND STATION
- RAPID TRANSIT
- ▨ RAPID TRANSIT ALIGNMENT
- TRANSIT STATION

▨ COMMUNITY REDEVELOPMENT AREA



## B. Planning Process

The Overtown/Park West Community Redevelopment Plan entails the major recommendations and action programs of two distinct planning processes that the City of Miami, in conjunction with Dade County, has been undertaking since the late 1970's.

### Overtown

In 1976, the City of Miami adopted the Miami Comprehensive Neighborhood Plan 1976-86 (MCNP) which provides the framework for the overall development of the City of Miami. Development opportunities were identified for this area within this document including the establishment of a new in-town residential community and redevelopment opportunities afforded by transit station development. A community redevelopment plan focuses on areas of significant neighborhood deterioration for which a detailed redevelopment program is required.

In 1979, the City of Miami and, subsequently in 1980, Dade County approved the Overtown Redevelopment Plan after extensive citizen review. This plan is for the larger Overtown community which extends for approximately one square mile.

The southeast portion of that planning area has been incorporated within this document due to its functional interrelationship with the abutting area to the east. The Overtown Redevelopment Plan provides a unified, action oriented guide for the overall revitalization of the Overtown community and provides a redevelopment strategy for a five-year

period. A series of sub area planning projects were identified in the plan including the Overtown Rehabilitation Demonstration Project Area which lie in the southeast portion of Overtown. These projects have been incorporated within this planning document. Since 1980, a major effort has been made to implement these projects which is consistent with the established redevelopment strategy for Overtown which calls for a segmental approach.

### Park West

In 1973, an urban development and zoning plan was prepared for the Downtown Development Authority and the City of Miami Planning Department. This report recommended redevelopment of the area north of the port access road to I-395 between N.W. 1st Avenue and Biscayne Boulevard. This recommendation was incorporated within the MCNP in 1976.

In 1979, the Downtown Development Authority of Miami, in conjunction with the City of Miami, began the process of preparing a redevelopment plan for the aforementioned area which was designated Park West. The consulting firm of Wallace, Roberts and Todd (WRT) was selected to prepare the redevelopment document. An extensive 18-month public and private review process was undertaken with major input from the Park West Association representing owners of property and businesses in Park West and the New World Center Action Committee, Park West Subcommittee of the Greater Miami Chamber of Commerce. Within the Park West area a 16-block redevelopment area has been delineated, this will be referred in the text as the Park West Project Area (note Map 3).

The Southeast Overtown/Park West Community Redevelopment Plan incorporated appropriate portions (including text) of the Overtown Redevelopment Plan prepared by the City of Miami Planning Department and Miami Park West - A Redevelopment Program for Downtown Miami prepared by WRT for the Downtown Development Authority of Miami into a unified document consistent with regulatory requirements mandated by the State of Florida Community Redevelopment Act as amended.

The Southeast Overtown/Park West Ad Hoc Committee was established to review the Redevelopment Plan that was initially approved by the Miami City Commission in October of 1981. This group included representatives of the Overtown and Park West communities and provided a forum for community concerns. A series of workshops were held over a six-month period and a listing of issues was formulated. Modifications have been incorporated in this revised plan document to reflect the Ad Hoc Committee's recommendations.

Tax increment financing is the major recommended tool for initiating redevelopment and it necessitates the establishment of a separate community redevelopment area. There is a significant variation in public expenditure and participation needed within the redevelopment process in order to achieve a full range of residential and commercial redevelopment for all economic segments of our community. The greater need within the Overtown portion of the planning area and the potential funding resources to be generated by the Park West and adjacent redevelopment activities will prove extremely beneficial to meeting redevelopment objectives established for the Overtown community. Without major improvements

within the Overtown portion, it is extremely doubtful that full redevelopment can be achieved within the Park West area. It is also a major objective of the City of Miami to create a balanced community with housing opportunities for all segments of the population. Redevelopment activities within Park West and Overtown will be programmed to occur concurrently.

The total value of bond proceeds required to finance planned public investments throughout the Park West/Overtown Tax Increment District may approach \$85.7 million, an aggregate value just shy of the District's "peak debt" given the proposed development schedules.

Subtracting out projected administrative expenses from the Park West cash flow analysis (because it is a district-wide expense financed totally out of revenues generated by the Park West sub area) the total value of planned net-public investment within the Overtown sub area is expected to approximate the total value of planned net public investment within the Park West sub area between 1983-1993 (approximately \$32+ million). In addition, Overtown will be the recipient of \$6.7 million in UMTA funds plus a local match of \$1.5 million and possibly future Community Development Block Grant funds for housing development.

Each dollar of net public expenditure within the Park West sub area is expected to generate \$11.82 of private investment within the same area. The public expenditure/private expenditure leveraging ratio within Overtown is anticipated to approach 1. It is precisely because of this one-for-one ratio that it is not feasible for Overtown to support a tax increment financing program of its own. Consequently, implementation of the



Overtown Redevelopment Program requires financial support from the balance of the Tax Increment District where the private dollars to public dollar leveraging ratio is anticipated to be much higher. These same areas represent locations where the tax increment bonding capacity will exceed that bonding level necessary to provide the public investments required to bring forth private development.

II SETTING

## II. THE SETTING

### A. Geographic Description

The study area boundaries are N.W. 5th Street on the south, I-95 on the west, I-395 on the north and Biscayne Boulevard on the east (note Map #1).

Beginning at a point at the intersection of the center line of N.E. 5th Street; thence west on the center line of N.E. 5th Street (and N.W. 5th Street) to the east ROW line of I-95; thence northwesterly on the east ROW line of I-95 to the south ROW line of I-395; thence easterly on the south ROW line of I-395 to the center line of Biscayne Boulevard; thence southerly on the center line of Biscayne Boulevard to the point of beginning.

### B. Relationship to City and Metropolitan Area

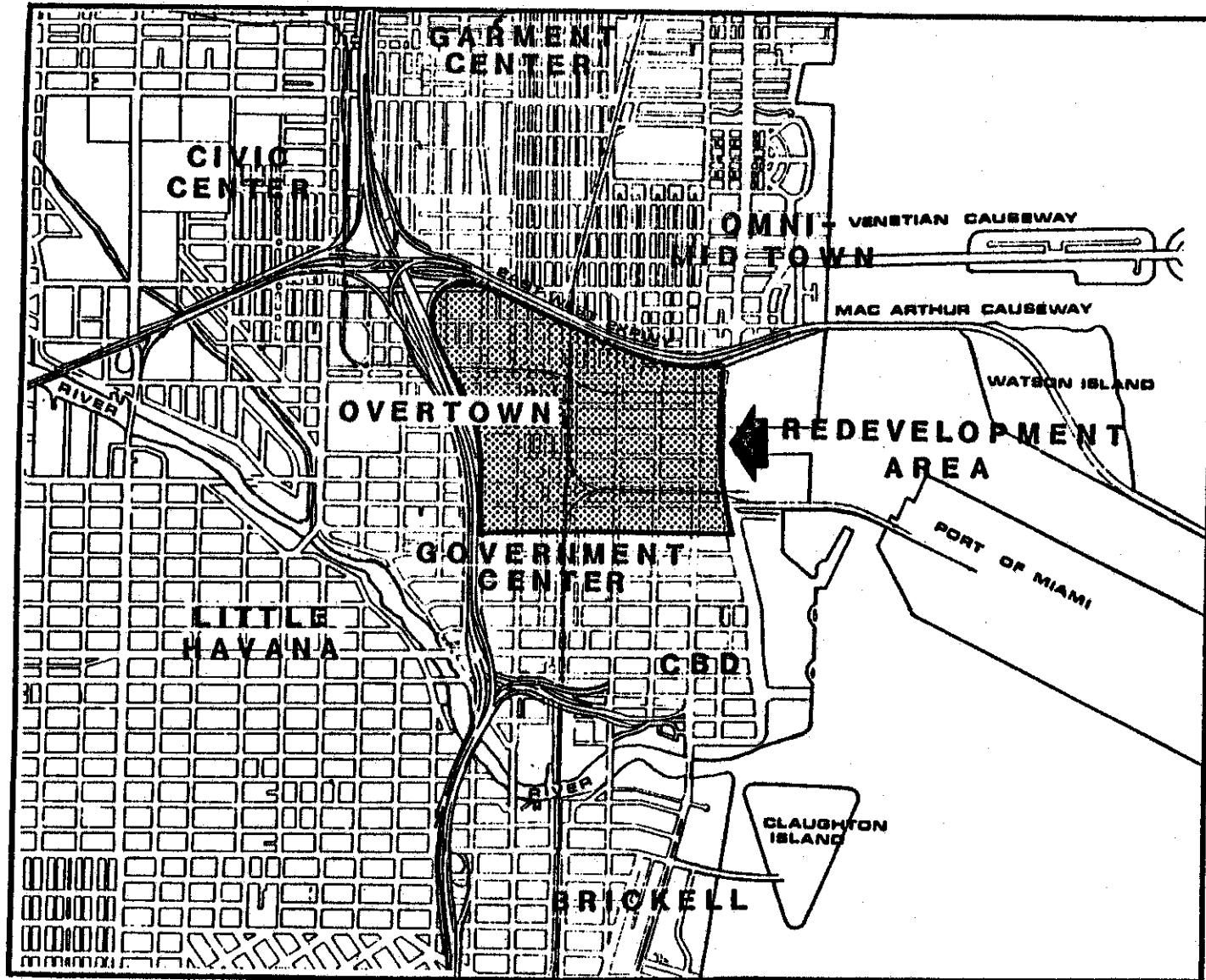
The study area of strategically located within the City of Miami, north of the central business district. Over the next five years, the CBD will undergo immense physical and economic change. Major mixed use projects such as Miami Center, Brickell Key, Southeast Bank Financial Center, World Trade Center, City of Miami, University of Miami/James L. Knight International Conference Center

and the Hyatt Regency Hotel will add thousands of private jobs and, more importantly, attract even greater numbers of visitors, businesses and tourists to downtown Miami.

One of the most significant Downtown projects affecting the study area is the Government Center. This 39-acre complex will house the major office facilities of the City of Miami, Dade County and the State of Florida and a regional serving cultural complex. Upon completion, the Government Center will have over 15,000 employees and attract 15,000-20,000 visitors daily and be a major regional activity generator.

The continued growth of the Port of Miami, expansion of the Omni-Midtown Commercial District, expansion of the Civic Center complex and programmed community improvement projects in other parts of the Overtown community will all have a major impact on the development of this area.

Excellent regional access via I-95, I-395 and SR-836 expressway is available. Dade County's rapid transit system will link the area to major metropolitan employment centers, the Overtown station and five proposed people mover stations will adequately serve the area. Approximately 500,000 people reside within a five-mile radius of the study area.



**LOCATION MAP**

**MAP NO. 2**



### C. Historic Evolution

The study area encompasses one of the oldest residential and commercial areas of the City of Miami, although few structures of historic or cultural significance remain.

#### Overtown

"Overtown" is one of the oldest neighborhoods in Miami. In 1890, Miami was born when Henry Flagler and his railroad required a place for its Black workers to live, but Blacks were not allowed to live within the White community. The land west of the railroad tracks was within the City of Miami limits, today known as Overtown and was designated for Black employees.

The area grew and developed into a vibrant community. Blacks eventually became owners of businesses and thereby helped establish a viable economic community. Schools, homes, churches and commercial uses were developed. Blacks developed large economic ventures such as hotels, apartments, theaters, night clubs and small neighborhood markets. This created a very strong and pulsating community. In the 1920's and 1930's, N.W. 2nd Avenue was called Avenue G. It was a center for entertainment, retail stores and hotels. Dr. W.B. Sawyer built the first Black hotel in the area in 1921.

The population continued to expand until the early 1960's. Desegregation, urban renewal, the Neighborhood Development Program and construction of the SR-836 and I-95 expressways significantly changed

the character of the neighborhood. Residents were scattered and relocated and economic, physical, and social decay became more pronounced.<sup>1</sup>

#### Park West

Most of the area currently referred to as Park West was part of the original plat for the City of Miami. Called the "Miami" Subdivision, this area was platted in 1896 by Mary and William Brickell, Julia Tuttle, Henry Flagler and the Fort Dallas Land Company, the principal developers of the early City of Miami.

While the initial development of Park West was for residential development, it soon established a commercial character, housing general commercial activities associated with its downtown location and proximity to the Old Port of Miami (site of Bicentennial Park). Before 1964, the area directly west of Bicentennial Park was basically a warehouse and wholesale district related to the old port. When the port moved, the linkage was broken down and today few of the remaining businesses have any functional relation to the new port. New warehouses and containerized storage areas are provided on Dodge Island and areas west of the Miami International Airport.

---

<sup>1</sup>University of Miami, Culmer Park-Overtown, 1976  
City of Miami Planning Department

III REDEVELOPMENT PROPOSAL

### III. REDEVELOPMENT PROPOSAL

#### A. Existing Conditions

While the predominant land uses within the study area are residential, industrial, transportation related and vacant, land uses differ markedly between the Park West and Overtown sub areas. Total population for the total redevelopment area in 1980 was 4,275.<sup>1</sup>

##### Park West

Within the Park West neighborhood, land is used primarily for transportation and utilities, surface parking facilities and wholesale/manufacturing/warehousing. Some land is vacant. The area is substantially underutilized and there has been little or no new construction in recent years. Office and commercial uses are primarily located north and south, along the major avenues and Biscayne Boulevard. The few residential uses are scattered in rooming houses, social welfare service centers and transient lodgings. Most of the warehousing/manufacturing facilities in Park West are more compatible with uses developing near the airport.

The Park West Project Area contains approximately 100 businesses<sup>2</sup> employing 1,500 employees and an estimated 222 residents, of which over 50% are classified as elderly<sup>1</sup>. The population is

characterized by a concentration of low income and transient type residents, many with severe social problems, including alcoholism. There has been a continual decrease in the residential population since 1960. Between 1970 and 1980, there was over a 50% decrease in population.

A total of 90% of the 183 structures in Park West (area from Port Railway north) contain some form of structural deficiency.<sup>3</sup> Only 10% are rated in good condition requiring no upgrading. However, only 15% are shown to be dilapidated or in need of major maintenance.

Over 40 structures are non-conforming uses based on the existing zoning, of which a substantial number are wood frame residential structures.

The major blighting influences are related to a variety of physical and land use conditions which include underdeveloped land, substandard parking lots, poor lighting, poor vehicular access to private property, concentration of residential uses to serve a low income transient population.

Private investment has been minimal, based on its strategic location in comparison to the adjacent CBD.

Over the past 10 years, there have been 25 investments in improving property in excess of \$100,000. With the exception of the Greyhound Terminal and a few recent renovations, including the El Plaza Best Western Hotel, U-Haul and the Camillus House, most investment has been west of Miami Avenue, east of N.E. 2nd Avenue, north

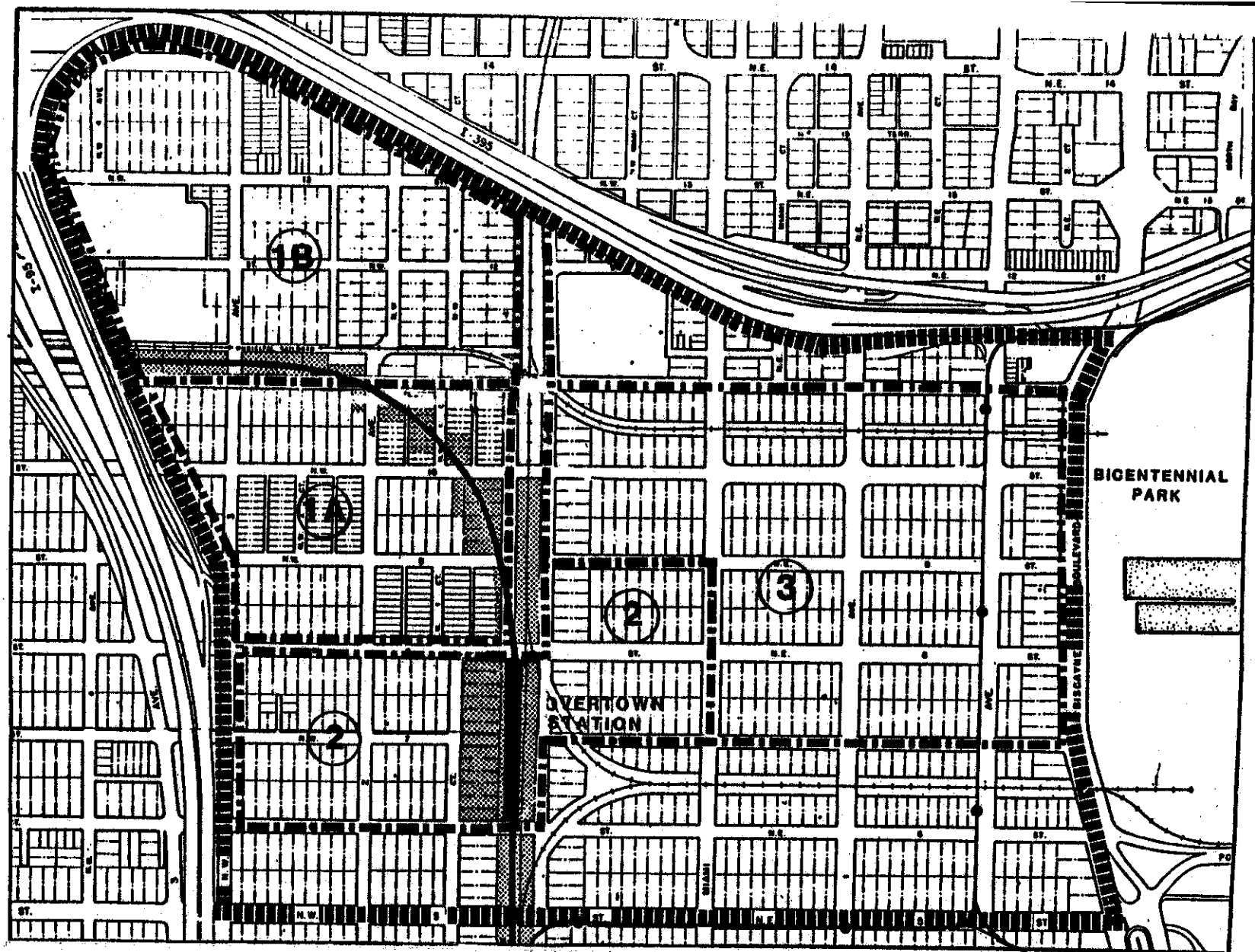
---

<sup>1</sup> 1980 U.S. Census

<sup>2</sup> 1980-1981 City of Miami Survey

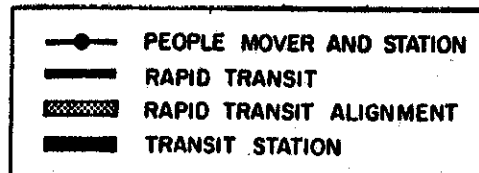
---

<sup>3</sup> 1979, WRT



# PROJECT AREA MAP

MAP NO. 3



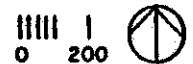
1- OVERTOWN REHABILITATION DEMONSTRATION AREA

1A-PHASE I, 1B-PHASE II

2- OVERTOWN TRANSIT STATION REDEVELOPMENT AREA

3- PARKWEST PROJECT AREA

COMMUNITY REDEVELOPMENT AREA





of 10th Street or south of 7th Street. The central part of the study area, therefore, has had the least improvement over the past 10 years.

Although there are structures in Park West which are new and in good condition, the conclusion of a physical analysis shows the Park West area qualifies as a physically blighted area under the definition set forth in Florida Statute 163.

#### Overtown

The Overtown neighborhood, to the west of the station, is generally characterized by blighted residential structures, marginal retail facilities and an excessive amount of vacant and unproductive land. While the majority of residential uses are multi-family, some single-family and duplex units are scattered throughout the area. Retail commercial uses are located primarily on N.W. 2nd Avenue and N.W. 3rd Avenue. The community's most significant development assets are Douglas Elementary School, Gibson Park and Booker T. Washington High School to the west and several churches located within the community.

The population of the southeast Overtown quadrant declined by approximately 48% between 1970 and 1980 from 6,313 to 3,283.<sup>1</sup> Within Overtown, three sub areas have been delineated:

<sup>1</sup> This area has been combined with 2 blocks located east of the transit station in the Park West area and development will be planned to afford maximum integration.

- 2 Overtown Transit Redevelopment Area<sup>1</sup>  
(Bounded by N.W. 6th Street, N.W. 8th Street, N.E. 3rd Avenue and N.W. 1st Court.)
- 1A Overtown Housing Redevelopment and Rehabilitation Demonstration Area Phase I  
(Bounded by N.W. 8th Street, N.W. 11th Street, I-95 and N.W. 1st Avenue.)
- 1B Overtown Housing Redevelopment and Rehabilitation Demonstration Area Phase II  
(Bounded by N.W. 11 Terrace, I-95, N.W. 1st Avenue and I-395.)

A survey of housing conditions reveals that in sub area 2 (Overtown Transit Redevelopment) out of a total of 453 housing units, 90% are in declining condition and require major repairs. A total of 328 units are occupied, representing a 38% vacancy rate.<sup>2</sup> Only 1% of the total number of housing units are owner occupied. There are 14 businesses within the study area. The commercial structures which are located on N.W. 2nd Avenue are 50% vacant, while 90% of these structures require major repair or demolition.

Employment data for the area indicates 50% of the residents are employed in low skilled, low paying jobs. The remaining half of the population is divided among 25% unemployment and 25% recipients of social security, pension and FDC.

<sup>2</sup> City of Miami Planning Department

The survey of structural conditions for sub area 1A (Overtown Housing Redevelopment and Rehabilitation Demonstration Phase I) indicates that out of 98 total structures, only 20 are in standard condition and 69 are in substandard condition.<sup>1</sup> The average household size is estimated at 3.58. The majority of incomes in this area are below the \$8,000 median for the City of Miami.

The land use is predominantly residential, although 17 commercial structures are contained in the area. Commercial vacancies currently exceed 50% of existing space.

A survey of housing conditions in sub area 1B (Overtown Housing Redevelopment and Rehabilitation Area Phase II) reveals that over 90% of the 677 units are in substandard condition. The population reflects socio-economic characteristics similar to those found in sub area 1A.

---

<sup>1</sup> 1981, City of Miami Planning Department

## B. Redevelopment Objectives

Based upon the analysis of existing conditions, established community priorities, the regional housing market and the dynamics of Downtown Miami, redevelopment objectives have been developed as a policy framework for preparing the redevelopment plan. The objectives relate closely with the development concept which has been evaluated and tested for feasibility. Thus, the following specific objectives reflect only what has been determined to be feasible and practical and consistent with overall redevelopment objectives of the City of Miami.

### Overtown (Overtown Redevelopment Plan)

- . Better employment opportunities and upward job mobility for residents.
- . Provide opportunities for Blacks to manage and own businesses.
- . Maintain existing business and attract new business.
- . Stress rehabilitation of existing housing.
- . Replace dilapidated housing.
- . Provide opportunity for residents to continue to live in Overtown.
- . Promote home ownership and new housing for moderate income families and encourage an income mix in all housing.
- . Improve the delivery of human services.
- . Emphasize crime prevention and maintain security in the area.

- . Restore a sense of community and unify the area culturally.
- . Promote the orderly use of land.
- . Preserve historic buildings and sites.
- . Provide better transportation links to employment and service centers.

### Park West (Miami Park West; A Redevelopment Program for Downtown Miami, Technical Appendix)

- . Remove slum and blight conditions.
- . Reinforce the property tax base.
- . Encourage day and night activities in Downtown Miami.
- . Reduce travel distance for Downtown workers.
- . Resolve existing and future transportation conflicts.
- . Maximize environmental assets.
- . Minimize adverse impacts on existing viable commercial and industrial uses serving the Port and Downtown.
- . Reinforce public investment in Bayfront and Bicentennial Park and transit facilities.
- . Expand housing choices for Downtown workers.
- . Encourage a comprehensive large scale redevelopment of Park West.
- . Provide linkages with adjacent planned uses.

Overall Redevelopment Area (Southeast Overtown/  
Park West Ad Hoc  
Committee)

- . Integration of the physical redevelopment activities programmed for Park West and Overtown.
- . Establish a mechanism for community participation in monitoring the redevelopment process.
- . Assure concurrent redevelopment of both the Overtown and Park West segments of the redevelopment project.
- . Better economically integrate housing opportunities within the Park West area.
- . Establish strong policies and programs for Black participation in the redevelopment process (jobs, contracts, equity, etc.).
- . Maximize redevelopment opportunities within the portion of Overtown south of the Metro-rail alignment.

### C. Redevelopment Proposal

The implementation of the redevelopment programs proposed for the Park West and Overtown sub areas utilizing UMTA and Tax Increment Financing will result in the construction in total of approximately 4,000 new residential units, 600,000 sq. ft. of new office space, 500,000 sq. ft. of retail space, 400-500 hotel rooms and the rehabilitation of 90 units of housing. It will result in the removal of over 640 occupied units of generally substandard housing, marginal hotels and rooming houses and will necessitate the relocation of over 120 businesses. It is anticipated that over \$590,000,000 in private reinvestment (1980 dollars) will be generated. Major public investment will be through the establishment of a Tax Increment Finance District. Additional public support will be directed to Overtown through the Community Development Block Grant Program and other federal and local resources.

#### Overtown

In 1979, as part of the Overtown redevelopment planning process, a philosophy for the development of the Overtown area was prepared by an Ad Hoc Planning Committee composed of representatives from the community, business and government which has been incorporated into the Plan for the area and remains the theoretical basis for the redevelopment of Overtown.

"The Overtown/Culmer area of Miami has a rich history. It played a significant part of the development of Miami, primarily through the advent of the railroad. It is timely and fitting that redevelopment of Overtown be implemented at this time and such redevelopment retain as much as possible a sense of Afro-American tradition and culture along with mixed residential and commercial development.

We must plan for the orderly development of the entire area and all segments of it must be viewed as one to recreate a sense of community, progress and pride.

Planning for the Overtown area must be coordinated and integrated with planning for the surrounding areas including the Government Center, the Civic Center, the Garment Center, Downtown, Park West and the Omni-Midtown area.

People living in the area today should have the opportunity to continue to reside there and share in all aspects of redevelopment efforts. Programs should be aimed not only at physical changes, but should also seek improvements in the job opportunities, income levels and business development needs of residents. New moderate and middle income residents should be attracted to the area.

Black businesses and community development institutions should be full participants in the redevelopment process. While substantial government investment will be needed to provide a catalyst for improvements, a key strategy is to create a climate for private reinvestment in the area."<sup>1</sup>

<sup>1</sup> Overtown Redevelopment Plan - 1979

The study area is comprised of numerous substandard structures, a high rate of abandonment of residential and commercial buildings, excessive vacant land, below average socio-economic profile of the residents and high crime rate. These conditions impede any effort, short of a concerted development scheme, to improve the area.

Without a concerted public program aimed at the redevelopment of the area, it is anticipated that existing trends will continue since conditions within the physical environment have degenerated to a level that does not allow private market forces to operate. Due to the severity of the problems facing this community, it is necessary to institute a comprehensive approach maximizing the utilization of public and private sector resources.

Two redevelopment projects have been delineated for the southeast Overtown area within the Overtown community redevelopment plan and incorporated within this document.

1. Overtown Transit Station Impact Area-  
Redevelopment Project

This program entails the acquisition and clearance of the 4 blocks west of the Overtown Transit Station. The area is bounded by N.W. 6th Street, N.W. 8th Street, N.W. 1st Avenue and N.W. 3rd Avenue. The project entails the acquisition of approximately 10 acres of land

occupied by 328 occupied housing and 14 businesses. Reuse of the property is proposed for approximately 360 new housing units, 200,000 sq. ft. of office space, 60,000 sq. ft. of retail and a 150-room hotel. Estimated land acquisition and relocation costs are approximately \$9,609,000. An important element of this project will be the establishment of a mechanism that will allow existing property owners to participate in the redevelopment program.

Funding of \$6.7 million to initiate this project has been provided by the U.S. Department of Transportation, Urban Mass Transit Joint Development funds. A local match of \$1.5 million will be provided by The City of Miami and Dade County.

This project area will be expanded to include the two blocks east of the station bounded by N.W. 7th and 9th Streets, North Miami Avenue and N.W. 1st Avenue. This will allow for better overall project integration. An Urban Design Plan will be prepared for the whole area. Recommended development will include residential and commercial development (note page 39).

2. Overtown Redevelopment and Rehabilitation  
Demonstration Area

This project has been delineated for the area of Overtown bounded by N.W. 8th Street, I-395, I-95 and the FEC right-of-way. The major aspect of this program is the "recycling" of the area's existing housing

resources. There are currently approximately 1,000 residential units in need of rehabilitation assistance (vacant structures and those slated for acquisition, as part of the major Metrorail system, have been excluded).

This project has been delineated for the area of Overtown bounded by N.W. 8th Street, I-395, I-95, and the FEC right-of-way. The thrust of the proposed revitalization activity within the area entails major clearance and redevelopment south of N.W. 11th Street (Phase I) and rehabilitation and infill development north of 11th Street (Phase II).

Maximum opportunities for redevelopment will be encouraged south of N.W. 11th Street (Phase I) in order to better integrate this area with the proposed development of Park West and redevelopment activities slated within the Overtown Transit Station Impact Area. High rise development is proposed east of N.W. 2nd Avenue in the vicinity of N.W. 9th Street in order to provide a focal point for redevelopment. N.W. 1st Avenue will be developed as a major entry-way into the Overtown community. New residential development will be fostered through the public acquisition and clearance of 48 substandard structures containing 347 housing units, 5 rooming houses, 8 commercial enterprises and 39 vacant parcels. Recommended redevelopment will include the beforementioned 200 units in high rise development east of N.W. 2nd Avenue, and 200 units developed at a

moderate density of 12-18 units per acre in quadrplexes, townhouses and duplexes. Major institutions, structures of historic and cultural importance and significantly rehabilitated commercial and residential structures will be preserved.

Homeownership will be fostered through the establishment of a low interest second mortgage program funded through the tax increment bonds. In addition the construction of 208 units of low cost housing proposed for construction north of I-395 and west of I-95 is recommended to provide replacement housing for low income families displaced by the proposed project, funding will also be through the Tax Increment Program. A very limited amount of residential rehabilitation is proposed for the area. The proposed rehabilitation of viable commercial structures throughout the area and limited new infill commercial development proposed along N.W. 2nd Avenue will augment major emphasis of this program which is on residential redevelopment within the area. The overall design theme for the area calls for Afro-Caribbean motif reflecting distinctive colors, landscaping, building materials and architectural design from these regions.

The focal point for development will be the plaza proposed for the southeast corner of N.W. 9th Street and 2nd Avenue which will connect with a pedestrian-way to the Overtown Transit Station and the proposed 9th Street mall in Park West.

---

It is the intention to develop a mixture of types including homeownership, public and private rental.

North of 11th Street (Phase II) the major emphasis will be on "recycling" the area's existing housing resources when economically feasible. Additional revenues that may be generated through the Tax Increment District by development occurring north of 11th Street and south of 7th Street (excluding Freedom Tower) within the Park West sub area which will be directed to revitalization activities in the portion of the Overtown lying north of the Metrorail alignment.

There are approximately 600 residential units in need of rehabilitation assistance. Through an intensified low interest moderate rehabilitation program it is estimated that approximately 500 standard units could be generated. This reduction would be the result of enlarging subminimal size units and the creation of more one and two bedroom units. Funding for rehabilitation assistance will be from the Community Development program until Tax Increment funds become available. There are presently 86 housing units in 47 structures in need of removal due to the substandard nature of the structure. These sites combined with the intensive amount of vacant land comprise 14 acres of land which could support between 150 and 200 units of new housing developed at a low and moderate density. Commercial rehabilitation along N.W. 3rd Avenue is proposed along with the creation of a direct linkage between the proposed new Booker T. Washington School and Gibson Park.

### Park West

Few of the existing uses in Park West today are functionally tied to surrounding areas and most will benefit from a location designed for warehouse or industrial use rather than a congested Downtown area. The 86 acres of Park West have not benefited from the growth of the Central Business District to the south or the Omni area to the north.<sup>1</sup> Between 1975 and 1979, only 4 building permits for new construction were issued. The assessed value for all land and improvements in the 86 acre area was only \$17,403,000 in 1979.

Plaza Venetia, just north of Park West, completed in 1980 with only 300 residential units, has a value of \$23 million on less than 2 acres. Park West land is underdeveloped when compared to neighboring areas to the north and south.

Market analysis has shown a strong demand for residential sale and rental units. If adequate land were made available, over 6,000 residential units could be sold or rented in Park West. In addition, by the mid-1980's, demand for a new hotel is very probable.

Tax increment financing is an appropriate method of financing the redevelopment of Park West. The tax increment at completion of redevelopment will be \$7,400,000 per year. This could support a bond issue of \$56,000,000 over 20 years assuming an average interest rate of 12%. Depending on the specific public action, including land assembly, public improvements and assistance for middle income rental housing, the level of net public investment

---

<sup>1</sup>Area located north of the Port Railroad



(total public cost--land sale proceeds) may approximate \$34,664,000. Approximately \$48,000,000 of tax increment allocation bonds will be issued over a 6-year period to finance the public investment program.

Without redevelopment, the Park West area will remain as a blighted part of central Miami. Most blocks have multiple ownerships. There is no incentive to assemble land in the skid row environment which exists west of N.E. 2nd Avenue.

The blocks fronting on Biscayne Boulevard could develop without public assistance, however, they would benefit from elimination of the slum and blight on adjacent blocks.

The recommended redevelopment plan for the Park West Project area during the 8-year redevelopment program includes public acquisition, relocation and demolition in a 12 block action area west of N.E. 2nd Avenue. Public costs associated with this action excluding land sale proceeds are \$25,975,000. The Plan recommends an additional \$9,150,000 for middle income rental housing subsidies on 610 units, \$7,025,000 for the construction of parking, \$10,000,000 for public improvements, and \$3,432,000 budgeted for administration.

Private investment anticipated from this public action includes 3,030 residential units in the 86 acres designated as the Park West Project Area. In addition, 400,000 sq. ft. of office space, 300,000 sq. ft. of retail use and 580 residential units are proposed for the Overtown

Transit Station impact area in Park West. Six hundred ten of the rental housing units will be geared for middle income households. The value of the private investment in the Park West portion of the tax district will be \$410,600,000 at completion (in 1980 dollars). This is 14 times the present value of the 10 block action area, plus the 4 bayfront blocks also included in the tax district.

Completion of the redevelopment of Park West will take over 8 years (1983-1990). Public management is necessary in design controls, public improvements and project management.

IV REDEVELOPMENT PLAN

#### IV. REDEVELOPMENT PLAN

##### A. Land Use Plan

The land uses proposed under this Plan are generally in conformance with the Miami Comprehensive Neighborhood Plan 1976 - 1986.

##### Overtown

Land use activities proposed for the Overtown portion of the Redevelopment Plan area is generally consistent with the Overtown Redevelopment Plan, 1979. The proposed land use from N.W. 6th Street to N.W. 8th Street is for high density residential and commercial development. This development is predicated upon its proximity to the Overtown Transit Station. Between N.W. 8th Street and N.W. 14th Street, the existing medium-density residential development pattern has been retained except east of N.W. 2nd Ave., south of N.W. 10th St. Mixed use commercial/residential development is proposed along portions of N.W. 2nd Avenue and N.W. 3rd Avenue. Overall, there will be a reduction in land designated for commercial use. Residential densities will be increased within the area adjacent to the station and along the proposed N.W. 1st Avenue Boulevard.

##### Park West Project Area.

Land uses proposed for the area are for high-density residential with supporting retail and service activities. Office development related to transit area corridors on both the eastern and western boundaries of Park West is proposed. Incentives will be provided for mixed use development throughout the area. Mandatory retail development will

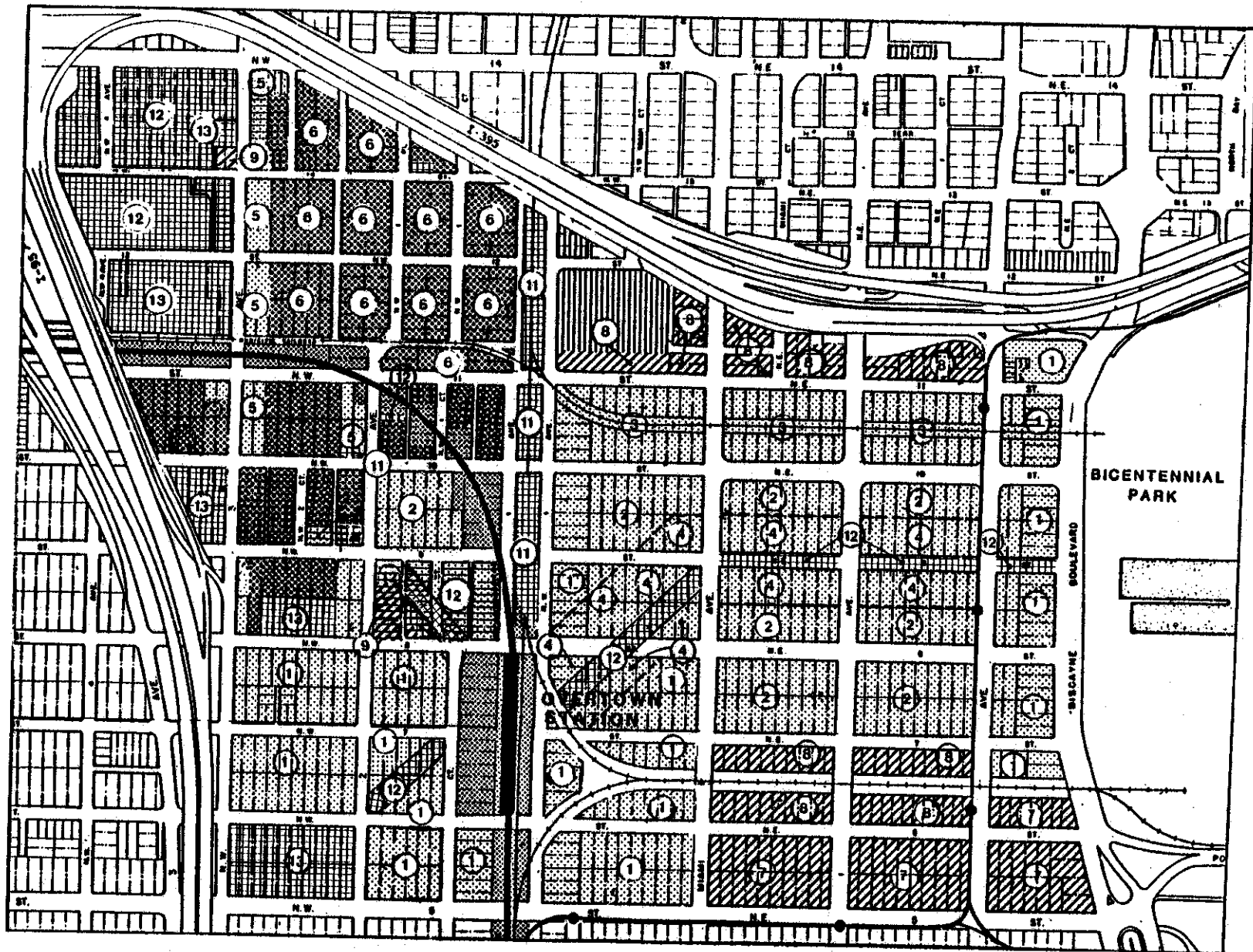
be required along the proposed 9th Street Central Mall. The proposed land use represents almost a total modification of the existing land use pattern.

##### Other Areas

Land use activities proposed for the remainder of the study area are for commercial use which will compliment proposed redevelopment activities. General commercial development is proposed north of 11th Street and south of I-395 within the study area and between N.W. 5th Street and N.W. 7th Street adjacent to the municipal railway.

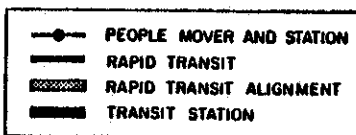
##### Land Use Categories (Note Map 4 for location)

1. - Mixed High-Density Residential/Community Commercial  
Future development in areas so designated shall be limited to structures appropriate for high density residential, hotel and commercial development. Mixed use development will be encouraged. A Floor Area Ratio (FAR) of 4 is recommended.
2. - Mixed High-Density Residential/Limited Commercial Development  
Future development in areas so designated shall be limited to structures appropriate for high density residential and limited commercial development. Commercial uses shall be permitted only in conjunction with residential development and commercial uses shall not exceed a permitted FAR of .5. A FAR of 3 is recommended.
3. - Mixed Moderate High-Density Residential/Limited Commercial Development



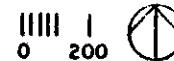
# LAND USE MAP

MAP NO. 4



- 1. HIGH DENSITY RES./COMMUNITY COMM.
- 2. HIGH DENSITY RES./LIMITED COMM.
- 3. MODERATE -HIGH DENSITY RES./LIMITED COMM.
- 4. MODERATE-HIGH DENSITY RESIDENTIAL/ MANDATORY RETAIL.
- 5. MEDIUM DENSITY RES./LOCAL COMM.
- 6. MEDIUM DENSITY

- 7. HIGH INTENSITY CENTRAL
- 8. GENERAL COMMERCIAL
- 9. LOCAL
- 10. LIGHT
- 11. PARKING
- 12. PARKS, OPEN SPACE
- 13. INSTITUTIONAL



Future development in areas so designated shall be limited to structures appropriate for moderate high-density residential and limited commercial development. Commercial uses shall be permitted only in conjunction with residential development and commercial uses shall not exceed a permitted FAR of .5. A FAR of 2 is recommended.

4. - Mixed Moderate-High-Density Residential/  
Mandatory Retail Development

Future development in areas so designated shall be limited to structures appropriate for moderate high-density residential development only if development occurs in conjunction with first floor retail activity. Retail development will be permitted without residential development. Residential development permitted over retail shall not exceed 5 floors.

5. - Mixed Use. Medium-Density Residential/Local  
Commercial

Future development in areas so designated shall be limited to structures appropriate for medium-density residential and local commercial activities as defined by the C-2 District of the Miami Comprehensive Zoning Ordinance. Maximum residential densities will be restricted to 56 units per acre.

6. - Medium - density Residential Development

Future development in areas so designated shall be limited to structures appropriate for residential development as defined by the R-4 District of the Miami Comprehensive Zoning Ordinance. Maximum residential densities will be 56 units per acre.

7. - High-Density Central Commercial Development

Future development in areas so designated shall be limited to structures appropriate for high-density commercial development appropriate for the central business district. Uses permitted will be consistent with those defined by the C-3 District of the Miami Comprehensive Zoning Ordinance.

8. - General Commercial

Future development in areas so designated shall be limited to commercial development as defined by the C-4 District of the Comprehensive Zoning Ordinance which are compatible with residential development.

9. - Local Commercial

Future development in areas so designated shall be limited to commercial development as defined by the C-2 District of the Miami Comprehensive Zoning Ordinance. Residential development will be permitted only in conjunction with commercial development.

10. - Light Industrial

Future development in areas so designated shall be limited to industrial activities as defined by the I-1 District of the Miami Comprehensive Zoning Ordinance which are compatible with residential development.

11. - Public Parking

Future development in areas so designated shall be limited to public parking facilities. If such use is not developed, reuse will revert to adjacent designated land use.

12. - Parks and Open Space

## B. Zoning Plan

The Zoning Plan provides a major mechanism for the implementation of the Land Use Plan (Note Map 5). Zoning categories incorporated within this plan are included within the Miami Comprehensive Zoning Ordinance.

Overtown - Zoning changes proposed for the Overtown Area are generally consistent with the Overtown Redevelopment Plan. Residential zoning has been expanded in an effort to provide additional opportunities for residential development and encourage the concentration of commercial development at locations where they will be most viable. Mixed use development will be encouraged adjacent to the Overtown Transit Station and along N.W. 1st Avenue.

Park West - The unique nature of the Park West Project will necessitate the creation of a Special Purpose Zoning District which will incorporate zoning recommendations put forth in the Miami Park West, A Redevelopment Program for Downtown Miami. Proposed elements of the Park West SPD include: incentives for residential development, mandatory retail along the proposed 9th Street Mall, parking garages, setbacks, heights, and entrances, building height controls in the central corridor, provisions for pedestrian bridges over streets, setback from streets to permit view corridors, and other controls as may be deemed appropriate. Additional study will be undertaken for areas north of 11th Street and south of 7th Street. Commercial development

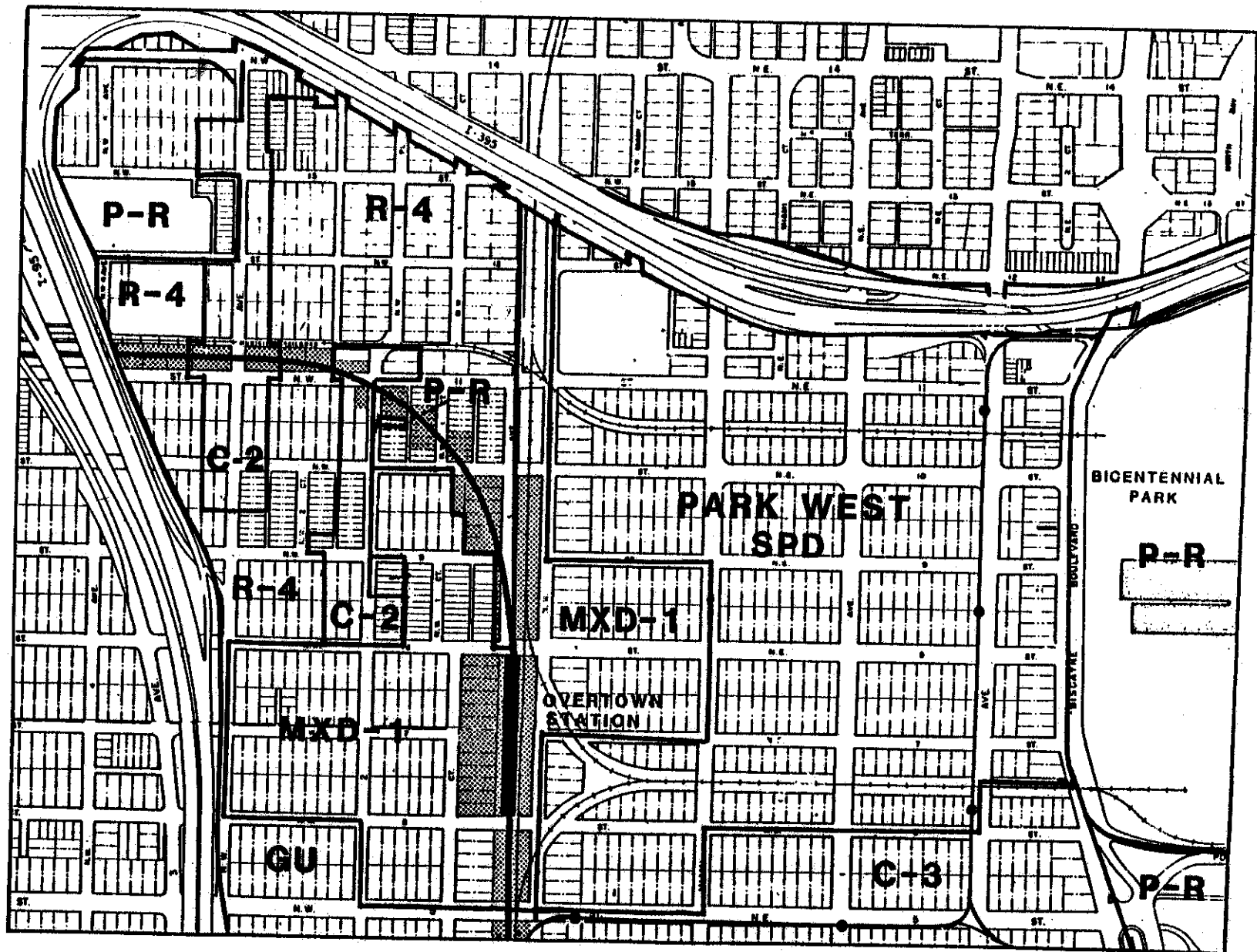
will be permitted in these areas which is compatible within the overall redevelopment objectives of Park West.

Zoning categories incorporated within the plan include:

P-R	Park and Recreation
G-U	Governmental Use
R-4	Medium Density Multi-family
C-2	Community Commercial
C-3	Central Commercial
C-4	General Commercial
SPD-	Park West Special Purpose District
GU-	Governmental Use
MXD-1	Mixed Use District

The following changes are proposed to implement the Land Use Plan and facilitate the orderly redevelopment of the study area. (Note Map 6 for location.)

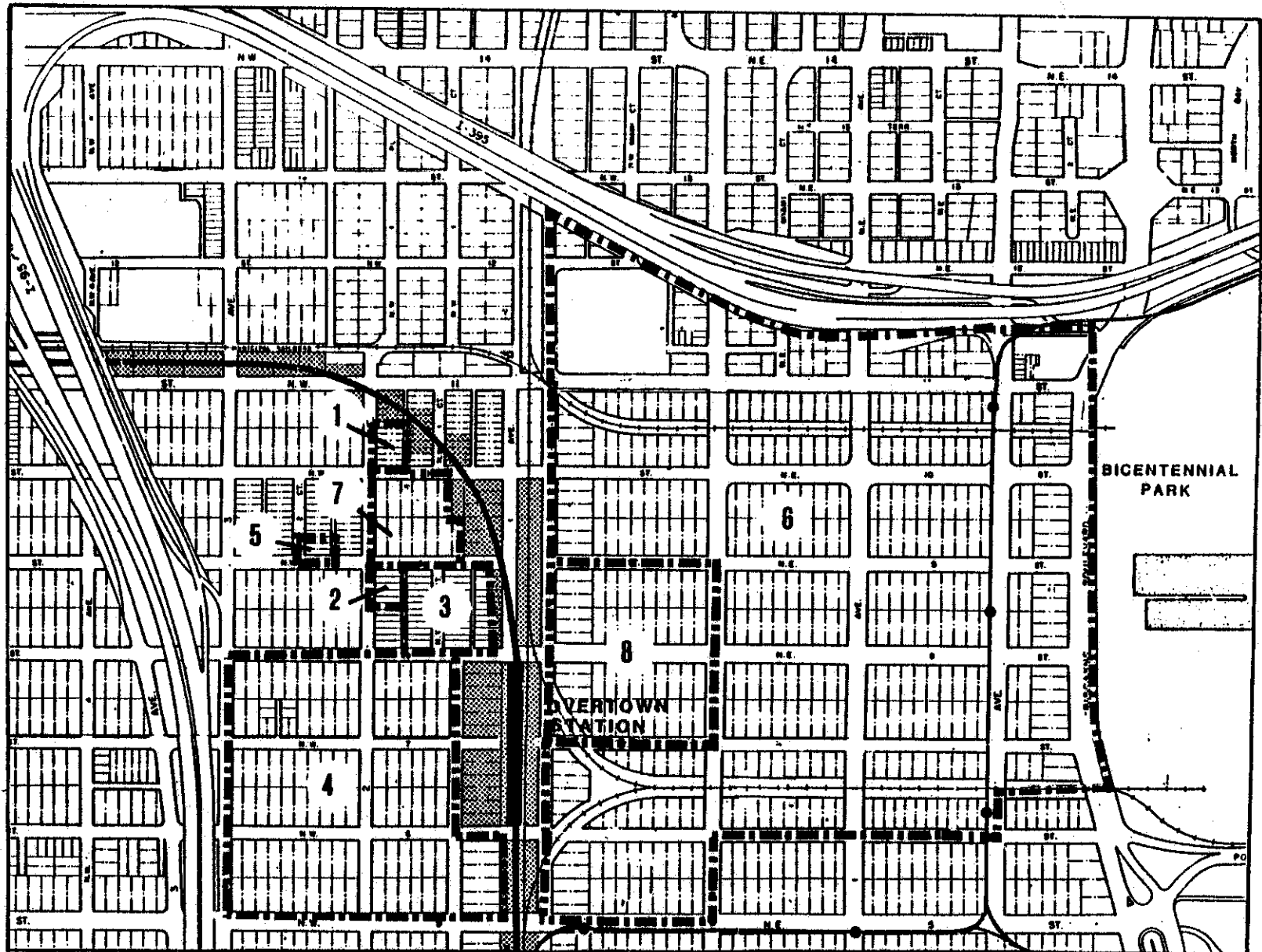
1. C-2 to R-4
2. C-2 to P-R
3. C-5 to MXD-1
4. R-4, C-2, C-5, C-4 to MXD-1
5. R-4 to C-2
6. C-4, C-2, C-5, I-1 to Park West SPD
7. R-4, C-2 to MXD-1
8. C-5 to MXD-1



# ZONING PLAN

MAP NO. 5

- PEOPLE MOVER AND STATION
- RAPID TRANSIT
- RAPID TRANSIT ALIGNMENT
- TRANSIT STATION

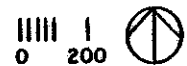


# PROPOSED ZONING CHANGES

MAP NO. 6



- |   |                             |   |                           |
|---|-----------------------------|---|---------------------------|
| 1 | C-2 TO R-4                  | 5 | R-4 TO C-2                |
| 2 | C-2 TO P-R                  | 6 | C-2, C-4, C-5, T-1 TO SPD |
| 3 | C-5 TO MXD-1                | 7 | C-2, R-4, TO MXD-1        |
| 4 | C-2, C-4, C-5, R-2 TO MXD-1 | 8 | C-5 TO MXD-1              |





### C. Traffic and Transportation Plan

The following transportation circulation and parking recommendations are aimed at improving conditions throughout the study area and will augment the proposed land use plan. The construction of the Dade County Rapid Transit System and the Downtown People Mover will have a substantial impact on both the Overtown and the proposed Park West community by creating new opportunities for economic development.

#### Overtown

During the last 6 years the City of Miami and Dade County have undertaken a major street rebuilding program within the Overtown Community. All local streets needing rebuilding have been upgraded along with NW 2nd Avenue. Proposed improvements aim at improving both pedestrian and vehicular access to the Overtown Transit Station and provides for needed public and private off-street parking facilities. Recommended improvements include:

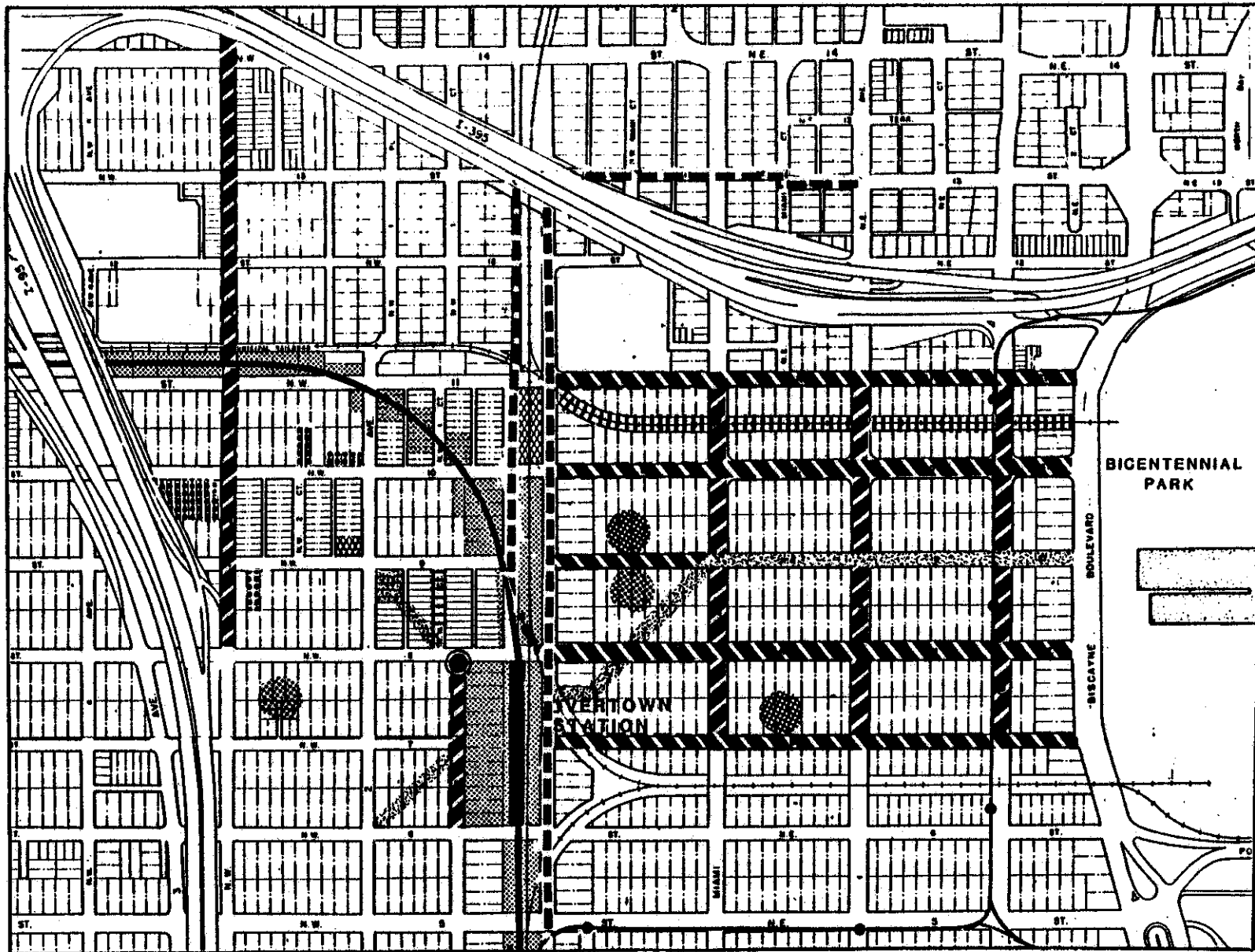
(Note Map 7 for location).

1. Rebuild and beautify NW 3rd Avenue from NW 8th - 14th Streets
2. Improve streets adjacent to the Overtown Transit Station (NW 7th Street and NW 1st Court)
  - a. Enhance pedestrian access to the station
  - b. NW 1st Court adjacent to the western boundary of the station should be widened for left turns into the station.
  - c. Provide a new traffic signal at NW 1st Court and 8th Street

3. Develop a pedestrian plaza in conjunction with private redevelopment in the vicinity of NW 2nd Avenue and 7th Street.
4. Improve pedestrian access to the station by creating a pedestrian mall between the Overtown Transit Station and NW 9th Street and 2nd Avenue
5. Expand Public Parking Facilities
  - a. Develop a metered lot on the northwest corner of N.W. 9th Street and 2nd Avenue that is currently vacant
  - b. If future demand arises, develop public parking under the transit guideway
6. Expand Residential Parking Facilities
  - a. Through the land disposition process additional land will be made available to adjacent property owners for the development of private parking facilities
7. Close N.W. 1st Court between N.W. 8th and 9th Streets
8. Upgrade the overall pedestrian environment through landscaping, widening of sidewalks, etc. Special attention should be given to N.W. 7th Street which will be the major pedestrian access to the Transit Station within Overtown.
9. Develop at least one parking structure along N.W. 3rd Avenue between 7th and 8th Streets in conjunction with redevelopment of the block
10. Develop N.W. 1st Avenue into a boulevard with public parking under the Metrorail alignment. The boulevard should also include extensive landscaping











#### Park West Project Area

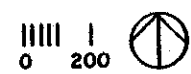
The traffic movement system for Park West is



MAP NO. 7

# TRAFFIC AND TRANSPORTATION PLAN

- |   |   |  |
|---|---|--|
|  PROPOSED N.W. 1st AVE BLVD    |  PUBLIC PARKING GARAGE                                     |  TRANSIT STATION        |
|  MINOR STREET IMPROVEMENTS     |  PUBLIC PARKING LOT  |  RAPID TRANSIT          |
|  PEDESTRIAN MALL AND WALKWAY   |  PRIVATE PARKING EXPANSION THROUGH PUBLIC LAND DISPOSITION |  PEOPLE MOVER AND STATION |
|  VACATING STREET, RAILROAD ROW |  RAPID TRANSIT ALIGNMENT                                   |  |
|  SIGNALIZATION IMPROVEMENTS    |   |  |



based on the assumption that all north-south streets must remain open at peak hours for CBD trips. Major auto entrances to the new Park West residential development will be from the east-west streets. Any access/curb cuts to new development from north-south Streets should be discouraged and if necessary, should be carefully reviewed for traffic impact before they are allowed.

Port traffic will have to be rerouted and be restricted south of the redevelopment area on the paired, one-way streets, fifth and sixth. This traffic can then be routed north on a widened N.W. 1st Avenue Boulevard to an interchange with I-395. These improvements should be made as soon as possible to coordinate with the redevelopment program. Costs of traffic improvements are considered as regional improvements and are not part of the redevelopment program.

Pedestrian traffic on north-south streets will follow existing and widened sidewalks. On N.E. 2nd Avenue, a special sheltered pedestrian area should be developed under the proposed DCM system. Therefore, most ground level retail would be oriented to N.E. 2nd Street and other north-south streets except along the 9th Street Mall. Upper level walks and pedestrian bridges linking them will be permitted to encourage access to the central community spine. Pedestrian ties to DCM stations will be required at upper levels.

Major pedestrian activity will be oriented toward the 9th Street Corridor which will be the major amenity for the project and focal point of the redevelopment area. Parking within the area will be provided by a series of

public and private garages. It is estimated that 3,340 parking space will be required.

Recommended improvements include: (Note Map 7)

1. Vacating of the Municipal Railroad from N.W. 1st Avenue to Biscayne Boulevard and redeveloping it in conjunction with adjacent tract of land.
2. The establishment of a community corridor (Central Mall) from Biscayne Boulevard to the Overtown Transit Station. The existing ROW along N.E. 9th Street should be vacated from Biscayne Boulevard to North Miami Avenue. Between North Miami Avenue and the Overtown Transit Station, the Central Mall will be developed in conjunction with private redevelopment.
3. Develop a boulevard along N.W. 1st Avenue from the Government Center to I-395 and upgrade I-395 interchange for improved traffic flow from the proposed N.W. 1st Avenue Boulevard
4. Street improvements, including paving, curb repair, new curbs, general street repairs and landscaping should be undertaken on all streets between N.W. 7th and 11th Streets, between Biscayne Boulevard and N.W. 1st Avenue. In general, these repairs are minor in nature
5. Reroute Port truck traffic along 5th and 6th Streets
6. Develop public parking facilities. It is proposed that three publicly assisted parking structures be developed: on the block bounded by N.W. 9th Street, N.W. 10th Street, North Miami Avenue

and N.W. 1st Avenue; on the block bounded by N.W. 7th Street, N.W. 8th Street, N.W. 1st Avenue and North Miami Avenue; and on the block bounded by N.W. 9th Street, N.W. 8th Street, N.W. 1st Avenue and North Miami Avenue. These parking facilities will be utilized for tenants of rental apartment units to be developed within the project area. Other public parking facilities may be required especially spaces to serve the 9th Street retail corridor.

7. Construct a pedestrian overpass to the Overtown Station at N.W. 7th Street.

#### D. Community Facilities and Service Plan

The provision of adequate community facilities and services is essential in order to complement redevelopment activities proposed for both the Overtown and Park West sub area. Proposals set forth will enhance the Land Use Plan (Note Map 8).

##### Overtown

The Overtown Redevelopment Plan approved in 1979 contains an extensive array of public actions to upgrade the availability and delivery of community facilities and services to area residents. Since the SE portion of the larger Overtown Community will remain an integral part of the total community, recommendations relating to non-physical improvements as set forth in the Overtown Redevelopment Plan will remain in force. Programmed improvements identified in this plan aim at upgrading the physical environment. Major improvements to sanitary sewer system have already been made as well as the provisions of high intensity street lighting. Recommended actions include:

1. Provide Increased Open Space
  - a. Develop a community plaza on the SE corner of NW 2nd Avenue and 9th Street and a walk-way linking the plaza with the Overtown Transit Station Plaza.
  - b. Refurbish the NW 2nd Avenue Mini Park
  - c. Substantially landscape and maintain area under an adjacent to the Metrorail Guideway
  - d. Develop pedestrian plaza on block bounded by NW 6th, 7th, Streets, NW 1st and NW 2nd Avenue in conjunction with private development of the parcel for commercial use.

##### Park West Project Area

The investment in a water-oriented community corridor pedestrian walkway along the right-of-way of 9th Street, and extending 80 feet on both sides is a critical element of the redevelopment program. The utility capacity exists and is now in place for a major development in the Study Area.

Overall public utilities within the study area are adequate for the proposed redevelopment program although any changes in street configuration will require modification of the connections to the sanitary and storm drainage systems. Few modifications to major storm and sanitary collectors appear to be necessary.

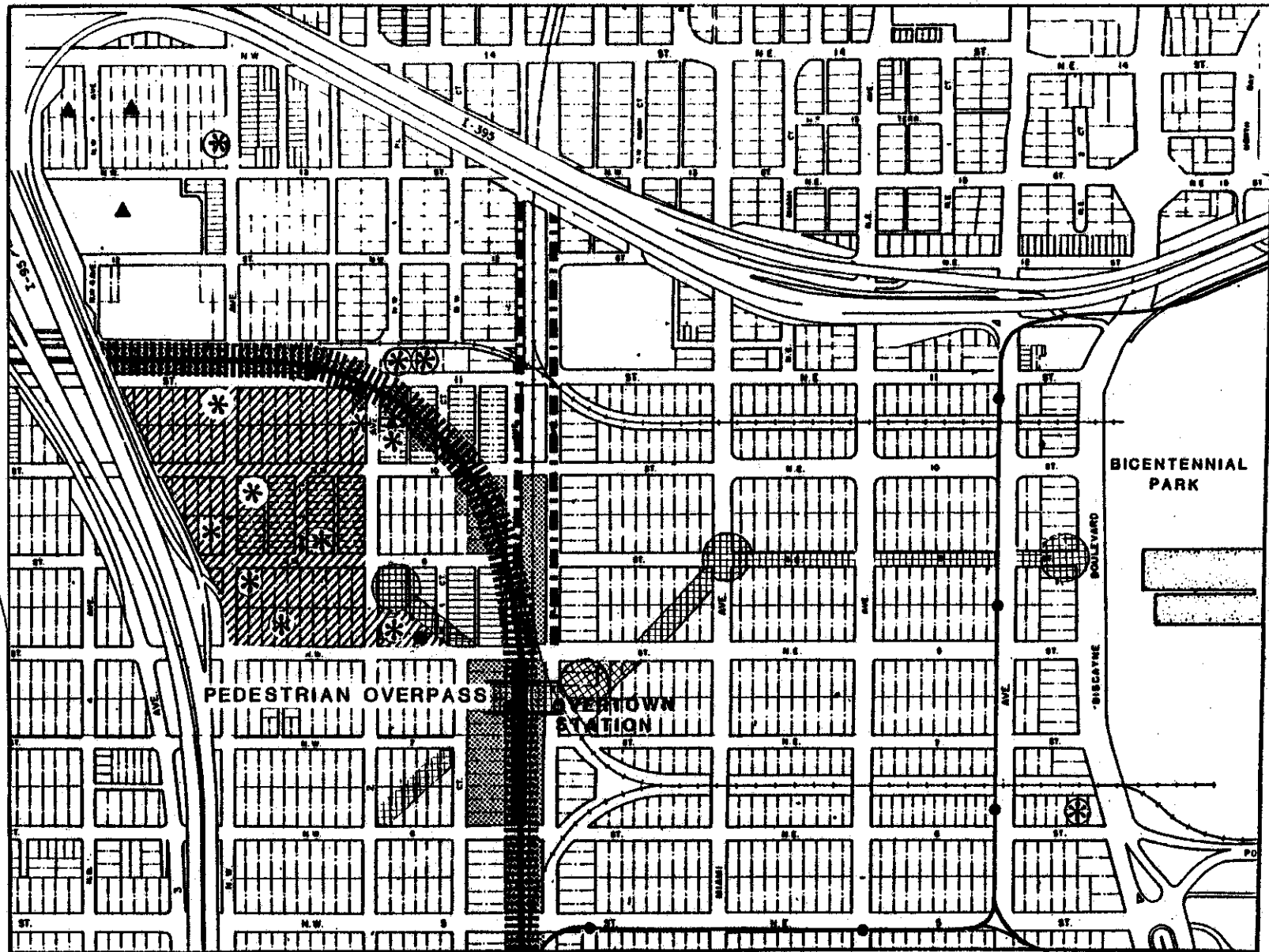
In general the area will be adequately served by existing community facilities located in close proximity. Recommendations include:

1. Develop a pedestrian corridor along the right-of-way of 9th Street and link it to the Overtown Transit Station and Biscayne Boulevard.

There are four major elements in the program for this corridor -

- a. Overtown/Park West Plaza - this area will serve as the entrance to Park West from the Overtown Transit Station. A formal plaza will be developed in conjunction with private redevelopment of the area. Activities will be regional in nature and relate to the Government Center to the southwest.

- b. Community Square will focus on community services shared by Park West and the region, such as child care for small families, health care offices, meeting rooms, and 24-hour retail services. This may also include a security office for the central mall. A water theme will link the square with the central mall.
- c. Central Mall will be a combination of the scale and character of a Latin American street with the quiet elegance of protected courtyards similar to those off Worth Avenue in Palm Beach. The mall will extend for two blocks with a water theme as the major focus. Fountains, foot bridges and well-designed pedestrian areas will be carefully lit at night to enhance views from above. Service and parking will be from the rear in public garages which also serve high density residential above.
- d. Bayview Plaza will be linked to an extension of the new Downtown Component of Metrorail across 2nd Avenue. A water theme will be the focus of this plaza. The plaza will visually and functionally link the Central Corridor to Bicentennial Park.



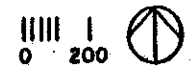
MAP NO. 8

# COMMUNITY FACILITIES AND SERVICES

- PEOPLE MOVER AND STATION
- RAPID TRANSIT
- RAPID TRANSIT ALIGNMENT
- TRANSIT STATION

- EXTENSIVE LANDSCAPING OF GUIDEWAY AND PARK
- PARK
- PEDESTRIAN CORRIDOR
- PLAZA DEVELOPMENT

- HISTORIC DISTRICT
- STRUCTURES OF HISTORIC SIGNIFICANCE
- RELOCATION OF D.A. DORSEY HOMESITE



## E. Housing Plan

The thrust of the Southeast Overtown/Park West Community Redevelopment Plan is for the provision of an improved residential environment that will afford housing opportunities to all segments of the population. Eventually, the area will have between 4,000 - 6,000 housing units. Three distinct residential development strategies have been developed for the planning area. (Note Map 3)

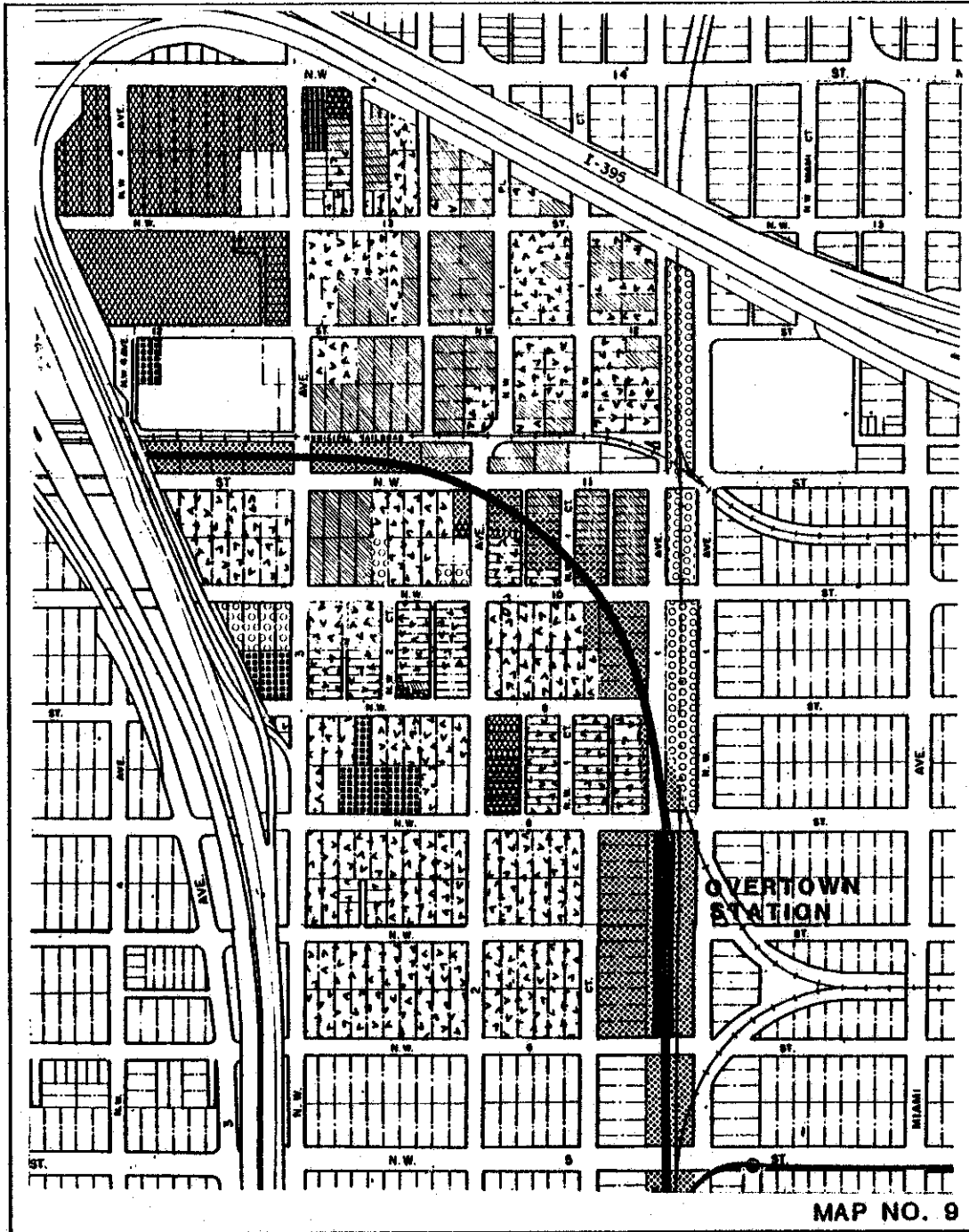
### Overtown Redevelopment & Rehabilitation Demonstration Area Project








The section of Overtown bounded on the north by I-395; the east by the FEC Railroad right-of-way; the south by N.W. 8th Street; and the west by I-95, is proposed for the implementation of a comprehensive revitalization program. The proposed program will seek to ameliorate the physical, economic and social problems which the area is experiencing through an intensified program of residential and commercial rehabilitation, new housing development geared for homeownership and economic assistance. This project was identified within the Overtown Redevelopment Plan and steps have been taken to initiate this program with the utilization of Community Development Block Grant Funds. At the recommendation of the Southeast Overtown/Park West Community Redevelopment Ad Hoc Committee this proposal has been expanded to stress redevelopment activities south of N.W. 11th Street. Maximum opportunities for redevelopment will be encouraged south of N.W. 11th Street (Phase I) in order to better integrate this area with the proposed development of Park

West and redevelopment activities slated within the Overtown Transit Station Impact Area. High rise development is proposed east of N.W. 2nd Avenue in the vicinity of N.W. 9th Street in order to provide a focal point for redevelopment. N.W. 1st Avenue will be developed as a major entryway into the Overtown community. New residential development will be fostered through the public acquisition and clearance of 48 substandard structures containing 347 housing units, 5 rooming houses, 8 commercial enterprises and 39 vacant parcels. Recommended redevelopment will include the beforementioned 200 units in high rise development east of N.W. 2nd Avenue and 200 units developed at a moderate density of 12-18 units per acre in quadraplexes, and duplexes. Major institutions, townhouses, structures of historic and cultural importance and significantly rehabilitated commercial and residential structures will be preserved. The development of a activity generator within the area that will spur additional economic revitalization activity will be pursued for the 8th Street corridor in order to take advantage of excellent vehicular access to the expressway & proximity to the Overtown Transit Station. Homeownership will be fostered through the establishment of a low interest second mortgage program funded through the tax increment bonds. In addition the construction of 208 units of low cost rental housing proposed for construction north of I-395 and west of I-95 is recommended to provide replacement housing for low income families displaced by the proposed project. funding will also be through the Tax

<sup>1</sup> Earmarking of revenues to designated sub-areas is an internal policy decision and would not be legally binding.





-  REDEVELOPMENT
-  RESIDENTIAL REHABILITATION
-  COMMERCIAL REHABILITATION
-  INSTITUTIONAL
-  OPEN SPACE
-  PARKING
-  INFILL COMMERCIAL DEVELOPMENT

MAP NO. 9

# RECOMMENDED REDEVELOPMENT PROGRAM



Increment Program. A very limited amount of residential rehabilitation is proposed for the area. A loan program to correct major building violations will be established for building area. This allows buildings to remain habitable until redevelopment is initiated. It is anticipated that loans would not exceed \$1,000 per unit. The proposed rehabilitation of viable commercial structures throughout the area and limited new infill commercial development proposed along N.W. 2nd Avenue will augment major emphasis of this program which is on residential redevelopment within the area. The overall design theme for the area calls for Afro-Caribbean motif reflecting distinctive colors, landscaping, building materials and architectural design from these regions.

The focal point for development will be the plaza proposed for the southeast corner of N.W. 9th Street and 2nd Avenue which will connect with a pedestrian-way to the Overtown Transit Station and the proposed 9th Street mall in Park West. Additional funding sources will be pursued to supplement Tax Increment Funds (UDAG, EDA etc.).

North of 11th Street (Phase II) the major emphasis will be on "recycling" the area's existing housing resources when economically feasible. Additional revenues that may be generated through the Tax Increment District by development occurring north of 11th Street and south of 7th Street (excluding Freedom Tower) within the Park West sub-area which will be directed to revitalization activities in the portion of the Overtown lying north of the Metrorail alignment.

There are approximately 600 residential

units in need of rehabilitation assistance. Through an intensified low interest moderate rehabilitation program it is estimated that approximately 500 standard units could be generated.

This reduction would be the result of enlarging subminimal size units and the creation of more one and two bedroom units. Funding for rehabilitation assistance will be from the Community Development program until Tax Increment funds become available. There are presently 86 housing units in 47 structures in need of removal due to the substandard nature of the structure. These sites combined with the intensive amount of vacant land comprise 14 acres of land which could support between 150 and 200 units of new housing developed at a low and moderate density. Commercial rehabilitation along N.W. 3rd Avenue is proposed along with the creation of a direct linkage between the proposed new Booker T. Washington School and Gibson Park.

Public land acquisition will be undertaken only when the owner does not wish to upgrade his property or redevelop it consistent with the Plan.

Due to the scarcity of adequate off street parking, property will be made available for additional private and public off street parking including the development of a public lot on N.W. 9th Street and 2nd Avenue and under the Metrorail Guideway. Interim parking will be provided to support the renovated "Double E" building located at N.W. 3rd Avenue and 10th Street. The proposed rehabilitation of commercial structures and the limited new infill

OVERTOWN REDEVELOPMENT & REHABILITATION AREA  
 PROJECT SUMMARY  
 PHASE I  
 ESTIMATED COST

1 - Residential Rehabilitation	80 units @ 10,000 =	\$ 800,000
	100 units @ 1,000 =	100,000
	Sub Total	<u>\$ 900,000</u>
2 - Land Acquisition Acquire 48 structures with 48 astructures with 347 units, 39 vacant parcels, 5 rooming houses, 5 businesses.		
	Acquisition	\$6,000,000
3 - Relocation	164 Tenants : @\$ 5,000	\$ 825,000
	208 Tenants @ 500	113,500
	5 Homeowner @ 15,000	75,000
	8 Business @ 8,000	<u>64,000</u>
	Sub Total	\$1,077,500
4 - Commercial Rehabilitation	6 structures @\$20,000	120,000
5 - Redevelopment (Second Mortgage Program)	400 units @\$30,000	\$12,000,000
6 - Infrastructure improvements		\$ 2,000,000
7 - Replacement Housing Low Income Families	208 units @\$50,000 <sup>1</sup>	\$10,400,000
<sup>1</sup> Funds will be utilized for capital subsidy for construction only.		<b>TOTAL</b> <u>\$32,497,500</u>

commercial development proposed will augment the residential revitalization of the community. Estimated cost of this project is approximately \$32,500,000 which will be utilized for a second mortgage homeownership program, land acquisition, commercial rehabilitation assistance, public improvements, rehabilitation of 90 units of housing and replacement housing for low income displaced.

Phase I redevelopment will entail the removal of 377 housing units now occupied by lower income households. In order to meet the relocation needs of this project, funding will be provided for the construction of 208 units of rental housing for very low income families. Based on recent relocation data provided by Dade County HUD only 60% of those relocatees entitled to subsidized housing select it; the remainder select the lump sum relocation payment of approximately \$45000. Housing will be provided for 60% of those low income families which are to be displaced at an estimated public cost of \$50,000 per housing unit. These units will be constructed on already publicly owned land located north of I-395 and west of I-95 in Overtown including rental and homeownership. This project is predicated upon the establishment of a tax increment financing district for the southeast Overtown/Park West Community Redevelopment Area. Due to the magnitude of this project it will be phased with initial development centered south of N.W. 11th Street.

Note map for proposed redevelopment treatment of the project area and chart for project summary.

#### Overtown Transit Station Area Redevelopment (UMTA Area)

This project entails the major acquisition and clearance of the four blocks west of the Overtown Transit Station. The area is bounded by N.W. 6th Street, N.W. 8th Street, N.W. 1st Court and N.W. 3rd Avenue

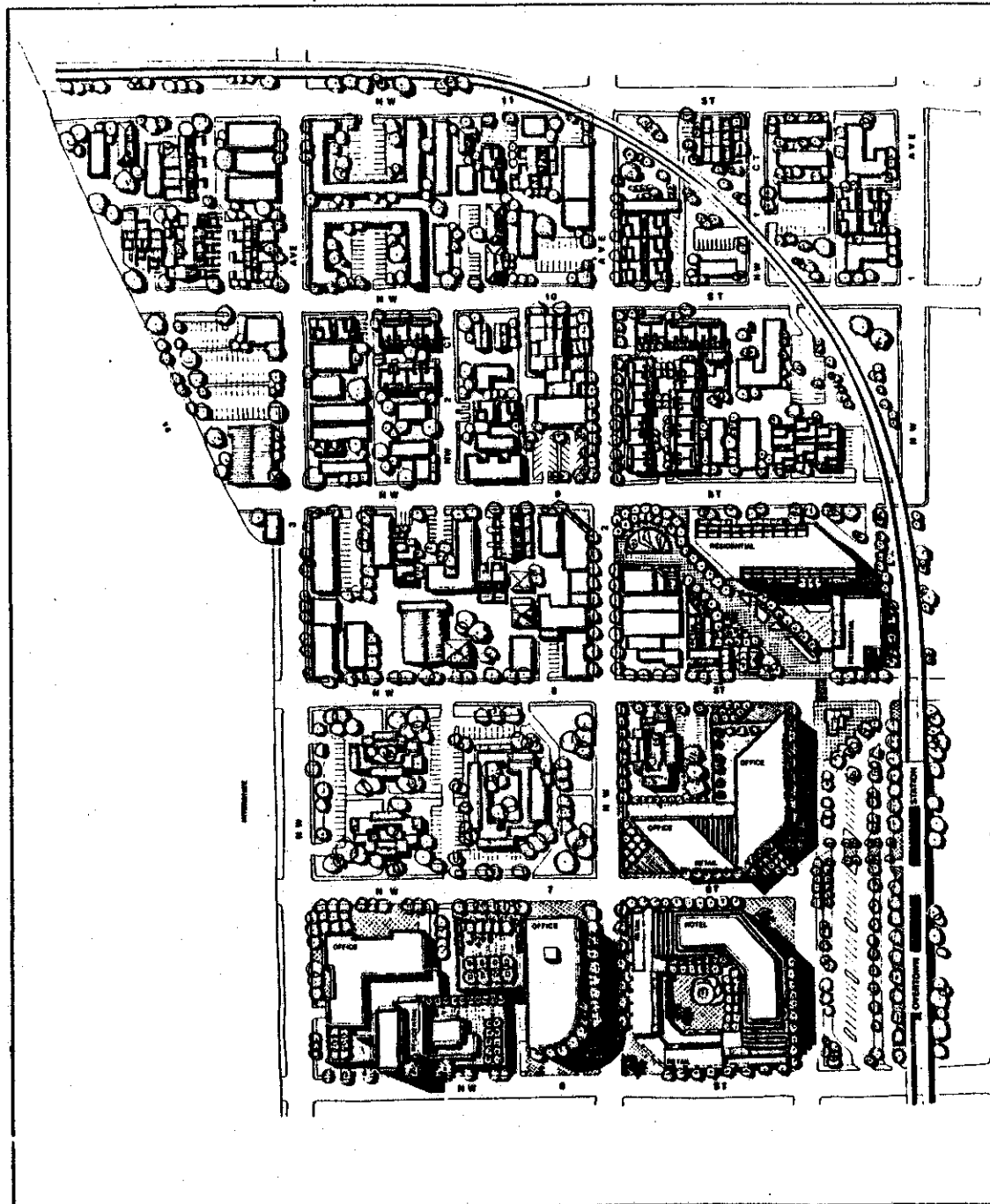
The intent of this project is the development of new residential and commercial facilities that will act as an economic stimulus for the overall redevelopment of the Overtown community. The ability of the Overtown area to capture economic benefit from the Overtown Transit Station and the Downtown Government Center will be greatly affected by the type of development that will be undertaken in this area.

The area is currently characterized by blighted residential structures, marginal retail facilities and an excessive amount of vacant and unproductive land.

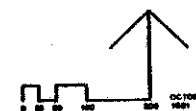
The project entails the acquisition of 10 acres of land, occupied by 328 housing units and 14 businesses. Reuse of the property is proposed for 300-400 new housing units, 200,000 square feet of office space, 60,000 square feet of retail and a 150 - 200 room hotel.

Estimated land acquisition and relocation costs are approximately \$8,200,000. An important element of this project will be the establishment of mechanisms that will allow property owners to participate in the redevelopment program.

Implementation of this project is dependent on the utilization of Urban Mass Transit Joint Development Funds for land ac-



CONCEPTUAL RENDERING  
AREA SOUTH OF N.W. 11 ST.  
SE OVERTOWN ILLUSTRATIVE DEVELOPMENT PLAN



MAP NO. 10

quisition and infrastructure improvements. Assistance for new housing proposed for the area could be provided by the Urban Development Action Grant etc. Commercial development can be assisted through EDA and an Urban Development Action Grant. Alternative funding could be through the proposed Tax Increment Funding District. Actions have been undertaken to initiate this project including: Dade County has submitted an application for 6.7 million dollars in funding from the Urban Mass Transit Administration which has been awarded and the City of Miami in conjunction with the Babcock Company has submitted an Urban Development Action Grant Application for assistance in the construction of a condominium project for the area. An illustrative development plan for the site follows.

#### Park West Project Area

Park West is to be predominantly an in-town residential community comprised of condominium housing units and rental apartments for small households-with supporting retail and service activities for its residents; and with office employment centers related to transit access corridors along its eastern and western boundaries.

The market analysis undertaken by the American City Corporation for the Park West redevelopment program indicated that there are strong demands for housing in downtown Miami, up to 6,000 units and that the proposed program of 3,600 housing units within the boundaries of the area designated for financial analysis would be readily supported by the market, and could

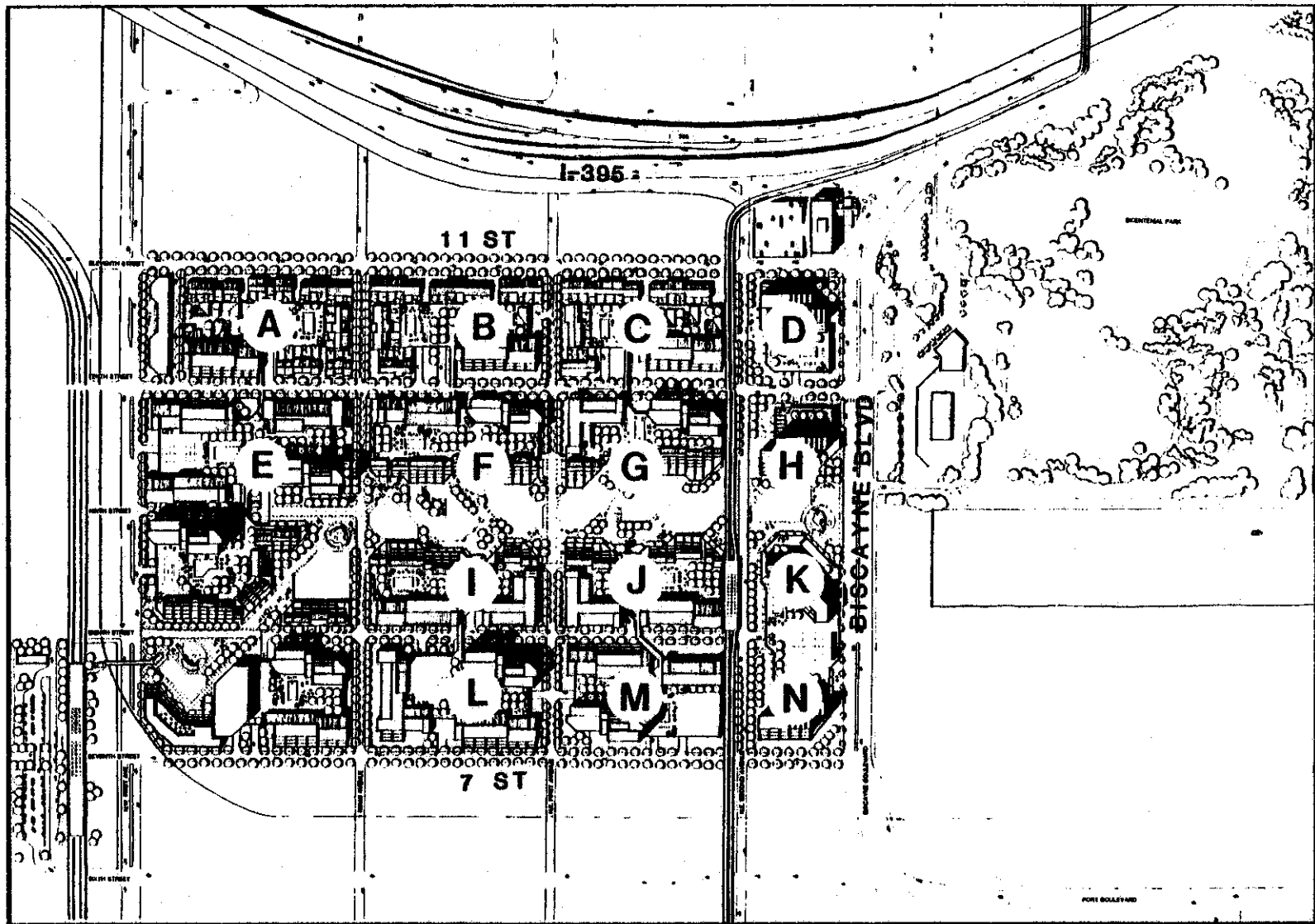
be absorbed in the area within a period of 8 - 10 years.

The development program calls for the development of 3,030 housing units (2,420 condominium sales units and 610 rental apartments-20% of total units) over a period of 8-10 years: from 1983 through 1989, this program is well within the absorption range of 3,760 condominium sales units and 2,500 rental apartment units estimated in the market analysis.

It is proposed that the Park West area be developed over a period of 8-10 years, with initial land development to start in 1983, and the total development program to be built out in the 8-10 year period, from 1982 through 1990 (See Map and Table 11).

Development would start along the bayfront with an initial offering of 150 waterfront condominium units in block (N) (See Map 11 and accompanying table). This property now is in private ownership and would not be acquired. It is likely that the present owners would undertake development as soon as possible.

In subsequent years, a range of residential housing types would be offered each year, to meet a variety of market demands. Development generally would move from east to west. One block of waterfront condominium units would be offered each year for the first four years of the development schedule. It is assumed that the office space (100,000 s.f./block) and the convenience retail space (25,000 s.f./block) in each of the waterfront blocks would be developed along with the condominium in



**PARK WEST CONCEPTUAL REDEVELOPMENT PLAN** MAP NO. 11

Block	Acres	Square Feet	F.A.R.		Maximum Square Feet	Residential Square Feet	x .85 Efficiency	Average Unit Size	Units	Permitted Commercial
			Base	with Bonus						
A	3.78	164,657	1.0	2.0	329,314	329,314	279,917	1400	200	
B	3.44	149,846	1.0	2.0	299,692	299,692	254,738	1400	180	
C	3.44	149,846	1.0	2.0	299,692	299,692	254,738	1400	180	
D	1.72	74,923	1.0	4.0	299,692	224,769	191,054	1250	150	(149,923)
E	4.13	179,903	1.0	3.0	539,709	509,709	433,252	1000	430	30,000
F	1.72	74,923	1.0	3.0	224,769	214,769	182,554	1000	180	10,000
<b>F-I*</b>	4.25	185,130	1.0	1.0	185,130	-	-	-	-	185,130
G	1.72	74,923	1.0	3.0	224,769	214,769	182,554	1000	180	10,000
<b>G-J*</b>	4.25	185,130	1.0	1.0	185,130	-	-	-	-	185,130
H	1.72	74,923	1.0	4.0	299,692	224,769	191,054	1250	150	(149,923)
I	1.72	74,923	1.0	3.0	224,769	214,769	182,554	1000	180	10,000
J	1.72	74,923	1.0	3.0	224,769	214,769	182,554	1000	180	10,000
K	1.72	74,923	1.0	4.0	299,692	224,769	191,054	1250	150	(149,923)
L	3.44	149,846	1.0	3.0	449,538	419,538	356,607	1000	360	30,000
M	3.44	149,846	1.0	3.0	449,538	419,538	356,607	1000	360	30,000
N	1.75	76,230	1.0	4.0	304,920	228,690	194,387	1250	150	(152,460)
Total	40.52	1,765,051	-	-	4,810,815	-	-	-	3030	1,202,489
Transit Area	7.31	340,354	1.0	4.0	1,361,416	680,708	578,602	1000	580	680,708

\*Includes existing street area.

## PARK WEST REDEVELOPMENT LAND USE CONTROLS DATA



each block.

The rental apartments, located in blocks (E) and (L), adjacent to the Metrorail transit station area, would be developed in amounts of manageable size in the 2nd, 3rd and 5th years of the schedule: 215 units, 215 units, and 180 units.

The duplex condominium units would be developed in increments of approximately equal size starting in the 2nd year of the development schedule and continuing at a rate of 90 to 100 units a year for six years to the end of the development period in blocks (C), (B), and (A).

The condominium apartment units would fill out the development offering presentation each year, moving westward along the central activity spine along the line of nine street blocks (G), (J), (F), and (I); and then filling in to complete the development in blocks (M) and (L).

Parking for rental units would be provided by the public development entity or agency as a form of subsidy to such development. Note transportation Plan for location.

A completion over 3,600 dwelling units can be expected in the area between 7th and 11th Streets between Biscayne Boulevard and the new NW 1st Avenue Boulevard. Approximately 630 dwelling units will be moderately-sized condominiums which average 1,250 sq. ft. The remaining 1840 dwelling units will range from efficiencies of 600 sq. ft. to larger two and three bedroom units. The average of these units would be 1000 sq. ft. Total population is estimated at 8,150 persons.

Approximately 20% of the rental units will be subsidized to provide housing for low

to moderate income households.

F. Economic Development Plan

The economic revitalization of the Overtown and Park West sub areas is a major component of the overall redevelopment strategy for the planning area. In general the area is underdeveloped economically.

Few of the existing uses in Park West are functionally tied to secondary areas, and most would benefit from a location designed for warehouses or industrial use rather than a congested downtown area. Neither Park West nor the Overtown sub areas have benefitted from the economic growth generated by the CBD and Government Center to the south nor Omni-Midtown development to the north. Utilizing the Overtown Transit Station and the proposed People Mover stations as anchors an economic redevelopment strategy has been formulated predicated upon major public assistance in land assembly and infrastructure improvements. While the thrust of activities proposed for both Overtown and Park West are for residential development, both local and community serving commercial activities are intergal components of the redevelopment strategy.

Overtown

The following economic development projects have been designated for implementation during the next 8 years:

- 1) Overtown Transit Station Redevelopment (see page for description).
- 2) Overtown Redevelopment and Rehabilitation area. This project entails the rehabilitation of approximately 20 commercial and mixed use structures along NW 2 and 3 Avenues between NW

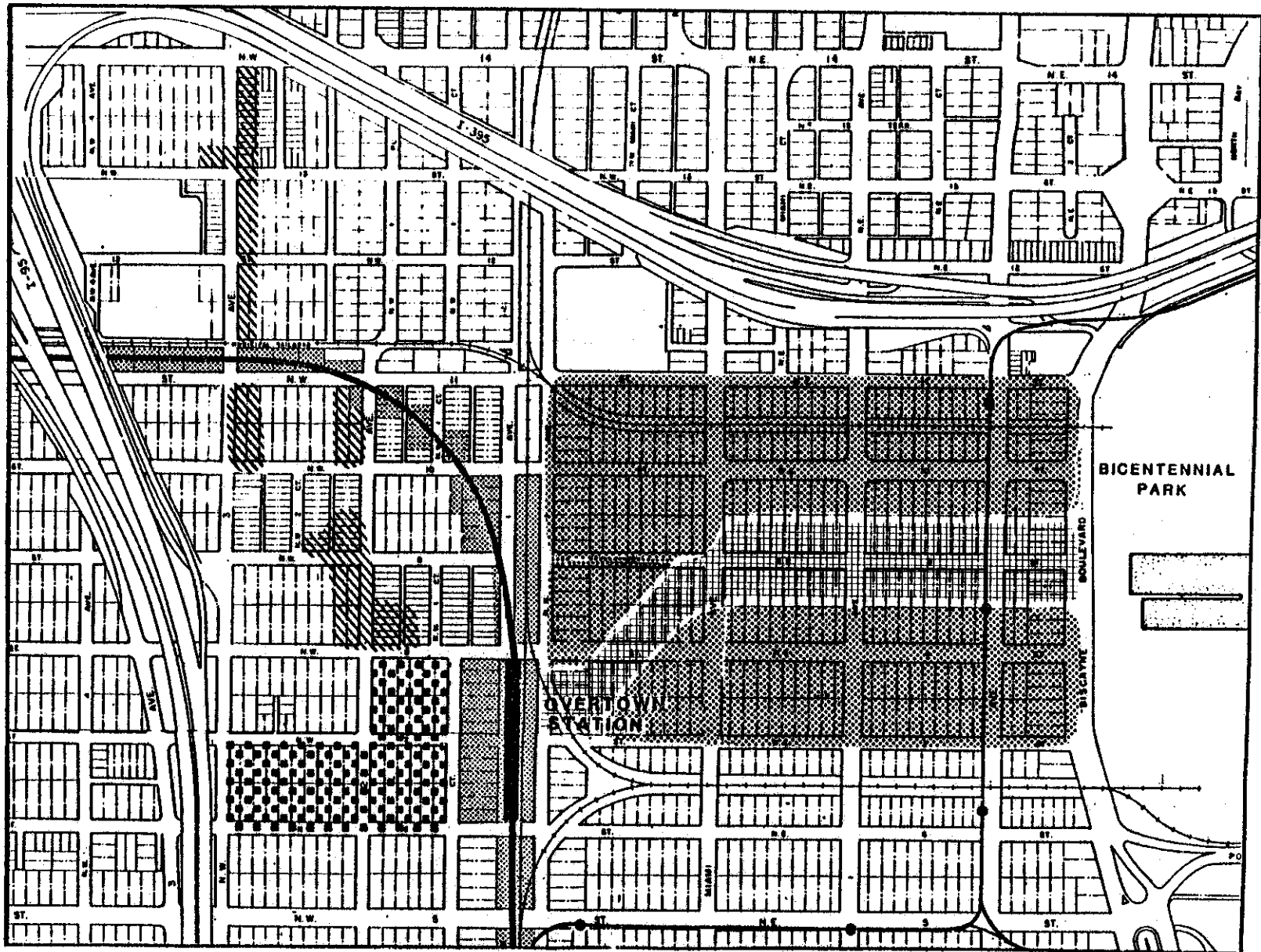
8-14 Streets. New infill commercial development is recommended for the west side of NW 2 Avenue between NW 8-9 Streets and the east side of N.W. 3rd Avenue between 13 & 14th Streets. Commercial development will be geared to serve the residential population. At the present time there is an excessive amount of strip commercial development within the community far in excess of potential demand.

While the proposed zoning will allow mixed use resident and commercial development along N.W. 2nd & 3rd Avenue it is anticipated that redevelopment will focus on residential development which will result in a net decrease in commercial space between N.W. 8th and 10th Streets.

There is currently a lack of sufficient off-street parking within the area. To ameliorate this problem the development of a public parking lot on the northwest corner of NW 9 Street and 2 Avenue is proposed.

Additional private parking development will occur through the public disposition of land undertaken as part of the overall redevelopment of the area. Special attention will be given to the rehabilitation of structures of historic significance including the Lyric Theatre, X-Ray Clinic and the J&S Building.

Anticipated funding for facade improvements will be from Dade County Commercial Revitalization program and funds generated from the proposed Tax Increment District. Technical assistance for economic development will be provided by Overtown Economic Corporation and New Washington Heights Community Conference in conjunction Miami Capital Development Inc.



# ECONOMIC DEVELOPMENT PLAN

MAP NO. 12

	PEOPLE MOVER AND STATION
	RAPID TRANSIT
	RAPID TRANSIT ALIGNMENT
	TRANSIT STATION

- COMMERCIAL REVITALIZATION (REHABILITATION & INFILL DEVELOPMENT)
- PREDOMINANTLY COMMERCIAL REDEVELOPMENT
- COMMERCIAL REDEVELOPMENT-MANDATORY RETAIL
- MIXED RESIDENTIAL/COMMERCIAL REDEVELOPMENT



Equity Participation and document all findings in the final document.

While the consultants will focus on developing a plan which will identify options available for Black equity participation and provide a detailed guide to advancing the participation of Blacks in future development projects primarily in the Transit area, it is the City's intent to utilize the principles of the Plan for insuring Black equity participation throughout the Overtown redevelopment area.

In both the Overtown and Park West communities, prior to any offer for acquisition or institution of a condemnation proceeding, the property owner shall be afforded the opportunity, upon reasonable notice, to demonstrate readiness, willingness and ability to go forward independently with the development of his or her property in a manner which is in concert with the planned development of the study area as approved by the County Commission.

Technical assistance will be provided to property owners so that they can be aware of their rights and responsibilities in the various development arrangements.

#### Residential Employment

Unemployment in Overtown is significantly higher than in the rest of Dade County. In view of this, a high percentage of Overtown residents should be employed in any public and publicly assisted project within the Overtown area in particular and proportionately in Park West.

A mechanism will be established to assure of the unemployed to the new positions in an effort to fully attain the goal of 50% black employment in Overtown and 25% black employment in Park West during the construction phase of the project. Permanent positions especially in the commercial,

will also be identified. At present, there are two organizations within the community which provide referral and job development services for the unemployed residents and they will be integrated into the employment network. The community-based programs are:

- a. The Overtown Jobs Program (OJP) which received \$175,000 in Community Development funds to provide a multi-faceted employment and training program specifically for Overtown residents. In addition to making direct referrals to public and private sector employers, the OJB is also instrumental in establishing training programs in specific skill areas to enhance the employability of its participants. OJP received a CETA grant for approximately \$500,000 to train 96 Overtown residents in the trade areas of carpentry, painting, and masonry. Conceivably, these trainees will have the opportunity to receive employment during the construction phase of this project.
- b. The Overtown Economic Development Corporation (OEDC) was selected by the Metropolitan Dade County Commission to serve as an agent to provide general labor force and construction of the Culmer/Overtown Neighborhood Facility (a \$3 million project).

This contract with the County has afforded the OEDC the opportunity to establish itself as a viable entity for securing employment, hence establishing a precedent which could be effectively utilized for hiring in the construction phase of the project.

In addition to the above, the City of Miami will work closely with existing job development programs such as the Private Industry

The City will pursue the locating of a regional activity generator within the area to foster economic revitalization activities.

#### Park West-Project Area

An integral element of the Park West Plan is the inclusion of commercial development on both a local and regional level. Mixed use development is encouraged throughout the Project Area.

Blocks on Biscayne Boulevard could contain a total of about 150,000 square feet of commercial space per block. The 7.3 acres associated with transit at the Overtown Transit Station could support over 680,000 sq. ft. of commercial space. The present zoning for the core area of Park West (40.52 acres) permits over 2,000,000 sq. ft. of commercial today. Although there has been a recent surge in office growth in the CBD and on Brickell Avenue the most probable commercial use in Park West could be retail use.

Without quantifying the amount of demand for retail specialty shops, restaurants and clubs at least 150,000 sq.ft. of retail space would be desirable as the "Town Center" for this new community. The climate and Latin American character of the community make the potential for such a central marketplace excellent. Combined with public amenities, fountains and gardens; this could become the special theme for Park West. Mandatory retail development on ground level will be required along the Central Corridor. (9th Street)

In addition there is the potential for a 400-500 room quality hotel between 1985 to 1988 based on forecasts made by American City Corporation. The optimum location for this facility will be along Biscayne Boulevard in close proximity to a Downtown People Mover Station.

### G. Acquisition Plan

In order to implement proposed housing and economic development activities the following, public land acquisition is recommended.

The parcels indicated on Land Acquisition Map 13 shall be acquired in order 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 or blight or deterioration, remove incompatible land use relationship, or to provide land for new housing, public facilities and economic development. It should be noted that the map shows maximum acquisition and not all parcels designated may be acquired.

#### Overtown

If the existing property owners agrees to develop the land in conformance with the plan the land may not be acquired. Mechanisms will be established to assist and encourage owners of parcels designated for acquisition to participate within the redevelopment process (joint venture, local development corporation). Priority will be given to existing property owners within the land disposition process. Proposals from Community Based Organizations, minority business entities and joint ventures with minority participation, will receive priority in that order, especially within the Overtown subarea.

Due to the extensive nature of this project, funding limitations and the need to provide adequate relocation housing for those displaced, it is proposed that acquisition

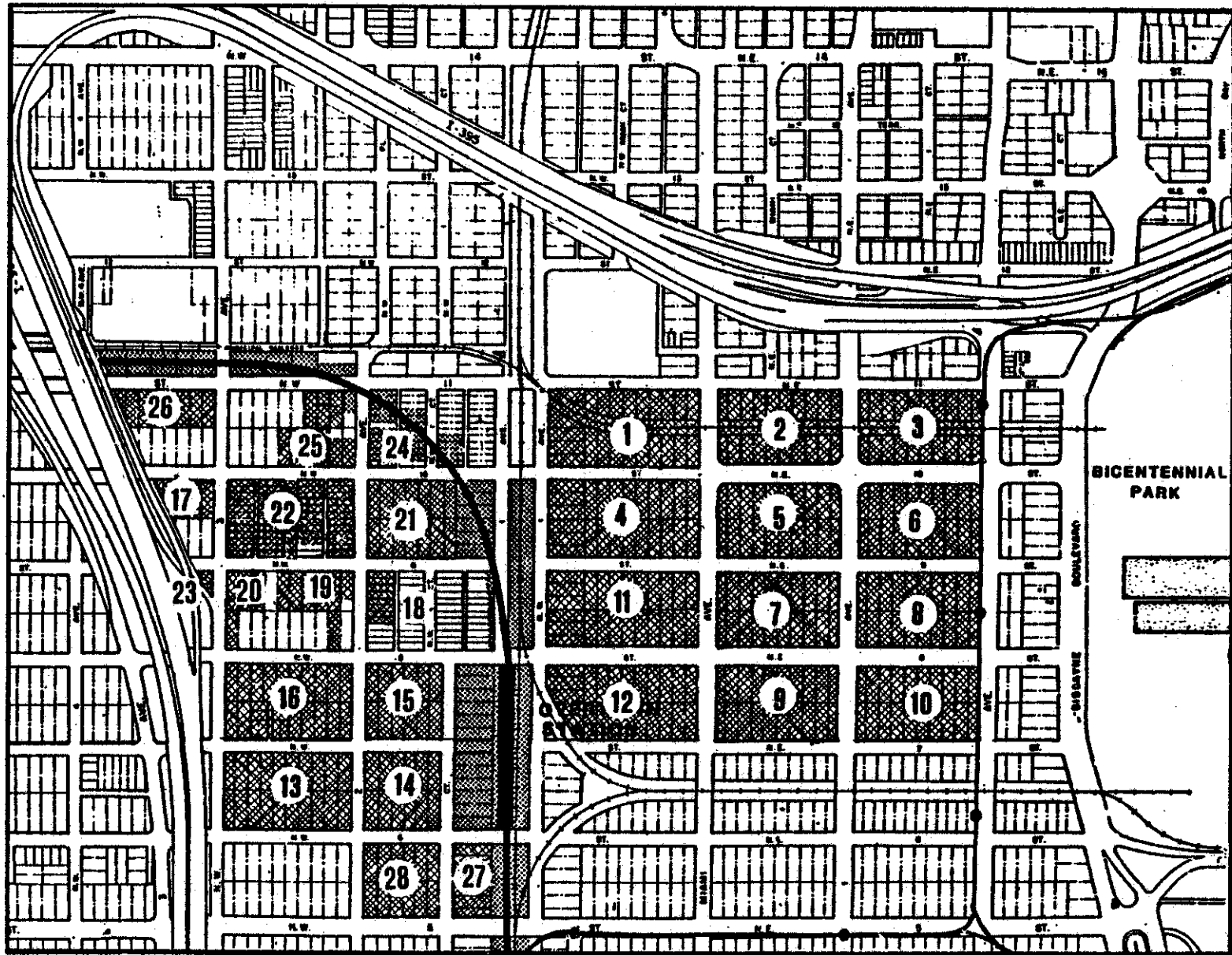
be phased. Buildings of historic and or cultural significance may be acquired in order to preserve the structure. Such buildings will be rehabilitated for commercial, residential and institutional use consistent with the objectives of the historic district proposed for the area.

#### Park West Project Area

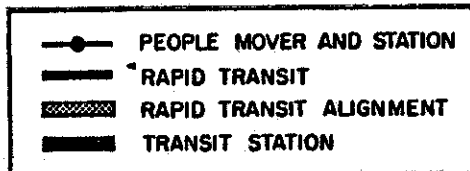
Acquisition is proposed to occur between 1982 - 1987. Although several blocks within the Park West Project area are excluded as part of the major acquisition strategy, it is important to recognize that selected or total acquisition may be required within the excluded areas. This may be necessitated because of the inability of the property owner to redevelop in conformance with the redevelopment plan in a timely manner. Furthermore, individual small out parcels may be held out by unmotivated owners who have no interest in redevelopment.

Three major principles will be followed in assigning development rights in Park West:

1. Property owners or partnerships which agree to develop according to the plan will be exempt from public acquisition.
2. Property owners presently in Park West will be given the opportunity to exercise right of first refusal in being selected as developers to participate in the development of properties presently owned by them, consistent with the Park West Redevelopment Plan and program.
3. Land disposition where there is no



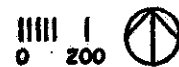
MAP NO. 13



## ACQUISITION PLAN

PROPOSED ACQUISITION AREA

Revised 3/83



exercise of right to first refusal will be on the basis of competitive bids, and review or development proposals by the Redevelopment Agency.

In general, development parcels will be full blocks A, B, C, E, F, G, I, J, L and M, with partial block development permitted on the frontage of blocks F, G, I, and J. Smaller parcels will be permitted only if present owners wish to develop according to plan and require public acquisition to complete an entire block (see Map 11).

The implementation concept for Park West is to offer redevelopment parcels to more than one private developer and to accept proposals from competitive bidders. This does not rule out a single developer bidding on all land, however, all principles of land disposition including property owners intent to conform on right of first refusal must be respected.

Developers interested in property in Park West will be required to submit proposals including plans and specifications, financial statements, time schedules and land price bids.

Recommended land acquisition for economic redevelopment and housing activities (see Map 13 for location):

<u>Reuse Parcel No.</u>	<u>Legal Description</u>
1.	<u>Miami A Knowlton</u> <u>B-41, Block 17N</u>
2.	<u>Miami A Knowlton</u> <u>B-41, Block 18N</u>
3.	<u>Miami A Knowlton</u> <u>B-41, Block 19N</u>

4.	<u>Miami A Knowlton</u> <u>B-41, Block 24N</u>
5.	<u>Miami A Knowlton</u> <u>B-41, Block 23 N</u>
6.	<u>Miami A Knowlton</u> <u>B-41, Block 22N</u>
7.	<u>Miami A Knowlton</u> <u>B-41, Block 38N</u>
8.	<u>Miami A Knowlton</u> <u>B-41, Block 39N</u>
9.	<u>Miami A Knowlton</u> <u>B-41, Block 43N</u>
10.	<u>Miami A Knowlton</u> <u>B-41, Block 42N</u>
11.	<u>Miami A Knowlton</u> <u>B-41, Block 37N</u>
12.	<u>Miami A Knowlton</u> <u>B-41, Block 44N</u>
13.	<u>Miami A Knowlton</u> <u>B-41, Block 55N</u>
14.	<u>Miami A Knowlton</u> <u>B-41, Block 56N</u>
15.	<u>Miami A Knowlton</u> <u>B-41, Block 45N</u>
16.	<u>Miami A Knowlton</u> <u>B-41, Block 46N</u>
17.	<u>Miami A Knowlton</u> <u>B-41, Block 27N</u> Lots 1-5 less expressway row
18.	<u>Miami A Knowlton</u> <u>B-41, Block 36N</u> Lots 4, 5, 12, 13, 20



19. Miami A Knowlton  
B-41, Block 35N  
Lots 1, 2, 3, 4, 5, 6
20. Miami A Knowlton  
B-41, Block 35N  
Lots 8, 9, 10, 11
21. Miami A Knowlton  
B-41, Block 25N  
Lots 4-17
22. P.W. White Re-Sub B-34  
Block 26N  
Lots 1-41, 43-46, 48
23. Miami A Knowlton  
B-41, Block 34N  
Lot 1 north 100 feet
24. P.W. White Re-Sub B-34  
Block 16N  
Lots 28, 29, 36, 37, 43,  
44, 45, 46
25. P.W. White Re-Sub B-34  
Block 15N  
Lots 2, 3, 4, 5, 15, 16, 17,  
18 and south 100 feet of  
lots 19 and 20
26. Miami A Knowlton  
B-41, Block 14N  
Lots 1 - 8 less expressway
27. Miami A Knowlton  
B-41, Block 65E
28. Miami A Knowlton  
B-41, Block 65N

H. Reuse Plan

The following parcels will be acquired and redeveloped for uses specified in the follow-ng table. See Map 13 for location.

Parcel No.	Acreage	Proposed Reuse
1	4.13	Residential/Commercial
2	3.44	"
3	3.31	"
4	4.0	"
5	3.0	"
6	3.0	"
7	3.0	"
8	3.0	"
9	3.0	"
10	3.0	"
11	3.0	"
12	3.0	"
13	2.06	"
14	2.06	"
15	2.06	"
16	3.48	"
17	.52	Parking
18	.68	Open Space
19	1.20	Residential/Commercial
20	.68	Residential
21	2.24	Residential/Commercial
22	3.0	"
23	.05	Open Space
24	.21	Residential
25	1.6	"
26	1.07	"
27	1.0	Commercial
28	2.24	"

Land disposition by the City will restrict reuse of the property through the utilization of covenants running with land sold or leased for private use for a period to be determined at the time of disposition by the City of Miami.

## I. Relocation Plan

### A. Available Assistance

The Dade County Department of Housing and Urban Development (the designated Housing Agency for the City of Miami) shall be responsible for providing relocation assistance to displacees.

The Dade County Board of County Commissioners have provided assurance that DCHUD shall comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970-PL91-646 ct. These assurances also approved that relocation payments shall be provided for displacement by Community Development Program and any other HUD assisted programs. These relocation payments shall be provided to families and individuals in relocating to standard housing and to business concerns and non-profit organizations in relocating to replacement accommodations. These payments shall be provided under the HUD Handbook 1371.1 Rev., Relocation Policies and Procedures.

DCHUD relocation staff shall provide all families, individuals and businesses who shall be displaced with a copy of the Informational Statement and Relocation Payment brochure with full explanation of each by a relocation advisor. They shall inform displacees on the availability of relocation payments, the office where

detailed information about payments can be obtained, and dates governing eligibility for payments.

Relocation Advisors shall assist all displacees in preparing their claims. Family Relocation Supervisors shall work closely with advisor regarding eligibility requirements and computing payments. Supervisors, in turn, work with the Relocation Officer in determining the amounts to be paid for replacement housing payments for homeowners or replacement housing payments for tenants and certain others.

An inventory of relocation resources shall be developed for the City of Miami from newspaper classified ads, multiple listing services, real estate brokers, property owners, rental agents, FHA foreclosures, and a survey of the area.

The relocation staff shall familiarize themselves with the inventory of available relocation resources for displacees. All units shall be inspected to guarantee that they meet the relocation standards outlined in the Relocation Handbook 1371.1, Chapter 2, Paragraph 3B, or the Dade County housing code, whichever is higher. The relocation staff shall provide transportation to displacees and other assistance in order to find suitable replacement housing. All displaced families and individuals shall be referred to replacement units within their ability to pay. Eligible displacees shall receive priority in public housing and Section 8 units.

The City of Miami Department of Economic Development and the Planning Department will provide additional support assistance to Dade County Department of Housing and Urban Development in providing business relocation assistance to those displaced with the Park West/Overtown Project sub area. Special attention will be given to the retention of these businesses within the City of Miami.

B. Relocation Demand

1. Overtown

Both the Overtown Transit Station Area Redevelopment Project and Overtown Rehabilitation Area Demonstration Project were included as part of the Relocation Plan approved as part of the Overtown Redevelopment Plan in 1979.

a. Overtown Transit Station Area Redevelopment

Information concerning this project is extensively covered in Overtown Station Area Redevelopment Draft Environmental Impact Statement; submitted to the U.S. Department of Transportation Urban Mass Transportation Administration.

In order to determine the relocation needs of the residents, the Dade County Department of Housing and Urban Development (DCHUD) conducted a door-to-door tenant survey. Of the 453 total dwelling units in the area, DCHUD was unable to contact 71 units, despite two or more attempts. The results of the survey provided data concerning the socio-economic characteristics of the population as well as their needs and preferences for relocation.

Table IV

Overtown Transit Station Redevelopment Area  
Relocation Survey Data<sup>1</sup>

<u>TOTAL UNITS IN PROJECT</u>	453
<u>NUMBER OF UNITS VACANT</u>	125
<u>RESIDENT CHARACTERISTICS</u>	
(Unable to contact residents of 71 units despite 2 or more attempts)	257
<u>RESIDENT CHARACTERISTICS</u>	
- Families with elderly head of household	26
- Elderly individuals	33
- Non-elderly families	110
- Non-elderly individuals	88
<u>RACIAL/ETHNIC BACKGROUND</u>	
- Black households	236
- Haitian households	20
- White households	1

---

<sup>1</sup>Source: Overtown Station Area Redevelopment  
Draft Environmental Impact Statement

INCOME/EMPLOYMENT DATA

- % employed 50%
- % unemployed 25%
- % received social security,  
pension, or AFDC 25%

MISCELLANEOUS INFORMATION

- % wishing to remain in Overtown 70%
- % dependent on public  
transportation 70%
- Number of households above  
income level to qualify for  
Section 8 or public housing 20

TOTAL ESTIMATED RELOCATION REQUIREMENT

- Tenants to be relocated 323
- Homeowners to be relocated 5
- Residents to be relocated 503  
(399 adults and 103 children)

Table V

Overtown Transit Station Redevelopment Area  
Estimated Relocations Costs

Estimated Relocation	Fam. & Ind. 328	Businesses 14
		Homeowners 5
Tenants 323		
Tenants Moving and Dislocation Allowance	323 @ 365 =	\$ 117,895
Homeowner Moving Costs and Dislocation Allowances	5 @ 500 =	2,500
Tenants Replacement Housing Payments	323 @ 4,000 =	1,292,000
Homeowner Replacement Housing Payment	5 @ 15,000 =	75,000
Businesses Displacement Payments	14 @ 8,000 =	<u>112,000</u>
	TOTAL	\$1,599,395

It is anticipated that displacements will not occur until late 1982 or early 1983. By this time, 204 units will be available within the Overtown area and 407 units will be available near Overtown.

It has been determined that the predominant need is for one-bedroom units (112 units). However, there is an unusually high demand for efficiencies (zero bedroom units). The demand for large units was lower than anticipated. Three families will require a four-

bedroom unit while only two families will require five-bedroom units. All five of these households are eligible for public housing or Section 8 (Housing Assistance Payment Program) resources.

Table VI

<u>Income Range</u>	<u>Total</u>
000-2500	37
2501-5000	77
5001-7500	51
7501-10,000	48
10,001-12,500	20
12,501-15,000	14
15,001 or over	10
Total	257

A major consideration in the relocation plan is the large percentage (70%) of households with the preferences to remain in the area. Assuming that all persons are eligible for public housing, a large concentration of public housing would need to be provided in the area in order to satisfy the demand. However, this solution is contrary to the community's desires and the City of Miami land use policies.

There are fourteen businesses within the study area. The businesses employ a total of 30 persons including, in most cases, the owners. This constitutes an average of two employees per business. All businesses will be afforded the opportunity to relocate within the study area. Relocation costs have been established at \$1,599,395.



Table VII

Park West Project Area Residential  
Residential Cost Estimate

BLOCK I	130 tenants @ 4275	\$555,750
BLOCK III	20 tenants @ 4275	85,500
	7 tenants @ 4320	30,240
	1 homeowner @ 15,455	15,455
BLOCK VI	5 tenants @ 4275	21,375
	1 homeowner @ 15,500	15,500
BLOCK VII	34 tenants @ 4275	145,350
	5 tenants @ 4320	21,600
BLOCK X	1 tenant @ 4500	4,500
	12 tenants @ 4365	52,380
	5 tenants @ 4320	21,600
	5 tenants @ 4275	21,375
	<u>TOTAL 226 units</u>	<u>\$990,625<sup>1</sup></u>

<sup>1</sup> Note: This Relocation Cost Estimate is the maximum amount for this displacement. Families and individuals that we place into public housing or Section 8 will reduce this cost by \$4,000 for each case.

B. Overtown Redevelopment and Rehabilitation Demonstration Area

It is anticipated that 347 residential units and 5 rooming houses containing approximately 30 residents will require relocation assistance. Since the bulk of the proposed new housing will be geared for moderate income households, the vast majority of current area residents will be displaced. The City of Miami will allocate \$10,400,000 from Tax Increment Funds for the construction of 208 units of low income rental and/or homeownership housing within other portions of the Overtown Community Development Target Area.

The City of Miami and Dade County own sufficient vacant land to accommodate these units north of N.W. 17th Street and west of I-95. A subsidy of \$50,000 will be provided for each unit.

Based on recent relocation data provided by Dade County HUD, only 60% of those relocatees entitled to subsidized housing select it, the remainder select the lump sum relocation payment of \$4,500. Housing will be provided for 60% of those low income families who are to be displaced.

Sufficient vacant commercial space exists in Overtown north of 11th Street along N.W. 3rd Avenue and in the proposed Overtown Shopping Center to accommodate commercial relocation demand generated by this project.

2. Park West Project Area

The Dade County Department of Housing and Urban Development's Relocation staff has conducted a survey of residents in the proposed Park West area. The survey has pro-

vided the following information.<sup>1</sup>

- 1) There are 353 living units in the area, 226 of which are permanently occupied. Of those 226, there are 26 families and 200 individuals.
- 2) 80% of the prospective displacees are employed at an average income of \$500 per month. Most of the remaining 20% are on some form of public assistance, such as the Cuban Refugee Program, Social Security Retirement or SSI. A small percentage are unemployed. Most of those employed depend on public transportation.
- 3) Of the 226 permanently occupied units, there are 133 Blacks, 48 Whites, 41 Hispanics, and 4 American Indians to be relocated.
- 4) There appear to be two homeowners in the area. One runs a rooming house and lives on the premises. The other is currently hospitalized out of state and has one tenant. Most of the 26 families referred to are married couples with no children. The residents personally interviewed by our field staff expressed a desire to remain in the same area. The average rent is \$30.00 per week. We will be in need of 200 efficiencies, 20 one-bedroom and 6 two-bedroom replacement units. All residents in the survey area appear to be eligible financially for public housing or Section 8 if they so choose.

Estimated residential relocation costs are \$990,625.

---

<sup>1</sup>A capital subsidy will be provided only. Rent levels will be at a break even level to cover operating and maintenance costs.

<sup>2</sup>October, 1981

There are approximately 97 active businesses in the Park West Project Area as of August, 1981 according to a survey undertaken by the City of Miami Planning Department. Business activity ranges from the Miami Terminal for the Greyhound Bus Company to marginal retail operations serving the local population. Numerous businesses have multiple locations within the area and were considered one business for purposes of this study.

Table VIII

Business Activity

Manufacturing	4
Services	19
Retail	27
Vacant Businesses	10
Wholesale	17
Hotel	4
Office	18
Transportation	<u>8</u>
	107

Estimated employment ranges between 1500 and 1800 with the most labor intensive activity being associated with garment manufacturing. A more detailed survey using the Business Site Occupant Record form was conducted yielding the following information:

- A. There are 97 active businesses in the area.
- B. There are 96 White business owners, 1 Oriental, no Black
- C. There are 56 Anglo owners, 39 Latin, 1 Oriental
- D. There are 85 male owners, 12 female
- E. There are 25 owner-occupied businesses and 72 tenants + 117

While the redevelopment of Park West will result in major dislocation of area businesses, many of the businesses currently located within the area are not functionally related to business activity within and surrounding the area and would benefit from a location more consistent with current industrial locational parameters. The present fragmented ownership pattern abundance of obsolete commercial structures, lack of adequate on-site loading space, escalating land values and rents, incompatible land uses and the socio-economic factors related to the overall "skid row" characters of much of the area, inhibits major new commercial development. Present commercial development is significantly less than that which is permitted under existing zoning.

While the City of Miami has only a limited number of vacant structures suitable for light manufacturing and warehousing activity in locations that would be most attractive for business relocation the City has an adequate inventory of underutilized and vacant commercially zoned land to accommodate much of the relocation demand that will be generated by this project.

The 97 businesses located within the Park West area that would require relocation are located within the following zoning categories.

- C-5 Liberal Commercial - approximately 34 acres
- C-4 General Commercial - approximately 6 acres
- C-2 Community Commercial - approximately 3.5 acres

Since the majority of firms operating in the C-5 zoning district could be accommodated in the more restrictive C-4 zoning district there is a greater supply of available relocation resources within the City.

A preliminary analysis undertaken by the Planning Department has indicated the following supply of potential relocation acreage within the City.<sup>1</sup>

- C-5 6.0 acres
- C-4 16.5 acres
- C-2 12.0 acres

---

<sup>1</sup>City of Miami Development Atlas

This acreage is generally within proximity (1-2 miles) of the redevelopment areas. Concentration of available relocation resources are found within the Lemon City/Little River Industrial District, Wynwood and the area west of Omni-Midtown. Additional relocation resources will be generated through the Garment Center/Fashion District Redevelopment Program currently underway. Outside of the City there is additional support relocation resources.

Existing businesses were contacted concerning their locational preference if they were relocated.<sup>1</sup> Only 13% of those surveyed expressed an interest in relocating outside of the City, generally in the Airport/West Hialeah industrial district, 57% expressed a desire to remain within the City and 30% were unsure or refused to answer.

The retention of businesses currently located within the area within the City of Miami and/or in close proximity to serve the local labor force is a primary objective of the relocation strategy.

The City of Miami will develop a business retention program with appropriate county and state assistance to insure maximum retention of businesses and jobs within the community. This will supplement business relocation activities undertaken by Dade County Department of Housing and Urban Development. Elements of this action program will include:

- Funding of business retention counselors to work with affected business.
- Contacting all business and helping to identify a specific relocation site within the city.
- Provide financial assistance over and above standard relocation payments to facilitate retention within the city. This will include financial packaging assistance for loans from Miami Capital, Inc., use of Industrial Revenue Bonds, utilization of the Urban Development Action Grant Program, priority disposition of city-owned land as in the Garment Center Development Area, etc.
- Facilitating needed zoning changes when consistent with MCNP to meet relocation demand.
- Utilization of flexible capital funds to initiate needed public improvements to accommodate business relocation needs, e.g. street improvements.

---

<sup>1</sup>City of Miami Planning Department August, 1980

C. Residential Relocation Resources

Table IX  
Programmed Housing Resources in Overtown

<u>Status</u>	<u>Units</u>	<u>Breakdown</u>	<u>Project Name and Number</u>	<u>Type</u>	<u>When Available</u>
Design Pending	38	38-2 bedrooms	Town Park Dade 5-19	Family Public Housing	Early 1983
Being Designed	75	56-2 bedrooms 10-3 bedrooms 9-4 bedrooms	Culmer(Overtown) Florida S-75	Family Public Housing	Early 1983
Being Designed	40	30 Efficiencies 10-1 bedrooms	Dorsey Wheatley	Elderly Public Housing	Early 1983
<u>Near Overtown</u>					
Under Construction	154	121 Efficiencies 33-1 bedrooms	Cain Towers	Elderly Public Housing	Early 1983

Units To Be Developed

Location Pending	20	City Wide	Family (Haitian) Housing & Urban Development Discretionary Grant	Late 1982
Location Pending	55-60	Overtown Rehab Area	Individuals Miami Housing Bonds Tax Incre- ment Financing	Early 1983

Additional Public Housing Resources Countywide<sup>1</sup>

<u>Project Number and Name</u>	<u>Units</u>		<u>Construction Cost</u>
	<u>Family</u>	<u>Elderly</u>	
<u>In Construction</u>			
Fla. 5-86 Herritage Village II	26		1,575,760
Fla. 5-88 Palmetto Gardens		40	1,864,155

continued. . . .

<u>Project Number and Name</u>	<u>Units</u>		<u>Construction Cost</u>
	<u>Family</u>	<u>Elderly</u>	
<u>In Development</u>			
Fla. 5-74E Naranja Eld. (Muse)		52	1,310,000
Fla. 5-74F Opa Locka Fam. (Muse)	26		
Fla. 5-76 Allapattah (Alvarez)	74		2,338,565
Fla. 5-78 Fla. City Fam. (Q. Johnson)	26		1,083,000
Fla. 5-79 Goulds (Baldwin/Sackman)		50	
Fla. 5-80 Fla. City Eld.		50	900,000
Fla. 5-81 Moody Elderly (Greenberg)		34	
Fla. 5-82 Perrine (Altman)		20	
Fla. 5-85 Homestead Fam. (Arden)	11		452,037
Fla. 5-90 Little Havana II (Feito)		55	1,779,377
Fla. 5-92 Grove Scatt. Sites (Mingo)	56		
Fla. 5-93 Model City Sct. Site (Mingo)	56		
Fla. 5-94 Wyndwood Elderly (Borrelli)		90	
Fla. 5-95H Homestead Elderly (Williams)		30	
Fla. 5-95 Opa Locka Elderly (Williams)		50	
Fla. 5-100 Scattered Sites (Alonzo)	80		



Dade County HUD has the current capability to relocate from 50 to 70 households per month for a total of 400 to 560 households. This capacity will be sufficient in the near term to handle the relocation requirements of the transit system, the DPM and the Garment Center project.

Relocation activities for the rapid transit project are slated to be completed in early 1982. This time frame is most important in terms of evaluating the adequacy of housing resources required by the redevelopment proposal. Dade County HUD anticipates that relocation activities for the above projects will be accomplished prior to relocating residents from the Southeast Overtown/Park West Community Redevelopment Area.

In reviewing the programmed housing resources and comparing those resources with the relocation needs, it can be concluded with a single exception (i.e. units of one bedroom or less for individuals) the programmed housing resources in or near the redevelopment area are sufficient to meet the needs of the redevelopment proposal. To remedy this shortfall, the City of Miami will develop additional units in the Overtown rehabilitation demonstration area. Renovating existing apartment buildings and subdividing multi-bedroom apartments into one bedroom and efficiency units will provide an additional housing resource of 55 to 60 additional units for non-elderly individuals. Hence, local rather than federal funds will be utilized to assure completion of construction in a timely manner. The City will also provide twenty units on a

citywide basis for Haitian families currently residing in the study area. These units, which will be available in late 1982, are funded by a citywide allocation discretionary fund which has already been received by the City of Miami to mitigate the impact of Cuban and Haitian refugees upon existing housing stock.

## J. Minority Participation Plan

In order to insure minority utilization on capital construction projects, the City of Miami customarily follows the goals established by the U.S. Department of Housing & Urban Development, Executive Order 11246. Under Executive Order 11246: Notice of Requirement for Affirmative Action to Ensure Equal Employment Opportunity, a goal of 20-40% minority utilization for all trades is required for all solicitations for offers and bids on construction contracts or sub-contracts.

In addition to which, the City Commission and Administration have recognized the need to establish internal policies to provide opportunities for minority businesses to secure city contracts through the implementation of a Minority Vendor Procurement Program. This program will be instituted on a city-wide basis and will emphasize relations with Black and Latin vendors. However, expanded efforts will be made to maximize Black participation in the proposed Southeast Overtown/Park West Redevelopment Plan. Therefore, the following Minority Participation Program is designed to address the provisions for Black Business Utilization/Development, Equity Participation, Residential Employment and meaningful community involvement in the redevelopment process.

Specifically, in accordance with the "Philosophy of the Development of the Overtown Area" as stated in the Overtown Redevelopment Plan, adopted in October, 1979, the following goals have been established for the various project phases to be undertaken in Overtown:

- 50% equity investment goal in project

development.

- 50% black construction goal in City sponsored activities.
- 25% black contracting goal in the overall project.
- 50% black construction hiring goal.
- 60% black retail space ownership goal.

Furthermore, the following goals have been established to insure Black participation in the development of the Park West community:

- 25% Black construction goal in City sponsored activities.
- 25% Black contracting goal in the overall project.
- 25% Black construction hiring goal.
- 25% Black retail space ownership goal.

### Black Business Utilization

In view of the historical exclusion or underutilization of Blacks in the City of Miami's capital construction projects, affirmative measures will be implemented to increase the level and profitability of Black businesses in terms of contracting obligations in addition to construction related procurements.

For purposes of this document the following definitions are applicable:

- Black - all persons having origins in any of the Black African racial groups not of Hispanic origin.
- Black Business - a firm engaged in transactions for profit purposes. The business firms may take the form of a corporation,

joint venture, partnership, proprietorship, or any other legitimate business association.

- . Proprietorship - the concern must be wholly owned and controlled by a Black person.
- . Partnership - at least 50% of the partnership interest must be Black in order to raise a presumption of ownership and control.
- . Corporation - at least 51% of the stock will have to be owned by a Black person.
- . Joint Venture - resembles a partnership in that its members associate as co-owners of a business enterprise for a definite and a fixed period of time for a single transaction or series of transactions. A joint venture can be utilized as a tool for insuring Black construction firms, in particular a fair share of the City's market in the construction industry.

The measures which will be implemented on an individual project basis to attain maximum feasible opportunities for Black Businesses will include, but not be limited to, the following:

1. Each contractor, subcontractor, or business preparing to undertake work with the City shall submit a Black Business Utilization Plan in their bid proposals specifying:
  - a. An estimate of the total dollar amount of the project cost.
  - b. The approximate number and dollar value of all contracts or purchases proposed to all businesses within each trade or professional category over the duration of the project.

- c. An estimate of the total cost of the project.
- d. A total estimate of materials and service costs (i.e., bricks and mortar, paint, security service, etc.)
- e. A goal or target number and estimated dollar amount of contracts or purchases to be awarded to eligible Black businesses based on the availability of said concerns within each category (identified in (b) and (c) over the duration of the project.
- f. A goal for minority participation of 25% or more with 50% of the 25% coming from the Overtown community.
- g. A detailed written presentation of the method used to establish the estimates and goals submitted pursuant to paragraphs (a) through (f), above with copies of the historical empirical data upon which the estimates and goals are based. Information about the types and kinds and amount of goods and services procured and the numbers and types of contracts involved in the estimates of goals submitted pursuant to paragraphs (a) through (f) is also required. This information is needed to realistically evaluate acceptability of the dollar values and percentages related thereto. In establishing subcontracting goals, identification and justification should be provided for each class of contracts and the projected total value thereof which has been determined by the contractor/developer to have little or no subcontracting possibilities. Similarly, in establishing goals for black and other minority owned and controlled business concerns, cont-

racts which have no potential for award to such business concerns including the projected value thereof, should be identified.

- h. The anticipated process and steps which have been taken and/or will be taken to achieve the goals for each business and/or category identified with particular emphasis placed on the methods to be employed to secure the cooperation of Black businesses. Each contractor, subcontractor, or business shall demonstrate a good faith effort to achieve its goals or target number and estimated dollar amount or contracts to be awarded to eligible Black businesses by (at a minimum) attempting to recruit Black business concerns through local advertising media, signs placed at the proposed site for the project, community organizations and public or private institutions serving the Black community such as Contractors Training and Development Program, the Miami Dade Chamber of Commerce, the Overtown Community-based organizations for economic development, the Overtown Jobs Program and any other equivalent organizations. This approach was successfully utilized in the contract negotiations with the construction management firm for the development of the Overtown Shopping center wherein a goal of seventy-five (75%) Black Business utilization was established.

The goals are to be forwarded to the City of Miami Overtown Park West Minority Participation Coordinator for review and approval. A contractor or

developer who does not comply in whole or in part with this plan shall not be issued the right to proceed.

2. Contracts which are typically let on a negotiated rather than a bid will follow the same requirements as outlined in #1.
3. Where competitive bids are solicited, each bid will be evaluated to determine its responsiveness to the City's Black Business goals prior to the awarding of a contract.
4. Ongoing public service announcements will be placed in Black newspapers and on radio stations to reinforce the invitation to Black businesses to bid on City contracts.
5. A list of general contractors who have picked up bid documents will be sent to minority contractors assistance centers.
6. A complete set of bid documents will be sent to minority contractors assistance centers, Business Development Organizations (BDO's), and other convenient locations.
7. Include advertisements for all construction bids in the Miami Times.
8. A brochure will be prepared highlighting the opportunities for minority contracting.
9. A senior City of Miami official will be designated as a contract point to facilitate minority contracting.
10. Special assistance will be provided in meeting bonding requirements by Contractors' Training and Development, Inc. This grant recently received \$400,000 for this purpose.

#### Black Business Development

In cooperation with the Overtown Economic Development Corporation and the Miami Capital Devel-

opment Corporation, the City will identify black entrepreneurs throughout Dade County who may occupy or lease commercial space and operate retail facilities in the redevelopment area. This list is to be compiled in cooperation with the Miami-Dade Chamber of Commerce (known as the Black Chamber) and the Dade County Office of Black Affairs.

Through the effective use of the economic development delivery systems currently in existence, in the presence of Miami Capital Development Corporation (OEDC), black entrepreneurs will have the opportunity to capitalize on the proposed commercial revitalization efforts. Additionally, the City of Miami will assist in facilitating the proposed Joint Venture Overtown Transit Area hotel project with the New Washington Heights Community Development Conference.

This organization, established with Community Development Block Grant funds specifically for economic development, will provide business expansion and relocation loan packaging assistance for businesses displaced by the project and/or wishing to establish operations in the redevelopment area.

#### Equity Participation

All respondents to the land disposition bids for Overtown's projects will be required to file a black equity participation plan indicating how they would meet the goal of 50% equity participation. Property owners whose land was purchased for redevelopment will have the option of participating as general equity partners.

The consultant firm of Hammer, Siler, George Associated has been engaged to conduct a study and prepare a Black Equity Participa-

tion Plan for the Overtown Urban Initiatives Project. The scope of work for the consultant includes the following:

1. To define the concept of Black Equity Participation with as much detail as possible so that its applicability to property owners, businessmen and other categories of investors will be meaningful.
2. To develop a process that will establish the best methods in which the concept can be applied and which will indicate all the possible alternative ways of utilizing the concept.
3. To determine and detail the kinds of efforts and potential benefits that can accrue when the efforts are made.
4. To provide the necessary programmatic and legal documentation to support the concept.
5. To determine the pros and cons of Tax Increment Financing as it relates to Blacks in Overtown as property owners, businessmen or other types of investors.
6. To determine the difference in effects/results on Blacks in Overtown depending on whether they are located on the project site or in the surrounding area of the site.
7. To determine the steps that should be taken so that Blacks are able to realize the maximum benefit from Tax Increment Financing.
8. To thoroughly explain conclusions/options/recommendations regarding the issue of Tax Increment Financing as it relates to Blacks in Overtown.
9. To thoroughly explain any observations or recommendations regarding the issue of Black

Council and with the Overtown residents during construction of projects. Recruiting, intake, and counseling will be offered as preliminary services in referral to training programs. The Overtown Redevelopment Plan, as adopted by the City, anticipates placing participants in the county-wide system for allocation of training slots in training institutions, such as Dorsey Skills Center, Miami Skill Center, Miami Lakes Technical Center and Lindsey Hopkins. There will be close coordination with Dade County Community Action Agency, for social services which the agency may provide to program participants, Manchild day care programs for free day care and the City of Miami Medical Clinic for medical examinations and medical follow-ups. The tools and lines of communication have been established for many of these services and are currently in existence.

#### Community Participation

The Overtown Advisory Board has been designated the Community-based mechanism for monitoring the redevelopment activities within the Overtown area. The Board will retain its ten-member composition. However, in order to enhance its capacity to plan, monitor, and effectively participate in the redevelopment process, the Board has solicited the assistance of individuals from various disciplines to serve on a Technical Advisory Committee (TAC). TAC members include representatives from the private sector, the City of Miami, Metropolitan Dade County, the Dade County School Board, and the federal government who will primarily be responsible for providing insights to the Board on the following issues:

- . Business Relocation, Retention, and Development.
- . Land Acquisition and Disposition

- . Residential Relocation
- . Minority Business Enterprise Development and Equity Participation.
- . Residential Employment
- . Metrorail System and Transit Station Development
- . Housing
- . Law Enforcement and Citizens Crime Watch
- . Social Services
- . Parks and Recreation and Youth Development

Under the chairmanship of an OAB member, TAC members in the form of a Task Force, will meet at least once a month to assist the Board with the following tasks:

- a. Reviewing, evaluating, and making recommendations for approval, disapproval or modifications of policies, plans, programs, grant applications and projects affecting the area.
- b. Monitoring and influencing the development phases of the various projects including land acquisition, land management, preparation of land disposition responses and urban design.
- c. Monitoring and reporting on all phases of minority participation, including construction contracting, construction hiring, permanent hiring, business ownership and business management.

Subsequently, the OAB will make recommendations directly to the City Commission. The Overtown Advisory Board will enter into an agreement with the City of Miami in order to provide for the effective administration and implementation of the Overtown projects. (See appendix). The agreement will be executed upon ratification of this plan.

Similarly, in the Park West community, a structure has been established in the form of the Park West Civic Association (PWCA) to serve as the monitoring mechanism for the area's redevelopment activities. The PWCA is comprised of property owners and business people from the area who have entered into an agreement with the City of Miami. The PWCA's agreement is also included in the appendix.

K. Financial and Staging Plan  
Tax Increment Allocation Financing

Tax increment allocation bonds will be the principal financing instrument employed by the City of Miami to finance the public sector development components of the redevelopment plan covering the Southeast Overtown/Park West district (hereinafter referred to as the "district").

The Florida Community Redevelopment Act of 1969, as amended in 1979, is designed to encourage local governments to undertake needed improvements in designated "blighted areas" and to pay for these improvements with the property tax revenues generated from the enhanced assessed value of taxable real property. Under Florida legal procedure, Dade County must certify the total, initial assessed value of all taxable real property in the district prior to any bricks and mortar redevelopment efforts. Once certified, the real property taxes attributable to the initial assessed value are allocated to the appropriate taxing district in an amount equal to that produced by applying the current tax rate to the initial assessed valuation. The tax increment of the district or that portion of real property taxes (less school district tax) attributable to the increase in current assessed valuation over and above the initial assessed valuation, is paid into a redevelopment trust fund for the district.

Assuming that the Dade County Commission certifies the District's total, initial assessed value prior to January 1, 1983, the "freezing" of this assessment base takes effect as of January 1, 1982. Therefore, tax increment revenue can start to flow into the redevelopment trust fund as of January 1, 1983.

Southeast Overtown: Financed Through External Development

Table X summarizes in budget form the anticipated value of public development investment within Southeast Overtown (south of 11th Street) with respect to each of the prescribed program elements. Total public investment including an additional \$2,000,000 for supplemental transit related landscaping, street improvements and the construction of a plaza linking the residential neighborhood to the transit station area, is estimated to approach \$32.43 million.

Funds to pay for these public development costs incurred within this portion of the district will come primarily by way of proceeds from the sale of tax increment allocation bonds. These bonds will be secured by the first and exclusive pledge of the tax increment revenue generated from the following projects to be located within the district. See Map 14.

- Proposed development of the Freedom Tower block
- The anticipated development of the Transit Impact Area
- The anticipated redevelopment of the Overtown Transit Redevelopment Area.



TABLE X  
OVERTOWN PUBLIC INVESTMENT PROGRAM BUDGET  
(1980 Dollars)

Land Acquisition & Relocation <sup>1</sup>	\$ 7,077,500
Second Mortgage Program <sup>2</sup>	12,000,000
Last Resort Housing <sup>3</sup>	10,400,000
Infrastructure Improvements <sup>4</sup>	2,000,000
Commercial/Residential Rehabilitation <sup>5</sup>	<u>1,020,000</u>
Total	\$32,497,000

---

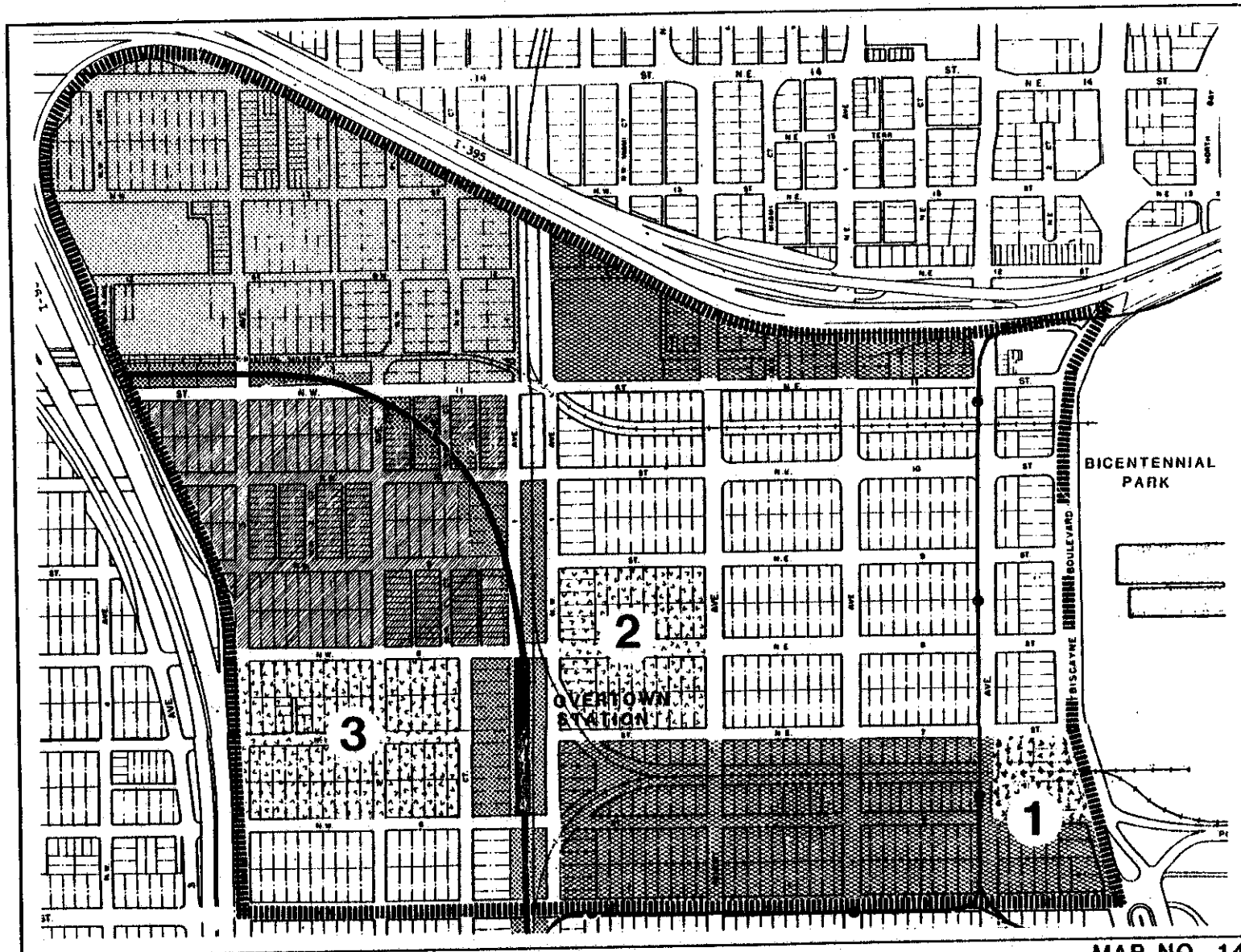
<sup>1</sup> 244 occupied units and 60 vacant units

<sup>2</sup> 400 units @ \$30,000/unit

<sup>3</sup> 208 units @ \$50,000/unit

<sup>4</sup> Includes pedestrian walkway and transit related landscaping

<sup>5</sup> 6 commercial structures @ \$20,000  
 100 residential units @ \$1,000  
 80 residential units @ \$10,000

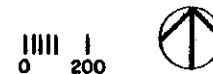


MAP NO. 14

	PEOPLE MOVER AND STATION
	RAPID TRANSIT
	RAPID TRANSIT ALIGNMENT
	TRANSIT STATION

	TRANSFERRED TO OVERTOWN REDEVELOPMENT AND REHABILITATION DEMONSTRATION AREA PHASE I
	TRANSFERRED TO OVERTOWN REDEVELOPMENT AND REHABILITATION DEMONSTRATION AREA PHASE II
	1 FREEDOM TOWER BLOCKS
	2 TRANSIT IMPACT AREA
	3 OVERTOWN TRANSIT REDEVELOPMENT AREA
	PHASE I
	PHASE II

COMMUNITY DEVELOPMENT AREA



The following analysis determines the peak debt of tax increment allocation bonds generated by the anticipated development program and schedule for the Freedom Tower block and the Transit Impact Area as depicted in Table XI.

A 12% average interest rate and a 1.25 x tax increment revenue coverage of debt service is assumed for both the Transit Impact Area and the Freedom Tower block.

TABLE XI  
ANTICIPATED DEVELOPMENT SCHEDULE  
FREEDOM TOWER BLOCK & TRANSIT IMPACT AREA  
1984-1987

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>Total</u>
Freedom Tower Plaza <sup>1</sup> Mixed Use (000)	900 s.f.	--	--	--	900
Transit Impact Area Office (000)	--	250 s.f.	250	150	650
Rental Apts. (DU)	--	150 D.U.	150	280	580

<sup>1</sup>The recently announced Freedom Tower Plaza project will feature a 500-room hotel, 529 condominiums, 30,000 sq.ft. of retail shops, a conference and office center and a 600 car parking garage. The aggregate square footage is estimated to be 900,000 square feet.

TABLE XII  
 ANTICIPATED ASSESSED VALUATION  
 FREEDOM TOWER BLOCK & TRANSIT IMPACT AREA  
 1985 - 1988  
 (Millions of 1980 Dollars)

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>Total</u>
Freedom Tower	\$170	--	--	--	\$ 170
Transit Impact Area <sup>1</sup>	--	\$ 37	\$ 37	\$37.4	111.4
Totals	<u>\$170</u>	<u>\$ 37</u>	<u>\$ 37</u>	<u>\$37.4</u>	<u>\$ 281.4</u>

TABLE XIII  
 AGGREGATED TAX INCREMENT ANALYSIS  
 FREEDOM TOWER BLOCK & TRANSIT IMPACT AREA  
 (1980 Dollars)

	<u>Total Assessed Value Within Project Area</u>	<u>Assessed Valuation Increment</u>	<u>Tax Rate</u>	<u>Tax Increment</u>	<u>Tax Increment Available for Debt Service</u>
1980-1981 Base Value	\$ 4,663,100	---	--	---	---
1985-1988	\$281,400,000	\$276,736,900	19.4	\$5,368,695	\$4,295,000

<sup>1</sup>See assumptions regarding Private Development Costs and Values in Appendix.

From the above analysis (Tables XII and XIII) approximately \$4,295,000 in tax increment will be available between 1985-1988 for debt service. The City could issue approximately \$32,000,000 worth of tax increment allocation bonds assuming the bonds have a 20 year principal amortization schedule.

Additional financing for Southeast Overtown may come from the assessed value increment within the Overtown Transit Redevelopment Area, just south of the subject area. The anticipated development program and schedule for the Overtown Transit Redevelopment Area is presented in Table XIV.

TABLE XIV

ANTICIPATED DEVELOPMENT SCHEDULE  
OVERTOWN TRANSIT REDEVELOPMENT AREA  
1985 - 1988

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>Total</u>
Given: A. Hotel (RMS)	--	150	--	--	150
B. Housing (DU)	70	220	70	140	500
C. Office (000)	--	100	125	--	225
D. Retail (000)	--	30	20	10	60

TABLE XV  
 ANTICIPATED ASSESSED VALUATION  
 OVERTOWN TRANSIT REDEVELOPMENT AREA  
 (Millions of 1980 Dollars)

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>Total</u>
Given: A. Hotel	--	5	--	--	5
B. Housing	\$3.1	9.9	3.2	6.3	22.5
C. Office	--	8	10	--	18
D. Retail	--	1.8	1.2	.6	3.6
Totals	\$3.1	24.7	14.4	6.9	49.1
Cumulative Totals	--	27.8	42.2	49.1	--

Table XV shows that the total value of the project area in 1988 may approach \$49,100,000. Given a 1981 assessed value of \$2,855,000 for the Overtown Transit Redevelopment Area, the assessed valuation increment will equal \$46,240,000.

TABLE XVI

AGGREGATED TAX INCREMENT ANALYSIS  
OVERTOWN TRANSIT REDEVELOPMENT AREA  
(1980 Dollars)

<u>Year</u>	<u>Total Assessed Value in Area</u>	<u>Assessed Valuation Increment</u>	<u>Tax Rate</u>	<u>Tax Increment</u>	<u>Tax Increment Available for Debt Service</u>
1980-1981 Base Value	\$ 2,855,000	---	--	---	---
1985-1988	\$49,100,000	\$46,245,000	19.4	\$897,000	\$718,000

As shown in Table XVI, approximately \$897,000 in tax increment revenue will flow to the City upon completion of the Overtown Transit Area Redevelopment schedule. Assuming a 1.25 tax increment revenue coverage of debt service, \$718,000 of tax increment will be available for debt service by 1988. A debt service of this amount will support a total tax increment allocation bond issue of \$5,430,000, between 1983-1985, given a 12% average interest rate and a 20 year principal amortization schedule.

The City plans to utilize Urban Mass Transportation Initiatives funds to finance necessary public improvements within the Overtown Transit Redevelopment Area (see Overtown Transit Redevelopment Area Environmental Impact Statement, 1981). The proceeds from the sale of bonds secured by the tax increment revenue generated from new development

within the Overtown transit area will, therefore, become a valuable resource.

The cash flow analysis presented on the next page, Table XVII, determines the maximum level of public expenditure within Overtown on a yearly basis. This expenditure flow is subject to the previously discussed bonding capacities, Overtown Public Investment Program Budget, the timing of the tax increment bond issues, the public investment program and schedule for the Transit Impact Area, bond related expenses and debt service reserve requirements. According to the findings of the cash flow analysis, Overtown may accomplish the redevelopment goals set forth in this plan in accordance with the expenditure schedule depicted in Table XVIII.

TABLE XVII  
 PRECURSORY CASH FLOW ANALYSIS  
 OVERTOWN  
 (000's of 1980 Dollars)

	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>
Public Development Expenses								
Transit Impact Area								
Site Improvements		1000	--	1000				
Parking Structures		1750	1750	3000				
Land Acquisition		1600	1600	--				
Sub-Total, TIA		4350	3350	4000				
Overtown								
Land Acquisition/Reloc.	--	1000	--	750	2025	3043	205	
2nd Mortgage Program (Loans)	3005	--	1915	1085	1440	2400	2155	
Last Resort Housing	1000	1000	--	3700	3000	1700	--	
Infrastructure	--	225	745	575	455	--	--	
Rehab: Comm. & Res. (Loans)	--	--	--	250	--	390	367	
Sub-Total, Overtown	4005	2225	2660	6360	6920	7533	2727	
Sub-Total, Hard Costs	4005	6575	6010	10360	6920	7533	2727	
Bond Related Expenses								
Issuance	240	300	200	240	200	180		
Capitalized Interest	1440	1800	1200	1440	1200	540		
Debt Service Res. Fund	790	990	660	790	660	594		
Debt Service Payment	--		790	1780	2440	3230	3890	4484
Sub-Total, Soft Costs	2470	3120	2850	4250	4500	4544	3890	4484
Total Public Development Expenses	6475	9695	8860	14610	11420	12077	6617	4484

Table continued. . . .



TABLE XVII, continued

	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>
Public Revenue								
TIF Bond Proceeds	6000	7500	5000	6000	5000	4500	--	--
External Tax Increment <sup>1</sup>	--	--	3265	3930	5126	6130	6267	6267
Overtown Tax Increment <sup>2</sup>	--	36	79	130	230	310	380	445
Land Sale Proceeds TIA	--	1500	1500	--	--	--	--	--
Interest on Capitalized Interest	172	302	252	244	230	136	--	--
Interest on Debt Service Reserve	95	213	292	387	465	595	595	595
Overtown Loans: Debt Service Receipts <sup>3</sup>	--	152	152	250	316	396	536	662
Cash Flow Carryover	--	242	278	3464	795	1562	2467	--
Interest Accrued on Idle Balances <sup>4</sup>	450	695	753	1000	820	915	185	--
Total Revenue	6717	9973	11571	15405	12982	14544	10430	7969
Cash Flow	242	278	3464	795	1562	2467	3813 <sup>5</sup>	3485

<sup>1</sup>Transfer of tax increment revenue from Freedom Tower Block, Transit Impact Area and Overtown Transit Redevelopment Area. At build out of these three project areas, the aggregate tax increment is projected to be \$6,267,000/year capable of supporting \$47,500,000 of tax increment bonds at 12% average interest, 20 year amortization.

<sup>2</sup>Estimated tax increment generated from Overtown redevelopment between 8th Street and 11th Street.

<sup>3</sup>Debt service computed at 3% average interest, amortized over a 20 year period.

<sup>4</sup>The draw down on available revenue is assumed to be quarterly at .25/quarter. The interest rate = 12%.

<sup>5</sup>Revenues in excess of debt service requirement are assumed to revert back to local tax authority starting in 1989.

TABLE XVIII

OVERTOWN: SCHEDULE OF PUBLIC EXPENDITURES  
(Millions of 1980 Dollars)

<u>Total</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>
\$32.43	4.005	2.225	2.660	6.360	6.920	7.533	2.727

Given the schedule of Public Expenditures for Overtown, the cash flow model also proposes a schedule of expenditures for each main line item of the public investment program identified previously in Table X.

Based upon the assumptions and estimates utilized for the purposes of this preliminary analysis, the projected results indicate that the proposed redevelopment plan for Overtown would be able to generate sufficient cash flow, including tax increment from identified external development during the projection period to meet ex-

penses and debt service requirements. The cash flow model projects that by the anticipated completion of the public investment program in Overtown, 1990, revenues in excess of debt service requirements may approximate \$3,485,000. Revenue coverage of debt service is, therefore, projected to approach 1.8 x on a yearly basis.

The tax increment revenue coverage of debt service by 1990 is projected to be 1.4 x. Revenues in excess of debt service are proposed to revert back to the local tax authority starting in 1989.

2. Park West: Financed Through Endogenous Development

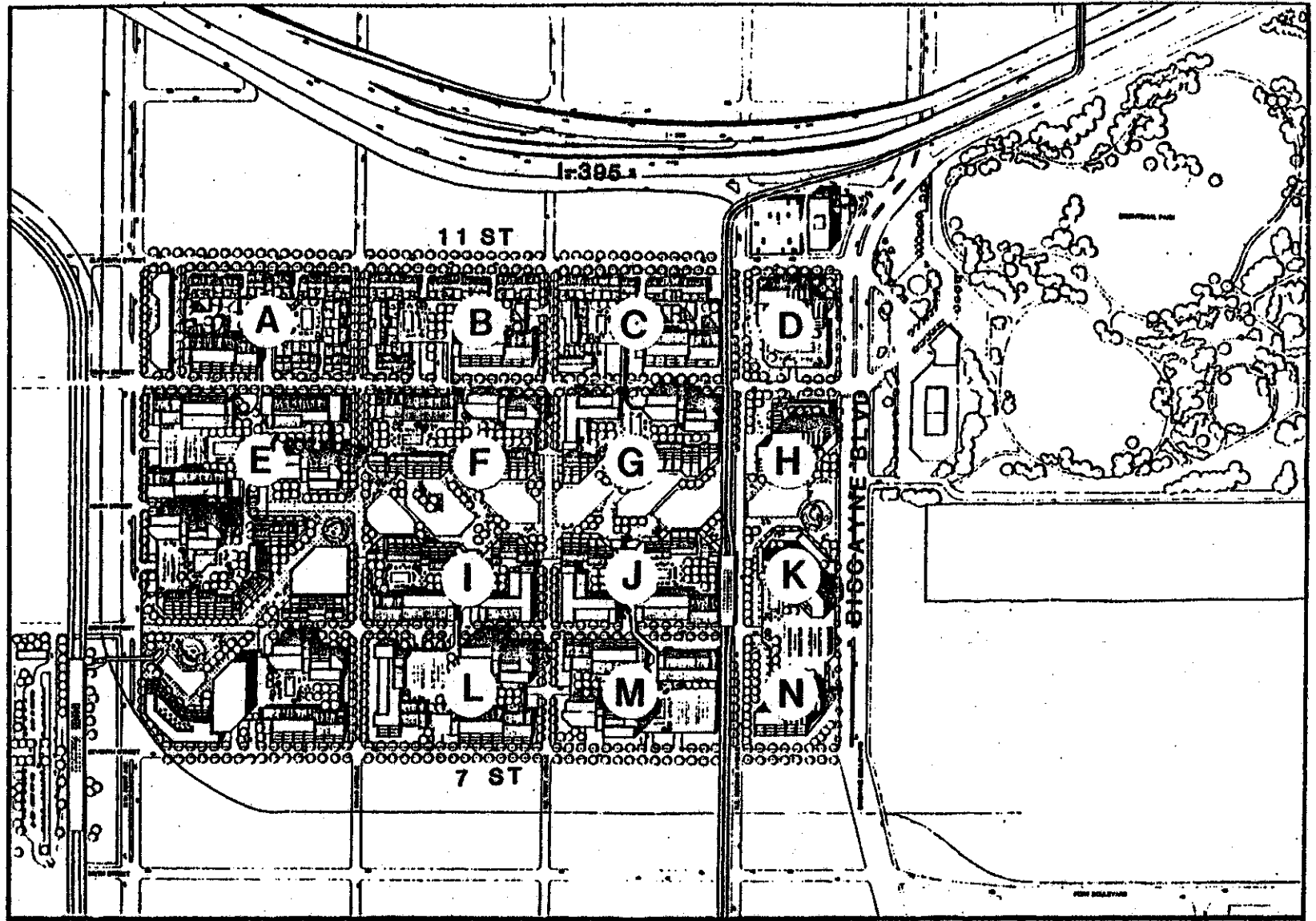
Table XIX describes the development program and schedule for Park West. The letters with each number, for example H/25, indicate the block in which that

development program element would be located. See Conceptual Redevelopment Plan, Map 15, for specific block location.

TABLE XIX  
DEVELOPMENT PROGRAM  
PARK WEST  
1985 - 1991

<u>Development Program Elements</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>Totals</u>
Year	1	2	3	4	5	6	7	Totals
Waterfront Condominiums	N/150	D/150	H/150	K/150	--	--	--	600
Waterfront Office (000 sq. ft.)	N/100	D/100	H/100	K/100	--	--	--	400
Waterfront Retail (000 sq. ft.)	N/25	D/25	H/25	K/25	--	--	--	100
Duplex Condominiums	--	C/90	C/90	B/90	B/90	A/100	A/100	560
Condominium Apartments	--	G/90	G/90	J/180	F&I/360	M/360	L/180	1260
Rental Apartments	--	E/215	E/215	--	L/180	--	--	610
Specialty Retail (000 sq. ft.)	--	--	--	--	G&J/100	--	F&I/100	200

The assessed value from increment of this new development is as follows in Table XX.



**PARK WEST CONCEPTUAL REDEVELOPMENT PLAN** MAP NO. 15

TABLE XX

ANTICIPATED ASSESSED VALUATION  
PARK WEST<sup>1</sup>  
(Millions of 1980 Dollars)

	<u>Total</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Assessed Value of New Development	\$410.6	34.6	72.1	73	67	73	52.3	38.6

TABLE XXI

AGGREGATED TAX INCREMENT ANALYSIS  
PARK WEST  
(1980 Dollars)

	<u>Total Assessed Value Within Project Area</u>	<u>Assessed Valuation Increment<sup>2</sup></u>	<u>Tax Rate</u>	<u>Tax Increment</u>	<u>Tax Increment Available for Debt Service</u>
1981	\$ 28,381,000	-0-	19.4	---	
1985-1991	410,600,000	\$382,219,000	19.4	\$7,415,000	\$5,932,000

Approximately \$5,932,000 of tax increment revenue will be available between 1985-1990 for debt service. This amount will support a "peak debt" bond issue of roughly

\$45,000,000 at 12% average interest rate amortized over a 20 year period.

<sup>1</sup>See Private Development Costs and Values in Appendix. Assessed value also includes the residual area (not subject to new development) value.

<sup>2</sup>Potential homestead exemptions are not incorporated into this precursory analysis. The detailed financial analysis for each bond issue will adjust assessed value increments to reflect projected homestead exemptions.

TABLE XXII  
 PRECURSORY CASH FLOW ANALYSIS  
 PARK WEST  
 (000's of 1980 Dollars)

	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Public Development Expenses									
Site Preparation	1300	2215	1346	2047	2470	1190	--	--	--
Administration <sup>1</sup>	350	350	350	350	350	350	350	350	
Land Acquisition	3263	3263	4242	5448	4759	5000	--	--	--
Rental Parking Structures <sup>2</sup>	--	3000	2500	--	2050	--	--	--	--
Rental Apt. Const. Subsidy <sup>3</sup>	--	--	3225	3225	--	2700	--	--	--
Subtotal Public Dev. Costs	4913	8828	11663	11070	9629	9240	350	350	--
Issuance Expense	200	360	400	360	240	200	--	--	--
Capitalized Interest	1200	2160	2400	2160	1440	1200	--	--	--
Debt Service Reserve Fund	661	1188	1322	1188	792	661	--	--	--
Debt Service Payment	--	--	661	1849	3171	4359	5151	5812	5812
Subtotal Bond Costs	2061	3708	4783	5557	5643	6420	5151	5812	5812
Total Expenses	6974	12536	16446	16627	15272	15660	5501	6162	5812

Table continued. . . .

TABLE XXII (continued)

	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Public Revenue									
Bond Proceeds	5000	9000	10000	9000	6000	5000	--	--	--
Park West Tax Increment	--	--	640	1960	3300	4510	5740	6684	7415
Land Sale Proceeds	2500	2500	3700	4440	4000	4500	--	--	--
Interest on Capitalized Int.	144	330	415	403	303	230	72	--	--
Interest on Reserves	80	221	380	523	618	697	697	697	697
Cash Flow Carry Over	--	1250	1655	1451	2302	2321	2708	4729	--
Int. Accrued on Idle Balances	500	890	1107	1152	1070	1110	1013	--	--
Total Revenue	8224	14191	17897	18929	17593	18368	10230	12110	8112
Cash Flow from Operations	1250	1655	1451	2302	2321	2708	4729	5948	2300

<sup>1</sup>Overtown's Administrative Budget is included in the Park West Administrative Budget.

Parking garages with 915 spaces @ \$7500/space. The 610 rental units will, therefore, have 1.5 spaces/unit. 10% construction contingency account is included in total expenses. The account is assumed to be drawn upon in full during the construction period.

Rental apartments will be targeted at moderate income households (80%-120% median income for City). The average amount of construction subsidy required to equate the sales price of these units to the demand price of moderate income households is assumed to be \$15,000/unit.

The drawdown on available revenue is assumed to be quarterly @ .25/quarter. The interest rate = 12%/year.

Revenues in excess of debt service are assumed to revert back to local tax authority starting in 1990.

The total value of public investment within the Park West portion of the District between 1983-1991 equals \$56.043 million. Land sale proceeds are anticipated to approach \$21.640 million. Therefore, the net value of public investment may equal \$34.403.

Table XXII presents the findings of a cash flow analysis employed to determine a bonding strategy (i.e. how much in which years) required to cover the costs associated with a given public investment program including an incremental land assemblage strategy scheduled for Park West occurring between 1983-1989. The analysis suggests that six tax increment allocation bonds be issued between 1983-1988 (inclusive) totaling \$44 million. Based upon the assumptions and estimates utilized for the purposes of this preliminary analysis, the projected results indicate that the proposed redevelopment plan for Park West would be able to generate sufficient cash flow during the projection period to meet expenses and debt service requirements. The cash flow model projects that by the close out of the redevelopment program in 1991, the revenue coverage of debt service generated on a yearly basis will approach 1.4 x. The tax increment coverage of debt service will approximate 1.28 x. Revenues in excess of debt service requirement are proposed to revert back to the local tax authority starting in 1990.

### 3. Conclusion

The total value of bond proceeds required to finance planned public investments throughout the Park West/Overtown Tax Increment District may approach \$78 million. The revenue coverage of debt service generated within the entire district by 1990 will approach 1.56 x.

Subtracting out projected administrative expenses from the Park West cash flow analysis (because it is a district-wide expense financed totally out of revenues generated by the Park West subarea) the total value of planned net-public investment within the Overtown subarea is expected to approximate the total value of planned net public investment within the Park West subarea between 1983-1993.

Each dollar of net public expenditure within the Park West subarea is expected to generate approximately \$12 of private investment within the same area. The private expenditure to public expenditure leveraging ratio within Overtown is anticipated to approach 1.

It must be recognized that in order to attain the projected operating results of this Plan any unforeseen increase in the cost to the City of a particular parcel of land, possibly brought on by the phasing of acquisition, must be accom-



panied by an equivalent increase in land sale proceeds payable to the City for this same piece of property. Unless this cost can be passed on to the developer (all else constant), net public expenses will rise and, as a consequence, other program elements will suffer budget cutbacks.

The attempt to combat such a problem by increasing revenues through additional tax increment bond sales may seriously jeopardize the project's success because the projected revenue coverage of debt service ratios are not showing much slack in the eyes of bond purchasers under the assumed market conditions.

L. Management Plan and Schedule

The implementation of the Southeast Overtown/Park West Community Redevelopment Plan will entail a concerted effort by both the public and private sectors and the assumption of a leadership role by the Park West Association within the Park West sector and the Southeast Overtown Park West Community Redevelopment Ad HOC Committee within Overtown sector.

A Project Management Committee will be established to insure continuous inter-governmental coordination during the redevelopment process. The Committee will include representatives of appropriate City and County departments and agencies, representatives of the Park West Association and the Overtown Advisory Board. Initially the key personnel for the S.E. Overtown/Park West Plan will be Project Manager and a senior City of Miami official to insure minority participation. Additional staff may be assigned as deemed necessary.

The following redevelopment schedule has been established for the implementation of the Park West and Overtown Rehabilitation Demonstration Area Projects. Implementation of the Overtown Transit Station Area Project will commence in early 1983.

Proposed Redevelopment Schedule for Tax Increment Funded Projects.

Sept 1982

Approval of Southeast Overtown/Park West Community Redevelopment Plan by County Commission.

- . Prepare and adopt Tax-Increment Trust fund (TIF) ordinance.  
Tax-cap effective January 1983.

October 1982 - February 1983

- . Approve DRI and secure City development order.
- . Develop detailed urban design guidelines and prepare prospectuses of offering and draft disposition agreements for development.
- . Market/solicit developer(s) interest.

March 1983 - August 1983

Advertise development prospectus(es) of offering.

- . Receive, review and recommend selection of Developer(s) proposal(s).
- . Select Developer(s).
- . Negotiate development and disposition agreements.
- . Sign development and disposition agreements.

September 1983 - February 1984

- . Undertake bond feasibility study; prepare bond prospectus(es); validate, rate and market bond.
- . Developer(s) seek construction and permanent financing commitment(s).
- . Developer(s) complete design and engineering working drawings for project development.
- . Complete design and engineering

working drawings for public and infrastructure improvements.

- . Issue letter of intent to acquire property(ies).
- . Complete appraisals and review appraisals of property(ies) to be acquired.
- . Negotiate with property owner(s) for acquisition.
- . Begin procedure for the relocation of affected businesses and residents.

March 1984 - August 1984

- . Sell bonds.
- . Establish Second Mortgage Fund for Overtown.
- . Establish Rehabilitation Loan Fund for Overtown
- . Developer(s) closing.
- . Property owner(s) closing or quick-take.
- . Relocate business(es) and/or residents.
- . Begin project(s) construction.

September 1984 - June 1985

- . Complete project(s) construction.
- . Sell, lease, rent finished residential units and commercial space.

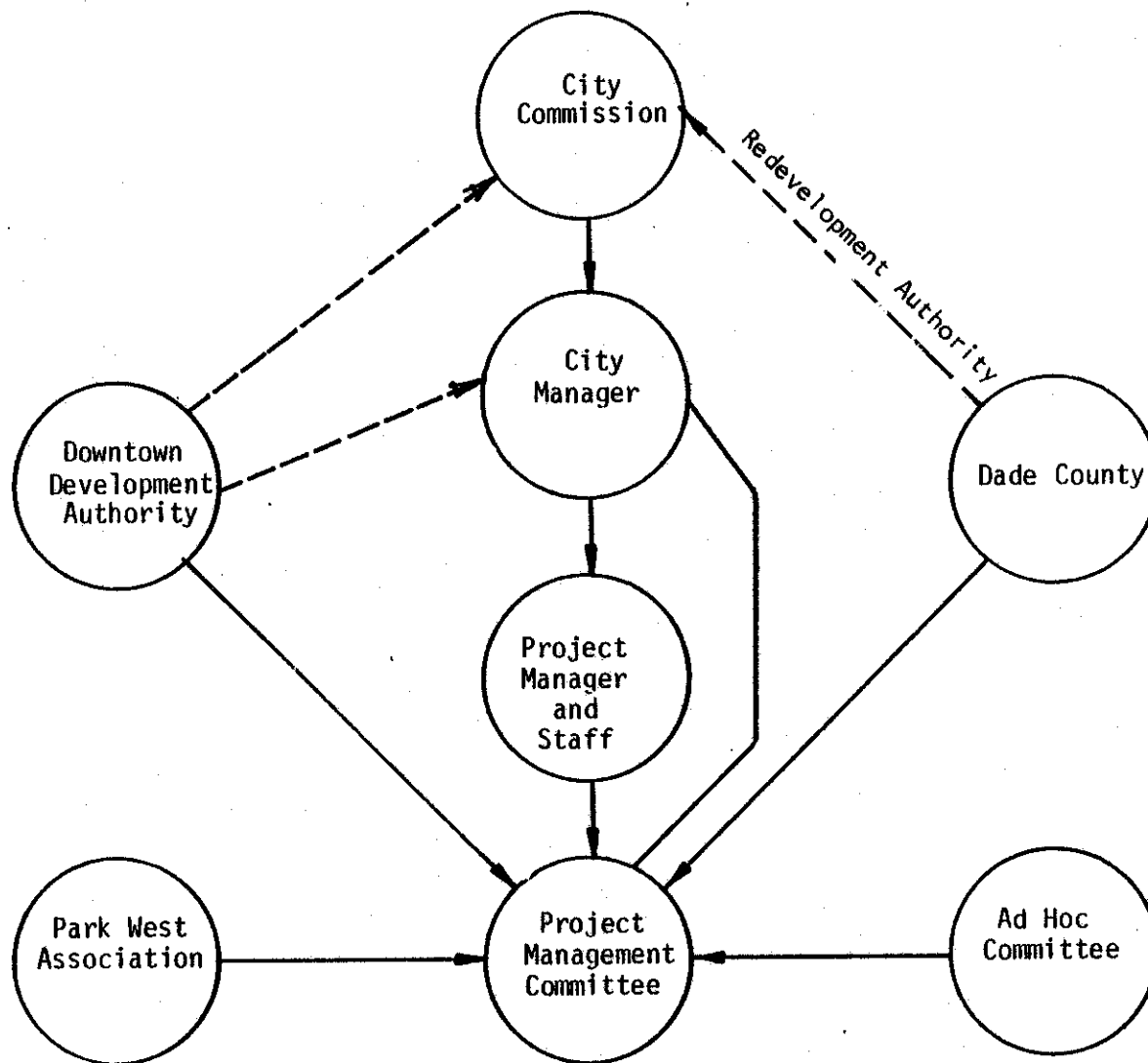
July 1985 - December 1990

- . Complete entire redevelopment program.
- . Market and occupy project(s).

The City of Miami through the Community Development Block Grant Program will continue to fund the rehabilitation of multi-family structures within the Reha-

ilitation Demonstration Area in order to encourage the continued revitalization of the area prior to the establishment of a rehabilitation loan program funded through the sale of bonds.

SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT  
MANAGEMENT PLAN



## M. Historic Preservation Plan

### Overtown

While the thrust of the SE/Overtown Park West Community Redevelopment Plan calls for the clearance of large areas of the Overtown Community south of N.W. 11th Street and east of I-95 there will be a major effort by both of public and private sectors to preserve and to enhance the cultural and historic identity of the area. The Black Archives, History and Research Foundation of South Florida has developed the following program for the area which will be utilized as a guide in the redevelopment process.

Objectives of the program include:

Effectively communicate information and develop broad based awareness and appreciation of historic achievements of the Black community through exhibits, special events, tours, and the media.

Develop a magnet area within the target community for the purposes of: (1) re-establishing a special identity for Culmer-Overtown by focusing one era in its history, the "Little Broadway" jazz era; (2) to establish interest in the Afro-Caribbean heritage by encouraging tourism, trade and cultural exchanges. Develop these themes to attract night clubs and restaurants; programming special cultural events, designing signs, street furniture and public plaza spaces; and creating promotional literature for tourism and local marketing.

Preserve, where feasible, surviving buildings which represent important links to persons, activities or events of major significance in the past.

Encourage new development to incorporate uses which would contribute to the vitality of the district such as stores, nightclubs, restaurants, theaters.

Encourage new buildings to incorporate selected design elements from the past which reflect special cultural or thematic feelings which are relevant today and should be re-established.

Recommended Actions include:

#### 1 - Preservation of existing historic buildings.

Consideration will be given to the preservation of all of the identified historic buildings, wherever structural conditions and cost of rehabilitation might be favorable. However, recognizing that overall economic revitalization plans for Overtown require extensive new development, emphasis should be placed on preservation of the following historic structures, which are considered to be of major importance (located within SE Overtown Planning areas boundaries:

##### a. Churches

Greater Bethel A.M.E. Church, Northwest 8th Street and 2nd Avenue.

Mt. Zion Baptist Church, Northwest 3rd Avenue and 9th Street.

Building which was formerly the Lyric Church Northwest 2nd Avenue and 8th Street and the adjacent building.

Building which was formerly Ebenezer Church, Northwest 11th Street and 3rd Avenue.

b. Businesses

\*Cola Nip Building, 233-5 Northwest 9th Street.

\*X-Ray Office Building, 171 Northwest

\*Carver Hotel, corner Northwest 9th Street and 3rd Avenue.

Stirrup Building, corner Northwest 8th Street and 3rd Avenue.

Longshoreman's Hall, Northwest 2nd Avenue and 8th Street.

Stewart-Scott Building, Northwest 2nd Avenue and 10th Street.

Dr. Davis' Office Building, Northwest 2nd Avenue and 10th Street.

Judge L. E. Thomas' Office Northwest 2nd Avenue and 10th Street.

Ward Rooming House, Northwest 9th Street and 3rd Avenue.

Clyde Killens' residence & business, corner, Northwest 2nd Avenue and 11th Street.

Lyric Theatre and the adjoining building

Clyde Killens' Recreation Hall, Northwest 2nd Avenue and 10th Street.

c. Residences

\*Dorsey House, Northwest 9th Street and 2nd Avenue.

\*Killens House, corner, Northwest 2nd Avenue and 11th Street.

\*Rooming house corner of 3rd Avenue and 10th Street.

\*Mitchell House, 223 Northwest 7th Street.

Possible preservation strategies must be studied for each of the above buildings individually. Among the factors to be considered are: ownership, need for repairs, economic productivity, potential for new uses, eligibility for federal tax benefits, location and relationship to planned redevelopment sites, potential for moving to a new site, potential sources of funding. Buildings preceded by an asterisk are considered to be of first priority concern because of imminent threats of demolition, deterioration or vandalism. Buildings for which extensive work is scheduled include:

Dorsey House)	Metro-Dade County - CD
X-Ray Clinic)	funds are available to begin rehabilitating these buildings.

2. Establish an Historic District

The City of Miami Heritage Conservation Ordinance provides the option of designating individual historic buildings or an historic district covering a degree of protection to historic buildings by requiring that any demolition, alteration, or new construction be approved by a special review board.

The "HC" ordinance also permits certain modifications to zoning and building code regulations where necessary to make preservation economically or architecturally feasible.

Initially, priority should be given to the individual historic buildings that were listed with asterisks in the aforementioned section:

1. Dorsey House NW 9th Street and 3rd Avenue
2. X-Ray Clinic, NW 1st Avenue and 11th St.

3. Lewis House, corner NW 4th Avenue and 8th Street.
4. House, corner NW 3rd Avenue and 10th Street.
5. Chapman residence, NW 5th Court and 13th Street.
6. Mitchell residence, NW 3rd Avenue and 7th S Street.

Concurrently, immediate work should proceed on designating Culmer/Overtown historic district. Extensive additional historical research and documentation is required as legal justification of any historic district.

The boundaries for the proposed historic district are: north, Northwest 14th Street; south, Northwest 9th Street; east, Northwest 3rd Avenue; west, Northwest 1st Avenue.

3. Nominate most notable structures to the National Register of Historic Places.

A selected list of buildings will be nominated for listing on the National Register. This list will be developed based upon the analysis of preservation strategies for individual buildings recommended above. Particular consideration will be given to commercial buildings operated by profit-making entities that could utilize the tax benefits.

4. Recreate the feeling and atmosphere of "Historic Overtown" with an Afro-American-Caribbean theme through the following actions:

- Provide incentives or requirements for retail stores at the ground level on selected commercial blocks.
- Provide incentives for jazz clubs.
- Permit controlled street vendors and outdoor markets.

- Utilize the special zoning incentives in the HC ordinance for preservation of existing historic structures.
- Develop landscaping standards utilizing historical and thematic plant materials.
- Consider possible design guidelines for new construction that would encourage selected elements of historic building forms to be incorporated into the design of new buildings.
- Establish a VIP Convention Center for local organizations with national and international chapters.
- Establish a first class residential village containing a cluster of restored buildings.
- Establish a permanent center to exhibit ongoing collections unique to the black experience.
- Placement of historic markers delineating historic sites (including sites now vacant or redeveloped).
- Placement of distinctive street furniture wherever redevelopment plans call for new improvements to sidewalks and plaza spaces such as paving, benches, signs, trash cans, landscaping, etc., an opportunity exists to design such the "Little Broadway" jazz era. Public plaza, street, sidewalk and park improvements should be designed to accommodate the special cultural events.
- Program activities and events that recreate the former vitality and atmosphere of the Community including:
  - a. Hold jazz concerts within the proposed district.
  - b. Plan for the establishment of an annual Historic Overtown Cultural Arts Festival reminiscent of the jazz era.
  - c. Establish an international cultural complex featuring activities reminiscent of the nineteen thirties, forties, and fifties where artists can receive training as well as perform in concert.

d. Encourage families from all over the world to hold annual family reunions in Dade County, particularly in the Historic Overtown district.

1. Establish oratorical national competition.
2. Culinary contests specializing in soul food from the Caribbean and Southern States.
3. Hair styling contest.
4. Establish a hall of fame, annual recognition of national figures.
5. Establish a tennis tournament or some other sports event.

e. Encourage the establishment of legitimate theater, writers, and artists workshop; and first class night clubs and restaurants based on the guidelines of the Historic district.

f. Encourage the establishment of manufacturing as well as other related businesses for the arts, i.e. manufacturing and distributing equipment and supplies for dancing, music, art, etc.

g. Encourage the establishment of tours of local historical sites and landmarks:

- a. Bus Tours to visit sites county-wide
- b. Mini-tours for sites within the district.

h. Encourage the establishment of a Tourist information center which would direct tourists to attraction, restaurants, hotel accommodations, and historical sites throughout Dade County.

i. Encourage the establishment of specialty shops which feature products of Africa, the Caribbean and the Southern States.

- a. Restaurants, caterers, etc.
- b. Photographer's studio specializing in passports.
- c. Bookstores and art galleries.

j. Establish a "Saturday Marketplace" where vendors are allowed to set up in a designated street block or public plaza - featuring ethnic foods, crafts, fresh produce, artwork, etc.

k. Establish a VIP Convention Center for local organizations with national and international chapters.

l. Establish a first class residential village containing a cluster of restored buildings.

m. Establish a permanent center to exhibit on-going collections unique to the black experience.

#### Park West

While the Park West Plan calls the removal of all structures between NW 7th - 11th Street, structures located south and north of the impact area which have historic and cultural significance to the overall Miami Community should be preserved when economically feasible. Special attention will be given to the Freedom Tower.

Properties of major architectural, historical and/or contextual significance include:

500 NE 1st Avenue	Central Baptist Church
505 NE 2nd Avenue	
521 NE 2nd Avenue	
545 NE 2nd Avenue	Valencia (Gibson) Hotel
135 NE 5th Street	
49 NE 5th Street	Salvation Army Citadel
600 Biscayne Blvd.	Freedom Tower

These buildings reflect the wide variety of architectural styles common to Miami, particularly Mediterranean Revival and frame and masonry vernacular structures. Two of the buildings, however, are examples of styles unusual to Miami: Venetia Gothic (Salvation Army Citadel) and Neo-Palladian (Central Baptist Church). The preservation of these structures should be included in any redevelopment project.



V APPENDIX

PRIVATE DEVELOPMENT COSTS

Condominiums:	\$ 138,000/DU
Office Space:	\$ 100/sf
Retail:	\$ 80/sf
Duplex and Mid-rise:	\$ 126,000/DU
Condominium Apartments:	\$ 100,000/DU
Rental Apartments:	\$ 80,000/DU
Specialty Retail:	\$ 80/sf

TABLE  
FINANCIAL PRO FORMA  
TYPICAL 12 UNIT CBS APARTMENT BUILDING  
OVERTOWN NEIGHBORHOOD  
SUBSTANTIAL REHABILITATION

Assuming a rehabilitation cost of \$120,000 or \$10,000 per unit through a 3 per cent, 20-year direct rehabilitation loan.

Gross Rental Revenue at an average of \$190.00 per du:	\$27,360	
Less Vacancy Allowance at 5%:	\$ 1,368	
Gross Effective Revenue:		\$25,992
Operating Expenses:	\$ 7,500	
Real Estate Taxes:	\$ 3,600	
Fixed Charges:		\$13,492
Existing Debts:	\$5,500	
Rehabilitation Loan:	\$7.992	
Total Operating Expenses, Taxes and Fixed Charges:		\$24,592
Net Revenue:		\$ 1,400
Equity:		\$11,200
Estimated REturn on Investment:		12.5%

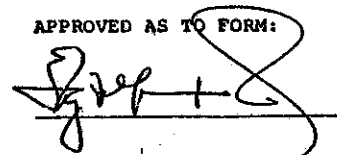
MEMORANDUM OF AGREEMENT  
PARK WEST REDEVELOPMENT

In order to provide for the effective administration and implementation of the proposed Park West Redevelopment Plan, it is hereby agreed that the City of Miami (City) and the Park West Association (PWA) will co-operate within the following framework:


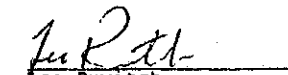

1. The Park West Association will be recognized as an official Park West Redevelopment Project Area Committee.
2. A representative of the Park West Association will participate in the hiring of the Park West Redevelopment Project Manager, during the interviewing or selection phase with the final hiring choice exercised by the City Manager.
3. The Park West Management Committee, appointed by the City Manager, will include two representatives from the Park West Association designated by the Executive Committee of the Association.
4. The Park West Project Manager will make regular monthly progress reports to the Park West Association.
5. The Executive Committee of the Park West Association will be asked to review and endorse the proposed Park West Redevelopment Plan, developer selection and other major implementation decisions prior to formal action by the Miami City Commission.
6. The Park West Association Land Disposition and Acquisition Committee will participate in the development of the Acquisition and Disposition Guidelines and be asked to endorse such guidelines prior to their presentation and approval by the City Commission.
7. The Park West Association Business Relocation and Retention Committee will participate in the development of the Relocation and Retention Guidelines and be asked to endorse such guidelines prior to their presentation and approval by the City Commission.

8. One year following plan approval and the authorization to proceed by the City Commission and County Commission, the City Manager will evaluate the progress of the project and recommend any changes in the organization and procedures required to successfully carry out the project. This report will be reviewed with the Park West Civic Association prior to presentation to the City Commission.

APPROVED AS TO FORM:



AGREED TO SEPTEMBER \_\_, 1981

  
Howard V. Gary  
City Manager  
City of Miami  
Lee Ruwitch  
President  
Park West Association  
Tom Cromor  
Secretary/Treasurer  
Park West Association

MEMORANDUM OF AGREEMENT  
OVERTOWN REDEVELOPMENT

In order to provide for the effective administration and implementation of the proposed Overtown/Park West Redevelopment Plan, it is hereby agreed that the City of Miami (City) and the Overtown Advisory Board (OAB) will cooperate within the following framework:

1. The Overtown Advisory Board will be recognized as an official Overtown redevelopment monitoring and advisory committee.
2. The Park West Management Committee, appointed by the City Manager, will include two representatives from the Overtown Advisory Board.
3. The Overtown Redevelopment Coordinator will make regular monthly progress reports to the Overtown Advisory Board.
4. The Overtown Advisory Board will be asked to review and endorse the proposed Overtown/Park West Redevelopment Plan, developer selection and other major implementation decisions prior to formal action by the Miami City Commission.
5. The OAB Disposition and Acquisition Task Force will participate in the development of the acquisition and disposition guidelines and be asked to endorse such guidelines prior to their presentation and approval by the City Commission.
6. The OAB Business Relocation, Development and Retention Task Force will participate in the development of the relocation and

retention guidelines and be asked to endorse such guidelines prior to their presentation and approval by the City Commission.

7. One year following plan approval and the authorization to proceed by the City Commission and County Commission, the City Manager will evaluate the progress of the project and recommend any changes in the organization and procedures required to successfully carry out the project. This report will be reviewed with the Overtown Advisory Board prior to presentation to the City Commission.

APPROVED AS TO FORM: AGREED TO \_\_\_\_\_, 1982

\_\_\_\_\_  
City Manager

\_\_\_\_\_  
Chairperson  
Overtown Advisory Board

\_\_\_\_\_  
Vice Chairperson  
Overtown Advisory Board

\_\_\_\_\_  
Secretary  
Overtown Advisory Board

MEMORANDUM OF AGREEMENT  
PARK WEST REDEVELOPMENT

In order to provide for the effective administration and implementation of the proposed Park West New Town-in-Town and for the simultaneous redevelopment of Overtown, It is hereby agreed that the City of Miami (City) and the Downtown Development Authority (DDA) will cooperate towards the end of achieving the proposed redevelopment within the following framework:

- (1) The City of Miami will exercise the authority to undertake Park West redevelopment as granted by the Dade County Commission.
- (2) The City Manager, acting with the advice of the Executive Director of the Downtown Development Authority, shall appoint a Special Assistant to the City Manager with the sole responsibility of managing and implementing the Park West Redevelopment Project as project manager.
- (3) The City Manager will appoint a Park West Project Management Committee to ensure close inter-governmental coordination during the life of the redevelopment project. The Committee will consist of at least the following members:
  - a) City Manager or his designee
  - b) Executive Director, Downtown Development Authority
  - c) Overtown Redevelopment Director
  - d) Park West Redevelopment Director
  - e) Director, Dade County, Department of Housing and Community Development
  - f) Director, Dade County, Office of Community and Economic Development
  - g) Director, City of Miami, Department of Community Development
- (4) The Park West Project Manager will make regular monthly progress reports to the Board of Directors of the Downtown Development Authority.
- (5) The Board of Directors of the Downtown Development Authority will be asked to review and endorse the proposed Park West/Overtown redevelopment plan, developer selection and other major implementation decisions prior to formal action by the Miami City Commission, with the understanding that lack of endorsement by the Downtown Development Authority does not preclude favorable City Commission consideration.

(6) The City of Miami will contract with the Downtown Development Authority to provide technical, staff and consultant management services to the Park West Project in the following areas:

- (a) assist City staff and consultants in the preparation of the Development of Regional Impact Statement;
  - (b) prepare development guidelines and urban design controls to establish a legal and physical framework for development;
  - (c) prepare and implement a marketing strategy aimed at attracting residents, businesses and the most qualified developers to the project area. The City will take the lead in Citizen Participation elements of plan implementation with the Downtown Development Authority assisting;
  - (d) assist the City in the review of developer proposals; and
  - (e) provide staff support as needed to maintain management continuity and the appropriate level of effort required for successful implementation of the Park West Project.
- (7) The Executive Director of the Downtown Development Authority or his designee shall assist the City during the selection of all outside consultants who are to be retained for the purposes of undertaking the Park West Redevelopment Project.
- (8) In order to ensure a smooth transition from the Downtown Development Authority's past efforts related to Park West, It is agreed that the Park West Project Manager and staff will initially be housed within the offices of the Downtown Development Authority, with the understanding that alternate space may be required as staff needs expand. The City will compensate the Downtown Development Authority for space and services provided.

AGREED TO SEPTEMBER 8, 1981

APPROVED AS TO FORM:

Peter J. Andolina

Howard V. Gary  
City Manager  
City of Miami

Roy F. Kenzie  
Executive Director  
Downtown Development Authority

RESOLUTION NO. 82-755

A RESOLUTION APPROVING, IN PRINCIPLE, THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY DEVELOPMENT PLAN, WITH AMENDMENTS DATED JUNE, 1982, FOR AN AREA GENERALLY BOUNDED BY BISCAYNE BOULEVARD ON THE EAST, I-95 ON THE WEST, I-395 ON THE NORTH AND NORTH 5TH STREET ON THE SOUTH, A COPY OF WHICH IS ATTACHED HERETO, AND MADE A PART HEREOF; MAKING CERTAIN FINDINGS OF FACT AND CONCLUSION OF LAW; MAKING RECOMMENDATION FOR APPROVAL BY THE BOARD OF COUNTY COMMISSIONS; AND SUPPORTING A JOINT EFFORT BY THE CITY AND COUNTY IN IMPLEMENTATION.

WHEREAS, under the provisions of Chapter 163, Part III of Florida Statutes known as the Community Redevelopment Act of 1969, as amended, the City of Miami may designate a slum, or a blighted area or a combination thereof, as appropriate for a community redevelopment project; and

WHEREAS, the Miami City Commission adopted the Overtown Redevelopment Plan (Resolution No. 79-724) which recommended the redevelopment of the southeastern portion of Overtown Community for commercial and residential development; and

WHEREAS, the Miami City Commission approved in principle the Southeast Overtown/Park West Community Redevelopment (Resolution 81-920) and subsequently modifications to the Plan were requested by the Southeast Overtown/Park West Community Redevelopment Ad Hoc Committee which was appointed by the City to review the plan.

WHEREAS, under the provisions of Chapter 163, Part III of Florida Statutes known as the Community Redevelopment Act of 1969, as amended, Metropolitan Dade County, Florida (herein called Dade County) is required to approve all community redevelopment plans; and

WHEREAS, the Board of County Commissioners of Dade County Florida, is the duly empowered and authorized governing body of Dade County for purposes of approving such plans; and

WHEREAS, the Dade County Board of Commissioners has found this area to be deteriorated and/or blighted, designated this area as part of the Central Miami Community Redevelopment Area; and

CITY COMMISSION  
MEETING OF  
JUL 29 1982  
RESOLUTION NO. 82-755  
REMARKS: .....

WHEREAS, the plan is in conformity with the Miami Comprehensive Neighborhood Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The Commission approves in principle the Southeast Overtown/Park West Community Redevelopment Plan dated June 1982 as amended, a copy of which is attached hereto and made a part hereof, for an area bounded generally by Biscayne Boulevard on the East, I-95 on the West, I-395 on the North, North 5th Street on the South, substantially in the form of the attached hereto. Said Plan includes acquisition and clearance, relocation, rehabilitation, street improvements and beautifications.

Section 2. The Commission approves in principle the amendments to the plan a copy of which is attached hereto and made a part hereof by reference.


Section 3. The Commission finds, determines and declares that the matters set out in the foregoing recitals are true and correct and they are hereby incorporated as portion of the resolution.

Section 4. The Commission recommends to the Board of County Commissioners that the Southeast Overtown/Park West area be appropriately declared a Community Redevelopment Area and that future public actions will be governed by the Community Redevelopment Plan.

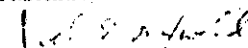
Section 5. The commission extends its support to joint City/County redevelopment efforts in the Southeast Overtown/Park West Area and directs the Administration to work jointly with Metropolitan Dade County to implement the Community Redevelopment Plan.

PASSED AND ADOPTED this 29 day of JULY,

ATTEST: 1982.


  
MATTY HIRAI  
Acting City Clerk

PREPARED AND APPROVED BY:

  
JOEL E. MAXWELL  
Assistant City Attorney

MAURICE A. FERRE  
MAURICE A. FERRE, Mayor

APPROVED AS TO FORM AND CORRECTNESS:

  
GEORGE P. KNOX, JR.  
City Attorney

## ENVIRONMENTAL ASSESSMENT & PROJECT IMPACT

### I. Summary of Impacts

#### A. Long Term Beneficial Effects

##### 1. Increase in the Housing Stock of the Region

Park West proposes to create 3030 multi-family dwelling units in the immediacy of the Downtown core. Region-wide, 62.8% of all new housing construction has been multi-family since 1970 through 1979. Park West will also expand the availability of rental housing with the addition of approximately 600 rental units to the declining regional stock of rental housing. Proposed redevelopment within Overtown will greatly expand the availability of standard housing for low and moderate income residents. Approximately 760 new units of moderate-income housing, 208 low-income housing units and the rehabilitation of 90 units are programmed for the area south of N.W. 11th Street. (Note housing plan, page 34 and relocation plan, page 53.)

##### 2. Increased Opportunity for Employees in the CBD to Live in Close Proximity to Their Work

- a. The creation of multi-family housing adjacent to the CBD core strongly supports public policy formulated through the City of Miami and Dade County Comprehensive Plans.

- b. Residents of Southeast Overtown/Park West would help maintain daytime activity in the downtown as well as create and promote new night-time activity, encouraging desired 24 hour use of the CBD.
- c. Proximity to the source of employment will promote reduced dependency on the automobile and will support existing and planned mass transit investments, the Metrorail, and the Downtown People Mover.

##### 3. Elimination of Slum and Blight

At present three quarters of all structures in Park West are categorized as having minor deficiencies, indicating an overall lack of maintenance in the area. Over 90% of the structures within the Overtown sub-area are substandard. There is a high proportion of unimproved land used for unimproved surface parking, adding to the overall visual blight and economic underutilization. In addition, as the CBD expanded northward in recent years, Park West increasingly became a staging area for Miami's indigent alcoholics, e.g. Miami's skid row. The presence of skid row transients contributes to a perception of blight in the area by businessmen and residents. The proposed redevelopment will eliminate this blight, providing a major stabilizing influence upon the surrounding area.



#### 4. Significant Tax Base and Revenue Increases

Due to the existing economic underutilization of the area, Southeast Overtown/Park West affords an opportunity to increase the local tax base. The 1982 assembled value of land and improvements in site amount to approximately \$82,000,000/year. The proposed development would increase that to approximately \$805,000,000 (in 1980 dollars).

#### 5. Increased Support for the Underutilized Cultural and Recreational Amenities of Downtown Miami

Over the years, several cultural and recreational investments have been made in Downtown Miami, but suffer from lack of public support. Bicentennial Park, for example, remains vastly empty, attracting vagrants and undesirables. A new Metropolitan Library and Cultural Center is now under construction on Flagler Street. It is expected that the generation of some 8,000 new permanent residents in the project area will significantly promote the use of these and other facilities.

#### B. Long-Term Adverse Effects

##### 1. Potential Reduction in Downtown Industrial and Heavy Commercial Employment

About 2,900 people are employed at present in Park West, mostly in the wholesale and

warehouse businesses and some manufacturing. Most of these businesses will be relocated to other City and County industrial areas, reducing Downtown industrial employment opportunities.

#### C. Short-Term Effects

##### 1. Increased Employment Opportunities in the Local Construction Industry.

While it has not been determined with precision, it is expected that significant employment opportunities will be created related to the construction of the proposed development and staged over an eight-year implementation period.

##### 2. Relocation of Existing Business Will Cause Short-Term Inconvenience

Approximately 100 businesses will need to be relocated. While most would be willing to move elsewhere due to the perceived blighted conditions of the area and the lack of room for industrial expansion, some loss of business and inconvenience is expected to occur.

#### D. Alternative Considered

Many alternative programs and designs were considered during the planning process. These included maximum rehabilitation of existing structures, partial redevelopment and total

redevelopment. In addition, various combinations of residential, commercial and industrial land uses were considered. Only total redevelopment was considered economically feasible for the creation of a new residential community. Industrial uses were omitted from the plan due to probable conflicts with residential uses and to marginal economic feasibility.

## II. Impact on Natural Resources

### A. Air Quality

#### Ambient Air Quality

Analysis of air quality data collected by Metropolitan Dade County reveals that air pollution in Dade County is generally less severe than other comparable urban areas due to the dispersion caused by prevailing breezes. Motor vehicles have been identified as the primary source of emissions contributing an abnormally large 80% of the region's pollutants. This reflects the fact that the primary threat to air quality is the over-dependence upon the automobile as the primary transportation mode.\*

#### Impact of Southeast Overtown/Park West

As with all major construction projects there will be short-term negative impacts during the redevelopment process. These short-term impacts will include an increase in dust within the area resulting from demolition and excavation. Measures to control dust dispersion will be required.

\*Final Environmental Impact Statement, Miami Downtown People Mover, Nov. 1980.

Long-term beneficial impacts relate to the reduction in travel by private automobile for work trips. Since most employees residing in the area will have direct access to place of employment via Metrorail and/or the DCM peak period, auto trips to and from the area will be negligible. Although the project area will remain near three major auto corridors, I-95, Biscayne Boulevard and I-395, the re-routing of Port traffic out of Park West and the effect of prevailing breezes from the bay will substantially mitigate air quality problems for area residents.

### B. Topography, Geology and Soils

#### 1. Existing Conditions

Southeast Overtown/Park West lies over the Atlantic Coastal ridge, on an "oolitic" limestone promontory that bounds the Everglades to the east. The average site elevation is about 5 feet above M.S.L., and is generally flat. The soil is well drained sandy loam, neutral or light alkaline.

#### 2. Permeability and Impervious Cover

Most of the site is surfaced with impervious paving, thus requiring the use of a storm drainage system. The high permeability of the soil, however, offers an opportunity for direct runoff percolation into the underlying limestone through the use of natural swale areas. The proposed development will not increase the amount of impervious cover.

## C. Water Quality

### 1. Hydrologic Conditions

All of Miami lies over the Biscayne aquifer, the region's sole source of water supply. Years of region-wide well pumping, and urban runoff have caused contamination and salt water intrusion. Specific levels of this condition on the site are not known, although substantial runoff empties into the Bay, via storm sewers, and does not infiltrate into the underlying bedrock. The proposed development would not increase this discharge because no increase in impervious coverage is proposed. On the contrary, the public amenity areas of the proposed development would serve as natural retention and infiltration grounds helping reduce the impact of contamination of direct Bay outfalls. Natural drainage systems would include swale areas, ponding and seepage trenches.

### 2. Flood Criteria

Federal flood criteria for the Southeast Overtown site is 11 feet above M.S.L. No habitable spaces will be built below this level.

### D. Vegetation

No significant indigenous vegetation exists on the site although small pockets of mature growth exhibit large specimens of oak,

poinciana, mango and albizia. Most of the existing vegetation is limited to weeds and early successional growth in small isolated and abandoned areas. The proposed development would replace and expand this vegetation with native species, herever possible.

## III. Economic Impacts

### A. Construction Impacts

The Construction Cost is estimated at an average of 92,600,000/year for 9 years.

### B. Full-Time Employment Directly Due to Redevelopment Efforts

1. Condominium Management and Maintenance (1 per 10 D.U.) is estimated at 300.
2. Retail Employment (1 per 400 S.F.) is estimated at 500 minimum (200,000 S.F.), and 2,500 maximum (1,000,000 S.F.), Office (1 per 325 S.F.) is estimated at 692, Hotel (1 per room is estimated at 150.

### C. Tax Revenue

1. 1982 Assessment: \$82,000,000
2. Projected Assessment: \$807,000,000  
(1980 dollars)
3. Total Property Taxes: \$20,060,000/year generated.
4. Tax Increment:  $\$725,000,000 \times \$16,995/1,000 =$   
\$12,292,000/yr.

#### IV. Public Facilities

##### A. Waste Water

The sewage network within the site is a gravity system that connects to a 42" force main that runs along Biscayne Boulevard to the treatment plant at Virginia Key. The collectors on site are believed to have 2/3 reserve capacity, estimated sufficient to service the proposed development. No on-site treatment is proposed. The Sanitary Sewers within Overtown sub-area have been upgraded over the last 8 years and are sufficient to handle projected development.

##### B. Water Supply

Existing water mains run along Biscayne Boulevard and 6th Street, delivering about 45 to 75 psi. Capacity is considered adequate to serve the project needs. The water supply system within Overtown has been recently upgraded.

##### C. Drainage

The existing drainage system will be utilized to the extent it is feasible, although less of a storm volume is estimated due to a possible reduction in the amount of impervious cover and the use of natural drainage systems, swales, seepage trenching, etc.

##### D. Solid Waste Generation

Solid waste collection will be provided by the

City with transfer to Dade County disposal facilities. This project will not overburden the existing system.

##### E. Energy

Florida Power and Light Company provides electrical service to the City of Miami. The existing power generation system has capacity to provide adequate service to this project area.

##### F. Education

1. Four existing schools currently serve the Southeast Overtown/Park West area, Dunbar, Douglas and Phyllis Wheatly Elementary and Booker T. Washington J.H.S. All of these schools operate far below capacity and could accommodate any projected increase in enrollment.

2. Projected School Age Children (Park West)

2/3 B.R. Units: 1,800

Av. Household Size: 2.5

Est. School Age Pop.: 900

Elementary: 495

Junior High: 225

Senior High: 180

According to School Board officials this is not enough demand to justify the construction of a new school to serve Park West. Resident children would be assigned to existing facilities. However,

the provision of a small specialized school facility linked with programs at the New World Campus of Miami Dade Community College could be investigated. Such a school could draw students from throughout the County for special study in such topics as urban and environmental issues. Such a "magnet school" could reflect the uniqueness of Park West and greatly assist marketing efforts.

Proposed redevelopment within the Overtown area will not significantly alter the school enrollment generated from the development area.

#### G. Recreation and Open Space

1. Integral to the design concept is the creation of an amenity corridor highlighted by interconnected water features. Shops and recreation uses would border the corridor.
2. Bicentennial Park, at present underutilized, would provide just across the Boulevard a major recreation amenity that includes areas for sports, picnic and waterfront strolling, jogging and outdoor passive and active recreation.
3. Private recreation such as racket sports and pools will be made available to residents as part of private development and maintained by homeowners association.
4. Gibson Park located at N.W. 3rd Avenue and 12th Street has recently undergone a \$2,000,000 renovation. Adequate open space

facilities exist within Overtown to serve the increased population.

#### H. Health Care

No on-site health care facilities are planned other than office space for health professionals including physicians. The Civic Center area has the greatest concentration of health care facilities and hospitals just 1.5 miles west of the project area.

#### I. Fire and Police

Fire and police service demands will increase with redevelopment costing. However, the capacity of existing services will be adequate to serve the project area.

#### V. Traffic and Transportation

##### A. Vehicular Circulation

##### 1. I-95, I-395 Expressways

These major expressways, north-south and east-west, afford excellent access to the site from all parts of the County. Port traffic, which at present moves through the site to reach the westbound I-395 expressway, may be rerouted to the periphery of the site, requiring the construction of a new off-ramp on 6th Street off of I-95 from I-395 east and westbound.

##### 2. Alternative Bus Service

Greyhound at present has its major Downtown Depot in Park West. It will be relocated to

to another site within downtown. Other local northbound bus routes run along Biscayne Boulevard, including a "round-towner" that services Omni and the CBD.

### 3. Traffic Improvements

Preliminary traffic data has revealed very low demand for east-west traffic through the project area and 10th Streets at Biscayne Boulevard and N.W. 1st Avenue. The north-south avenues Miami, E. 1st and E. 2nd, W. 1st, W. 2nd and W. 3rd Avenues will have to continue to remain major distributors for peak commuter traffic between CBD and I-395 and I-95.

### 4. Mass Transit

The Metrorail is under construction and scheduled to be operational by 1985, and the Phase I DCM is also scheduled to be operational by 1985. The Omni and Brickell extensions are expected to be constructed shortly thereafter as funds become available. Preliminary engineering is currently being completed for the Phase I extensions. These two public systems would serve Park West with the Park West/Overtown Metrorail stations at N.W. 1st Avenue and 7th Street and Phase II DCM stations on N.E. 2nd Avenue linking Park West residents with County-wide activity nodes such as Dadeland, as well as the CBD, Brickell and Omni areas.

## VI. Social Conditions

### A. Resident Population

The study area presently houses a total of 4,275 persons. The overwhelming majority of the population reside in substandard housing. It is currently economically infeasible to rehabilitate the majority of the residential structures.

### B. Relocation Policies

All of the resident population as well as businesses within the redevelopment area would be relocated. Assistance will be provided in the relocation, covering expenses up to \$6,000 for tenants, \$15,000 for homeowners, and \$10,000 for businesses. Relocation benefits will meet or exceed the requirements of the Uniform Relocation Act.

An Addendum  
to the  
City of Miami and Metropolitan Dade County

**SOUTHEAST OVERTOWN/PARK WEST  
COMMUNITY REDEVELOPMENT PLAN**

October 1985

100

## Table of Contents

	<u>Page</u>
Preface	
I. Introduction	1
A. Reason for Study	1
B. Planning Process	2
II. Setting	
A. Geographic Description	4
B. Relationship to City and Metropolitan Area	4
C. Historic Evolution	4
III. Redevelopment Proposal	6
A. Existing Conditions	6
B. Redevelopment Objectives	11
C. Redevelopment Proposal	13
IV. Redevelopment Plan	22
A. Land Use Plan	22
B. Zoning Plan	23
C. Traffic and Transportation Plan	23
D. Community Facilities and Services Plan	23
E. Housing Plan	24
F. Economic Development Plan	24
G. Acquisition Plan	25
H. Reuse Plan	25
I. Relocation Plan	25
J. Minority Participation Plan	25
K. Financial and Staging Plan Tax Increment Allocation Financing	25
L. Management Plan and Schedule	26
M. Historic Preservation Plan	26



## List of Figures

<u>Figure</u>	<u>Title</u>	<u>Page</u>
1A	Community Redevelopment Area	3
1	Site Location Plan	5
2	Existing Site Conditions	7
3	Development Regulations	8
4	Composite Existing Utility Plans	9
5	Composite Existing Utility Plans	10
6	SADD Goals and Objectives	12
7	Development Opportunities	15
8	Illustrative Master Plan	16
9	Phasing Diagram	17
10	Phase One Plan	18
11	Sections and Elevations	19
12	Phase One and Two Plan	20
13	Phase One and Two Detail Plan	21

## PREFACE

The information presented in this document has been assembled as a supplement to the Southeast Overtown/Park West Community Redevelopment Plan adopted by the City of Miami and Metropolitan-Dade County in 1982.

To facilitate the eventual integration of this information into the Southeast Overtown/Park West Community Redevelopment Plan, this document uses the format and organization of that plan.

Material concerning the Gran Central segment of this report was provided by the F.E.C. Railroad.

### I. INTRODUCTION

#### A. Reason for Study

While Downtown Miami has experienced substantial commercial expansion during the last fifteen years, certain portions have not benefited from this expansion. Private and public investment in downtown Miami is the major catalyst in commercial and residential activities transforming the Southeast Overtown/Park West Project area from a neighborhood of blighted residential and commercial uses into a viable and vibrant component of downtown Miami. The expansion of the tax increment district to include the presently underdeveloped area of downtown Miami bounded by NW 5 Street, NW 1 Street, the Metrorail alignment and North Miami Avenue

(see figure 1A) will benefit both downtown and the Southeast Overtown/Park West Project. The inclusion of this area within the Southeast Overtown/Park West Tax Increment District, established by County Ordinance 82-115 will provide a potential revenue source to fund needed infrastructure improvements that will make privately initiated redevelopment economically feasible and more attractive for investment. In the future, tax increment revenues generated will provide a source of funding for the revitalization of the Overtown community.

The proposed expansion area includes two sub-areas:

- 1) Gran Central- bounded by NW 5 Street, NW 1 Street, NW 1 Avenue and the Metrorail right-of-way. A redevelopment program for this area has been prepared for the Florida East Coast Railroad (F.E.C.) and has been incorporated into this document.<sup>1</sup>
- 2) Miami Avenue Corridor- bounded by NW 5 Street, NW 1 Street, NW 1 Avenue and North Miami Avenue. A detailed development Plan for this area is being prepared by the City of Miami Planning Department as part of the Downtown Master Plan. Scheduled for completion in 1987, this plan addendum will be modified to incorporate recommendations set forth in the Downtown Master Plan.

Major emphasis of this addendum to the Southeast Overtown/Park West Plan will be on the Gran Central sub-area.

A portion of the seven-block property known as Gran Central, which is owned by the Florida East Coast Railway Company, extends into the Community Redevelopment Area that encompasses the Southeast Overtown and Park West sections of the City of Miami. With its proximity to Metrorail and the Downtown Component of Metrorail stations, and its accessibility to the Government Center, the Dade County Courthouse, the City's central business district, and the proposed Overtown and Park West projects, Gran Central holds great development potential. This potential could be used to the advantage of the whole Community Redevelopment Area if the property were developed in harmony with the adjacent land use activities and if it were included in its entirety in the Community Redevelopment Area, particularly with the further extension of that area shown in Figure 1A.

This study describes the preliminary conceptual master plan that integrates the Gran Central property with neighboring development. It also discusses how the proposed plan would complement the City's tax increment financing plans for the Community Redevelopment Area.

#### B. Planning Process

The Gran Central property was subjected to site and market analyses by the F.E.C.

<sup>1</sup>Gran Central. An Addendum to the Southeast Overtown/Park West Redevelopment Plan, Post, Buckley, Schuh & Jernigan, Inc (Oct. 1985)



GRAN CENTRAL PROJECT

PROPOSED ADDITION TO  
COMMUNITY REDEVELOPMENT AREA

PRESENT LIMITS OF COMMUNITY  
REDEVELOPMENT AREA



**COMMUNITY REDEVELOPMENT AREA**

FIGURE 1 A

Railroad to determine the type and level of development that would blend well with the existing and proposed development in the area and be economically feasible. The evaluation of existing conditions, local regulations, and development opportunities and constraints, combined with the market analyses, led to the preparation of a preliminary conceptual master plan and implementation steps and strategies.

The plan for the Miami Avenue sub-area incorporates the recommendations of the Miami Comprehensive Neighborhood Plan 1976-1986 and will be revised to reflect revisions to the area forth coming from the Downtown Plan currently being prepared by the City of Miami Planning Department.

## II. THE SETTING

### A. Geographic Description

The expansion area is bounded by NW 1 Street, NW 5 Street, the Metrorail alignment and North Miami Avenue.

The Gran Central property is adjacent to the Metrorail right-of-way, formerly the right-of-way of the Florida East Coast Railroad, and extends eastward from that right-of-way to NW 1 Avenue. The northern and southern boundaries of the property are NW 8 Street and NW 1 Street, respectively. The northern three blocks (from NW 5 Street to NW 8 Street) were originally included in the City of Miami's Southeast Overtown/Park West Community Redevelopment Area.

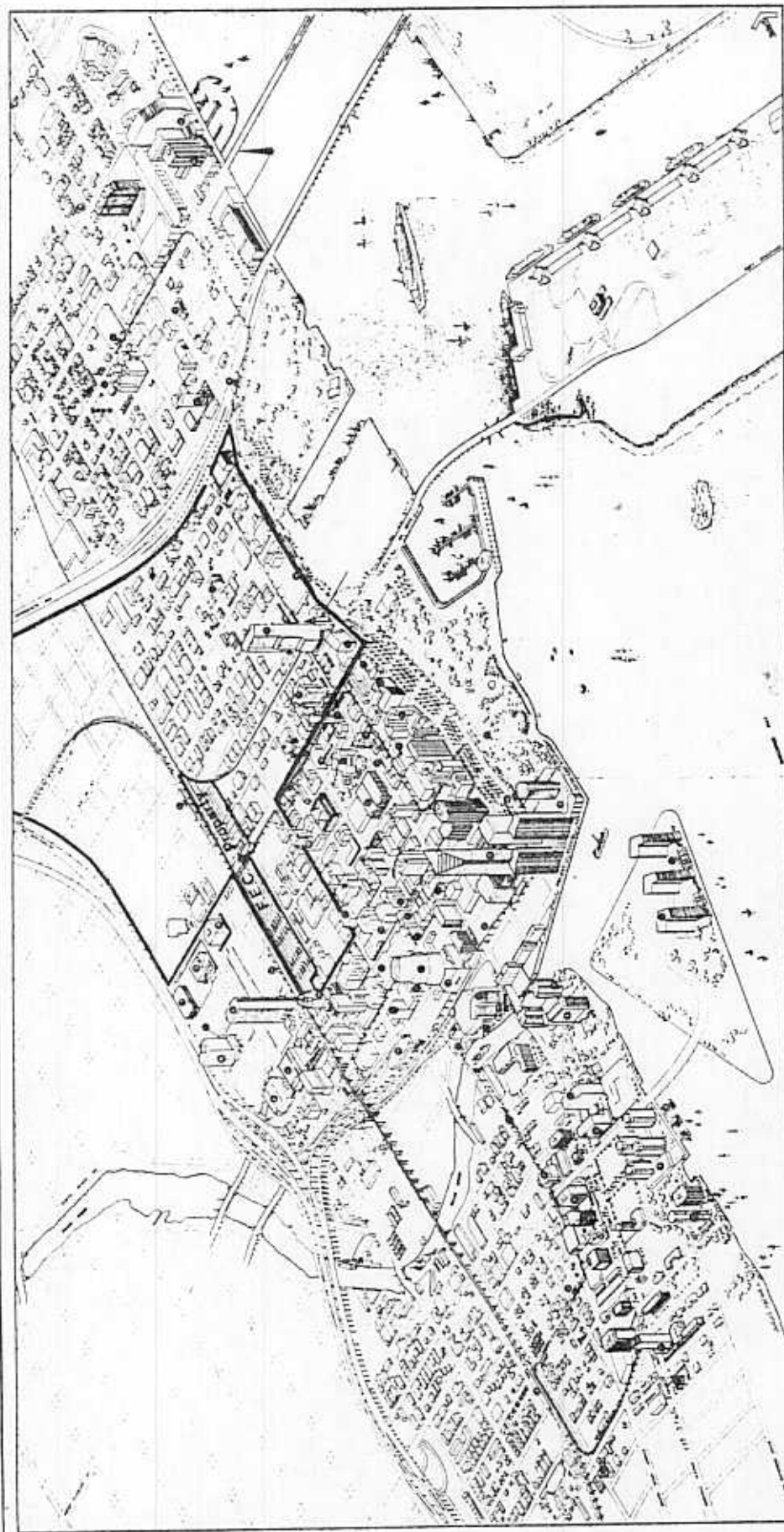
### B. Relationship to City and Metropolitan Area

As illustrated in Figure 1, the expansion area property lies at the heart of the development occurring in the northwest section of the City of Miami's central business district. It is, therefore, strategically placed to link the rest of downtown Miami with the Southeast Overtown/Park West project to the north.

Two Metrorail stations (Government Center and Overtown), one at either end of Gran Central's western border, and the State Plaza Downtown Component of Metrorail Station at the site's eastern edge on NW 5 Street, provide easy regional and local access to and from the site by rapid transit. Vehicular and pedestrian access are also convenient: the site is near I-95, I-395, and S.R. 836, while the Government Center, the Dade County Courthouse, and the proposed sports arena and exhibition center are all adjacent to the site or within short walking distances.

### C. Historic Evolution

The Florida East Coast Railroad at one time played an important role in downtown Miami. The busy downtown passenger terminal was located on what is now the Gran Central site. With the discontinuation of downtown service in 1964, the role of the Railroad declined, and the once active property became



- 1. Office Building
- 2. Intercontinental Bank
- 3. Bickel Building
- 4. Bickel Building - Phase II & III
- 5. Bickel Building - Phase I
- 6. Bickel Building - Phase I
- 7. Bickel Building - Phase I
- 8. Four Ambassadors
- 9. Bickel Building - Phase I
- 10. Bickel Building - Phase I
- 11. 1321 Brickell Building
- 12. Grandview
- 13. Harbor Plaza
- 14. Bickel Building - Phase I
- 15. Bickel Building - Phase I
- 16. Bickel Building - Phase I
- 17. Bickel Building - Phase I
- 18. City of Miami Police
- 19. City of Miami Police
- 20. State of Florida Regional
- 21. City of Miami
- 22. Business Department Store
- 23. United States Justice
- 24. Downtown Center
- 25. Sun Bank
- 26. J. Lyons Department Store
- 27. American Business Center
- 28. J. Lyons Department Store
- 29. J. Lyons Department Store
- 30. United Methodist Church
- 31. El Plaza Hotel
- 32. City of Miami/University
- 33. City of Miami/University
- 34. World Trade Hotel
- 35. Southeast Financial Center
- 36. Everglades Hotel
- 37. United Methodist Church
- 38. El Plaza Hotel
- 39. City of Miami/University
- 40. World Trade Hotel
- 41. Everglades Hotel
- 42. Midtown
- 43. Bank of Miami
- 44. College Plaza
- 45. Metro-Dade
- 46. City of Miami
- 47. Dade County
- 48. Dade County
- 49. Government Center
- 50. Fort Dallas Park
- 51. Miami River Walkway -
- 52. World Trade Center
- 53. Dade County
- 54. Harry Chalmers
- 55. Ramada Inn Hotel
- 56. Downtown International Plaza
- 57. County Inn
- 58. Freedom Tower
- 59. Boynton Park
- 60. Park West
- 61. Park West
- 62. Park West
- 63. Park West
- 64. Park West
- 65. Park West

Figure 1:  
SITE LOCATION PLAN

# gran central

Florida East Coast Railway Company  
miami, florida

Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida

dormant. Now, however, new development adjacent to the Gran Central site and other projects planned for the area make the reuse of that site essential as a catalyst to the continued revitalization of the downtown.

### III. REDEVELOPMENT PROPOSAL

#### A. Existing Conditions

Conditions applicable to the Southeast Overtown/Park West Redevelopment Area adjacent to the Gran Central property are in general blighted residential structures, marginal retail facilities, and an excessive amount of vacant and unproductive land. These conditions improve around the southern portion of the site, with its greater proximity to the downtown. The exceptions to these generally poor conditions (resulting underutilized lands) are the newly developed Government Center and Metrorail station sites which provide the stimulus for redevelopment of the entire area. At present, as shown in Figure 2, the Gran Central property itself consists of vacant land, some of which is used for surface parking. An outparcel of land adjacent to the southeast corner of the Gran Central proper (see Parcel A, Figure 2), is occupied by a commercial structure.

The Miami Avenue sub-area is composed of older commercial structures, the former headquarters of WOMETCO Enterprises, and an excessive amount of surface parking. This area will be included within the Downtown DRI.

The Gran Central property is bordered on the east by the City of Miami's new CBD-1/9 and CG-2/7 zoning districts, both of which allow intensive development (see Figure 3). The CG-2/7 zoning also occurs to the west of the site, as does an area zoned for governmental use (GU).

Traffic movement in the immediate area of the Gran Central site is shown in Figure 2. Major road improvements are planned, such as the realignment and widening of NW 1 Avenue, the widening of NW 3 Street, and the development of one-way pairs. NW 2 Street and NW 4 street will probably be vacated; however, an easement on NW 2 Street will remain to permit a proposed east-west extension of Metrorail.

Major utilities are located along NW 1 Avenue and NW 1 Street, the site's eastern and southern boundaries, respectively, and along NW 2 Street. Other utilities occur along NW 4 Street, NW 5 Street, NW 6 Street, and NW 7 Street, as well as within the site. Composite utility plans for the site and its environs are shown in Figures 4 and 5. Relocation of some of these utilities would be required for project implementation.

The major areas of development regulation applicable to the site include:

- \* The City of Miami's Zoning Ordinance
- \* Station Area Design and Development (SADD) Program

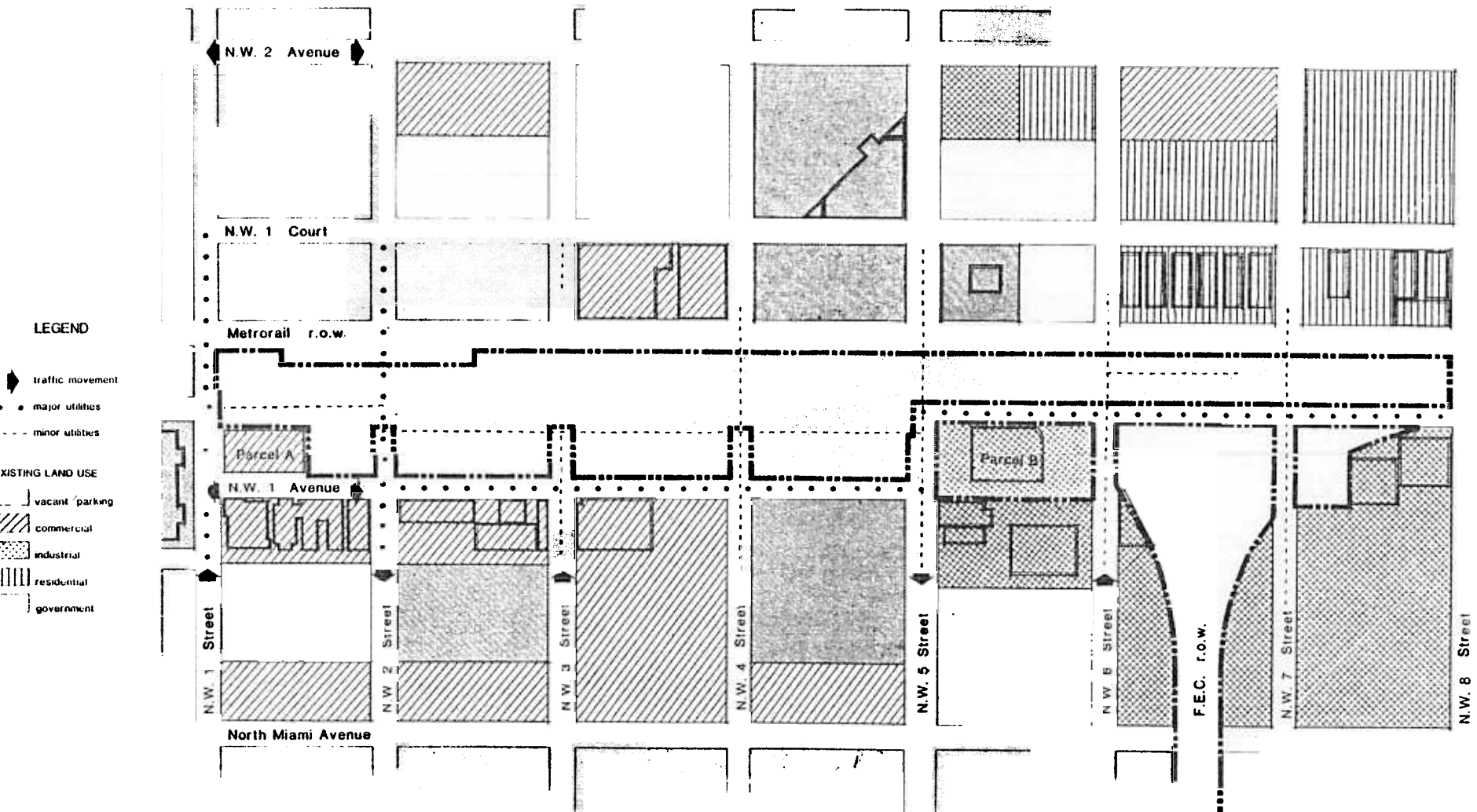


Figure 2:  
EXISTING SITE CONDITIONS



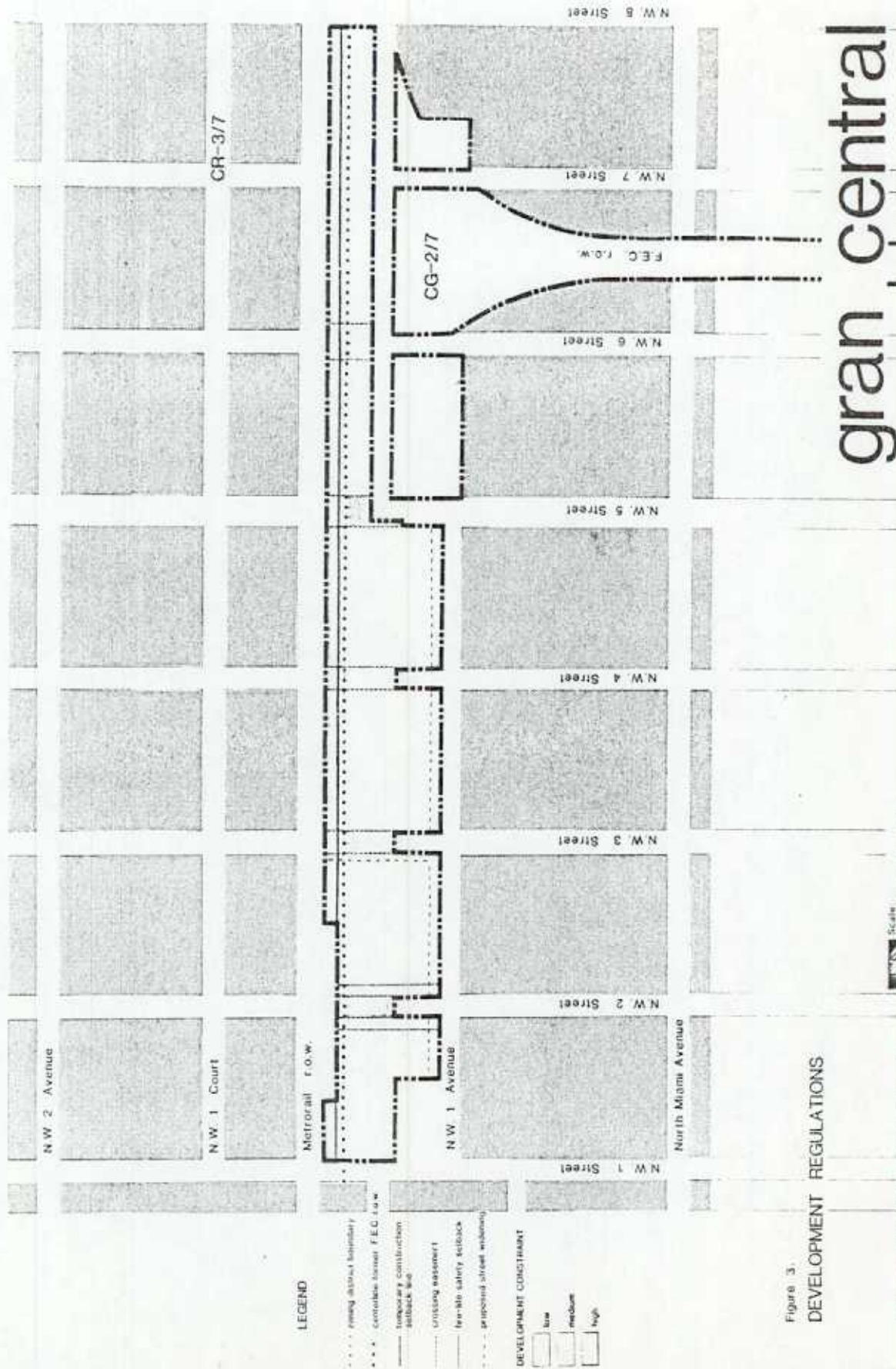


Figure 3.  
DEVELOPMENT REGULATIONS

Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida

Scale: 1" = 80' - 1001 - 2405  
Date: Jan 1992

gran central  
Florida East Coast Railway Company  
miami, florida

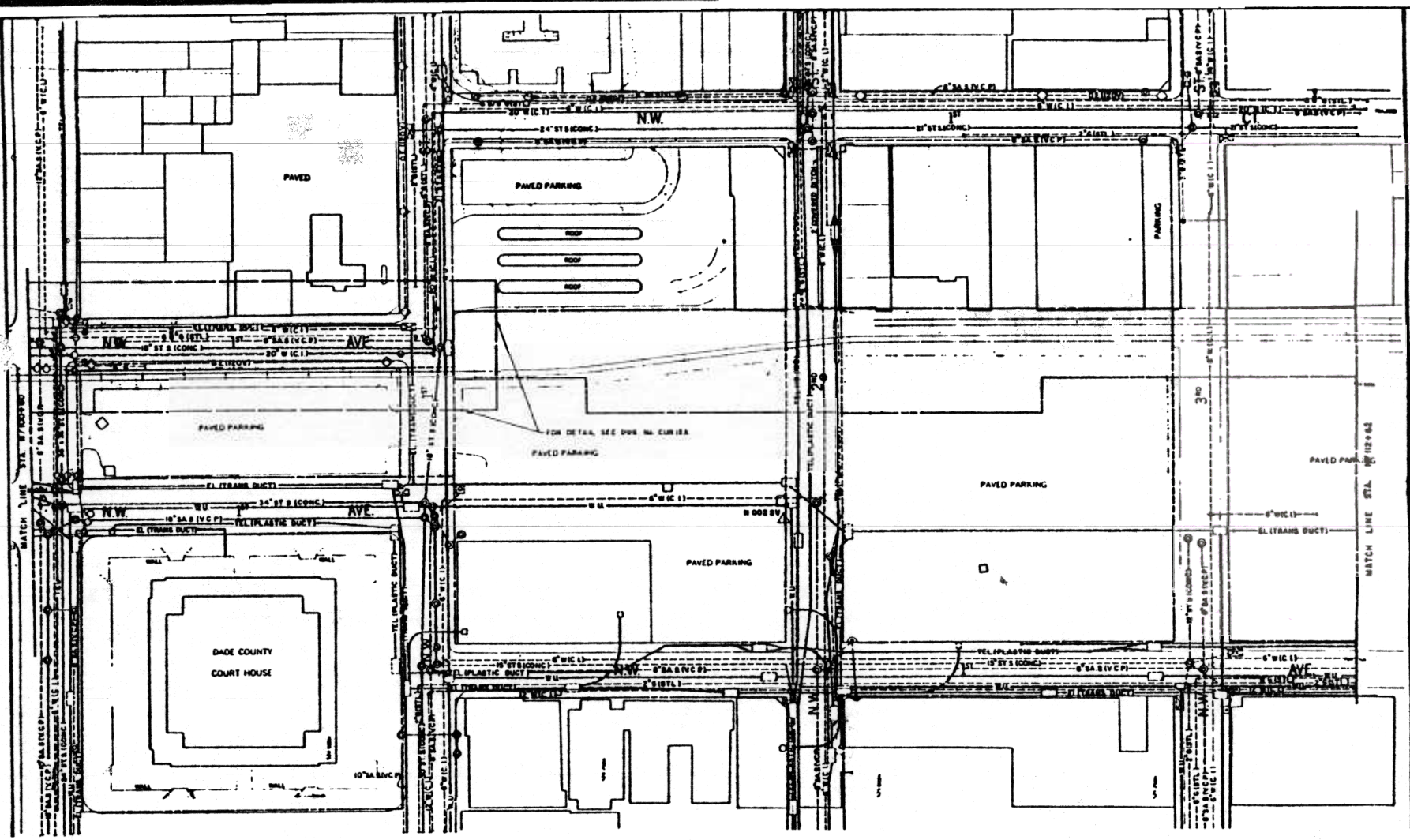


Figure 4:  
COMPOSITE EXISTING UTILITY PLANS

# gran central

Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers architects and planners  
miami, florida

Scale:  
0' 180' 360' 540'  
Date: Jan. 1982

Florida East Coast Railway Company  
miami, florida

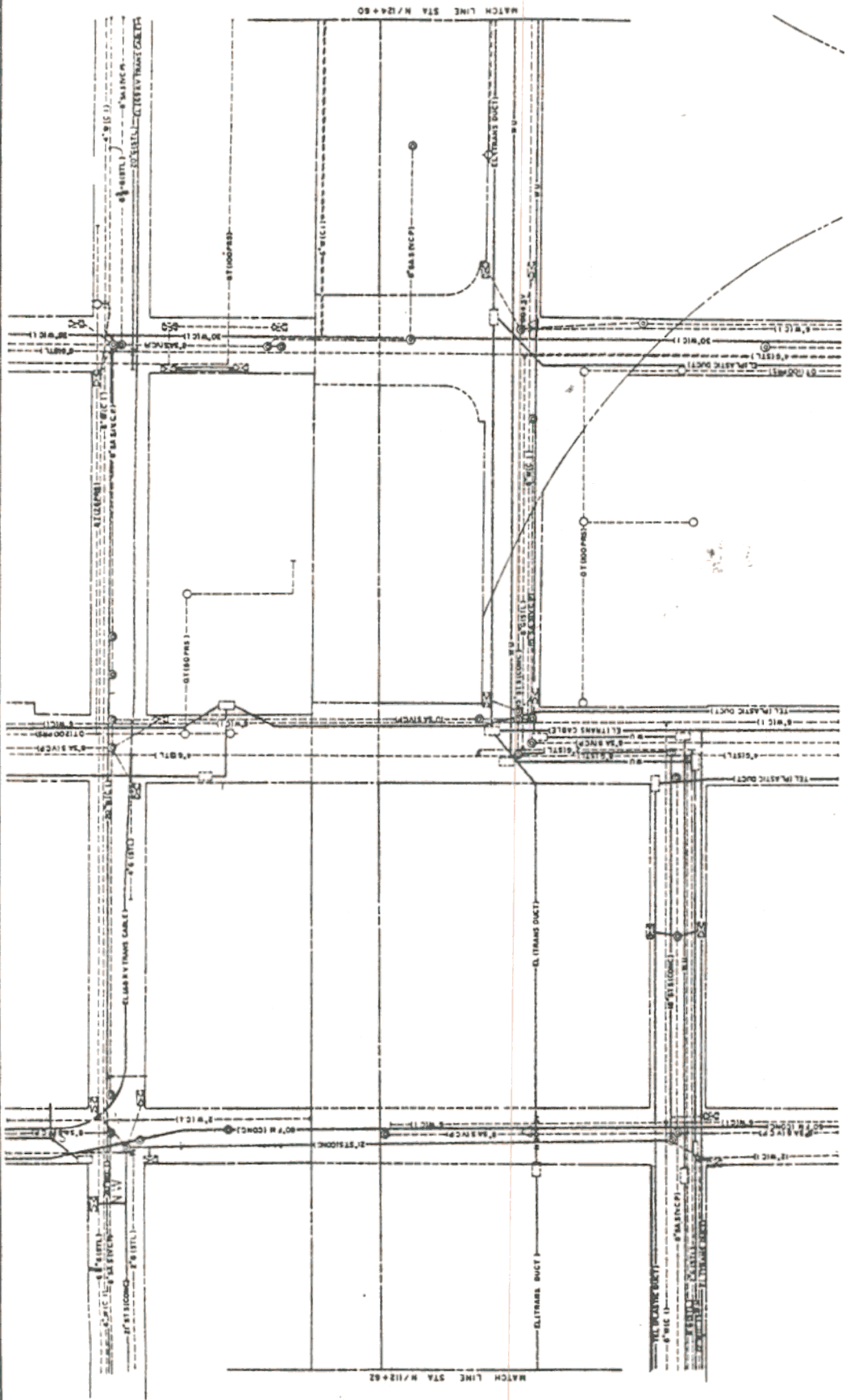


Figure 5:  
COMPOSITE EXISTING UTILITY PLANS



Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida

gran central  
Florida East Coast Railway Company  
miami, florida

- \* Metrorail Regulations
  - Transit Zone Review
  - Temporary Construction Easements
  - Fire/Life Safety Criteria.

In addition, the South Florida Building Code, Chapter 380 [Application for Development Approval/Development of Regional Impact (ADA/DRI)] requirements, and the opinions of key agencies (such as the Downtown Development Authority, the City of Miami Planning Department and the Government Center Coordinating Council) all regulate to some degree, either directly or implicitly, the development of the site. The mappable aspects of development regulation are shown in Figure 3.

#### B. Redevelopment Objectives

Three key planning documents -- the Downtown Miami Urban Development and Zoning Plan (1973-1985), and Comprehensive Development Master Plan for Metropolitan Dade County (1975-2000) and the Miami Comprehensive Neighborhood Plan (1976-1986) -- address the area in which the Gran Central property is located. The concerns identified and emphasized in these documents are reflected in the planning objectives established in the SADD Program for the immediate vicinity of the Government Center Station, as follows:

- \* Maintain and expand the role of downtown Miami as a regional diversified activity center

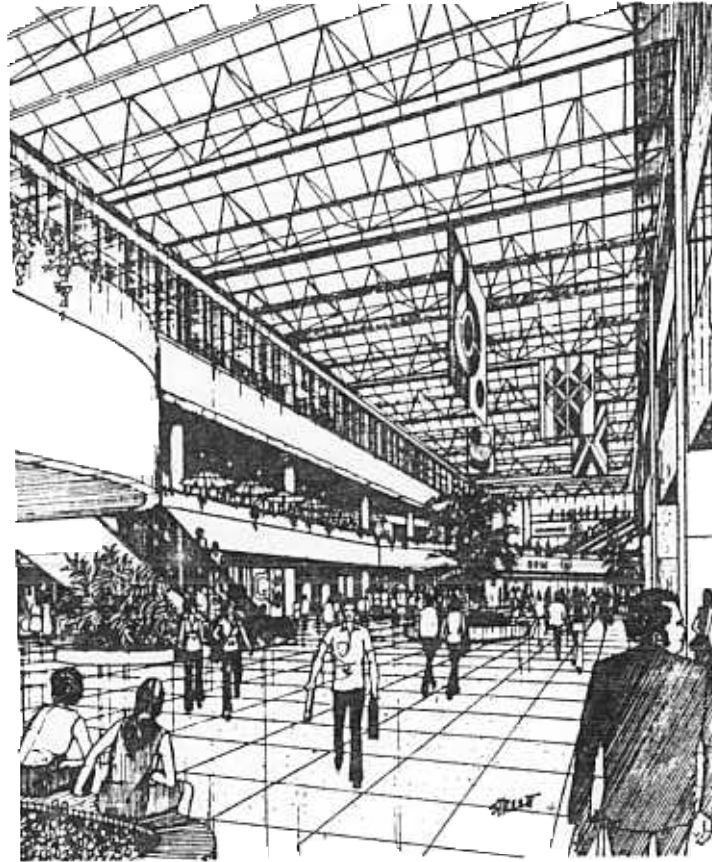
- \* Promote Miami as a financial and international trade center.
- \* Increase Downtown Miami employment
- \* Provide a wide variety of business and residential opportunities within an intensely developed urban center offering a range of commercial, cultural, recreational facilities; 24-hour activities; a pedestrian orientation; and a sensitive response to the climate and culture.
- \* Encourage continued growth of retail business, office, hotel trade and residential development in downtown Miami.
- \* Provide catalysts for new development and encourage public amenities as part of private investment.
- \* Join activity centers with areas of highest development potential. Locate new development where adequate support services are anticipated.
- \* Improve the quality of the downtown environment.
- \* Improve movement through and within downtown Miami.
- \* Connect new development with a pedestrian circulation system.

## GOALS AND OBJECTIVES

While a number of detailed planning studies with specific goals, objectives and policies have been developed for individual areas within Downtown Miami, three studies form the planning context for the Government Center Station area: the *Downtown Miami Urban Development and Zoning Plan (1973-1985)*, the *Comprehensive Development Master Plan for Metropolitan Dade County (1975-2000)* and the *Miami Comprehensive Neighborhood Plan (1976-1986)*.

Several key concerns are identified and emphasized in these documents:

1. Maintain and expand the role of Downtown Miami as a regional diversified activity center.
2. Promote Miami as a financial and international trade center.
3. Increase Downtown Miami employment.
4. Provide a wide variety of business and residential opportunities within an intensely developed urban center offering a range of commercial, cultural, recreational facilities, 24-hour activities, a pedestrian orientation, and a sensitive response to the climate and culture.
5. Encourage continued growth of retail business, office, hotel trade and residential development in Downtown Miami.
6. Provide catalysts for new development and encourage public amenities as part of private investment.
7. Join activity centers and areas of highest development potential.
8. Locate new development where adequate support services are anticipated.
9. Improve the quality of the downtown environment.
10. Improve movement through and within Downtown Miami.
11. Connect new development with a pedestrian circulation system.
12. Maximize public access to amenities in all future development along the Miami River and Bayfront.



## THE DOCUMENT

The Government Center Station Area Profile identifies existing conditions and development opportunities in the vicinity of this Stage I METRO RAIL Station. Station Area Design and Development (SADD) is a cooperative effort involving the Kaiser Transit Group, Dade County Planning Department, Dade County Department of Traffic & Transportation, the City of Miami, City of Coral Gables, City of South Miami, City of Hialeah, the Downtown Development Authority and the Transit System Development Division of the Office of Transportation Administration. The project is funded in part through a grant from the U.S. Department of Transportation, Urban Mass Transportation Administration, under the Urban Mass Transportation Act of 1964, as amended. For further information about Dade County's Station Area Design and Development program, call (305) 579-5323 or write the Office of Transportation Administration, 44 W. Flagler Street, 10th Floor, Miami, Florida 33130.

Figure 6:

S.A.D.D. GOALS AND OBJECTIVES

Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida

# gran central

Florida East Coast Railway Company  
miami, florida

- \* Maximize public access to amenities in all future development along the Miami River and Bayfront.

The conceptual master plan prepared for the Gran Central site is consistent with these objectives, which reinforces the desirability of including the whole site in the City's Community Redevelopment Area. Furthermore, the plan promotes the unity of the whole central business district.

### C. Redevelopment Proposal

According to the Southeast Overtown/Park West Community Redevelopment Plan (1982):

...implementation of the redevelopment programs proposed for the Park West and Overtown subareas (of the Community Redevelopment Area) utilizing UMTA and Tax Increment Financing will result in the construction in total of approximately 9,000 new residential units, and 1,000,000 square feet of commercial space. Major public investment will be through the establishment of a tax increment financing district. Additional public support will be directed to Overtown through the Community Development Block Grant Program and other federal and local resources.

This plan addendum reflects the development philosophy expressed earlier in the Overtown Redevelopment Plan (1979)

and reaffirmed in the Southeast Overtown/Park West Community Redevelopment Plan 1982:

Planning for the Overtown area must be coordinated and integrated with planning for the surrounding areas including the Government Center, the Civic Center, the Garment Center, Downtown, Park West and the Omni-Midtown area.

The coordination and integration of development in the areas cited above, and particularly in the tax increment financing district, are economic as well as planning necessities to ensure the maximum use of public and private sector resources. For example, it is proposed that additional revenues generated through the tax increment financing district by development occurring within portions of the Park West subarea be utilized for revitalization activities in other portions of the district, such as the Southeast Overtown subarea. Similarly, the revenues generated by the types of development proposed for the expansion area could be used for such activities if the entire property were part of the district.

The addition of the Gran Central project would greatly add to the resources available from generated tax increments to aid the continued redevelopment of Southeast Overtown/Park West. When fully implemented, the proposed Gran Central 20-year development plan would generate annual tax increment revenues estimated at

\$4 million (in current dollars and applicable millage rates).

By comparison, the projected tax increments from the currently designated Southeast Overtown/Park West project area are to reach \$1.7 million per year at the completion of Phase I redevelopment, as projected by the June 1984 Phase I Financial Strategy, prepared for the project by James J Lowrey & Company.

The development plan proposed for Gran Central capitalizes on the opportunities presented by other proposed projects in the area (see figures 7 and 8). This plan includes the following key features:

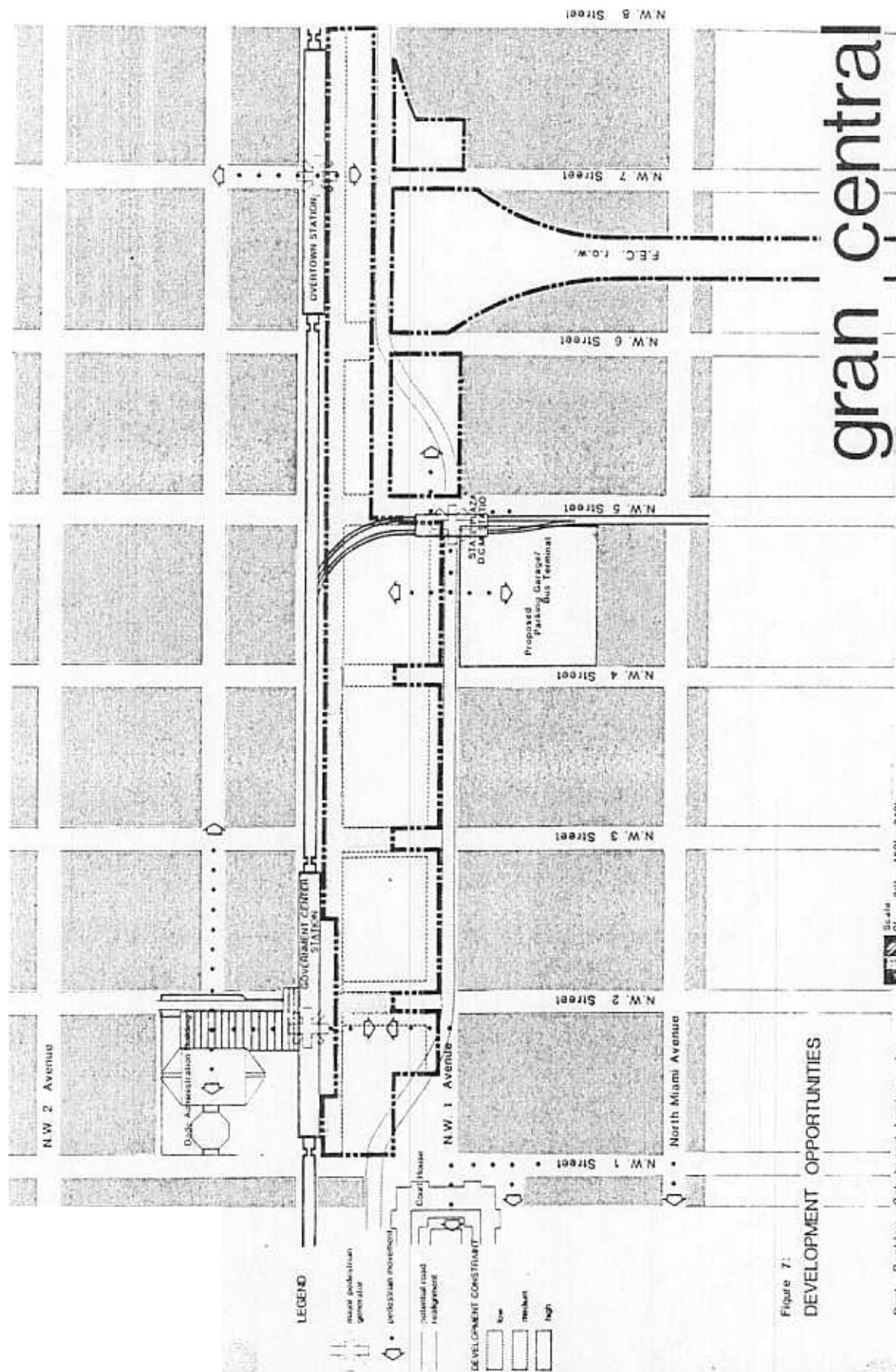
- \* Pedestrian areas at grade level, and elevated decks, both open and enclosed, that link the Dade County Courthouse, the Central Business District, the Government Center, Metrorail and its Downtown Component, the City's proposed parking garage and bus terminal, and the Park West development.
- \* A galleria that links two office towers and two hotel towers with the Government Center Station, serving as a dynamic setting for diverse commercial opportunities for day and evening.
- \* An extensive parking "podium" which would provide parking that could be physically linked to the

proposed parking garage, and would also serve as an elevated pedestrian plaza that bridges streets and contains ground level arcades for pedestrian access to office towers. These pedestrian areas would also provide access to office towers and serve as areas for commercial development as demand warrants.

The plan would be implemented in three phases, over a twenty year period (see Figure 9). Completion of the required modifications to the infrastructure (relocation of roads and utilities) would be followed by development of the southernmost portion of the site, the area contiguous to the Government Center Station.

The three project phases have been developed in response to the market analysis prepared by Hunter Moss and Company. As shown in Figure 10, Phase 1a would include a 490-room hotel tower, a 504,000-square-foot office building, and a 136,500-square-foot galleria with 50,000-square feet of retail space and three pedestrian overpasses. In this phase, the undeveloped portions of the site would be used for surface parking, accommodating 1,500 cars. Assuming that construction were to start in 1987, this 5 year phase would be completed in 1991.

Subsequently, in Phase 1b, which would commence in 1992 and last through 1996, a second 490-room hotel tower, a 504,000-



# gran central

Florida East Coast Railway Company  
miami, florida

Post Buckley Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida



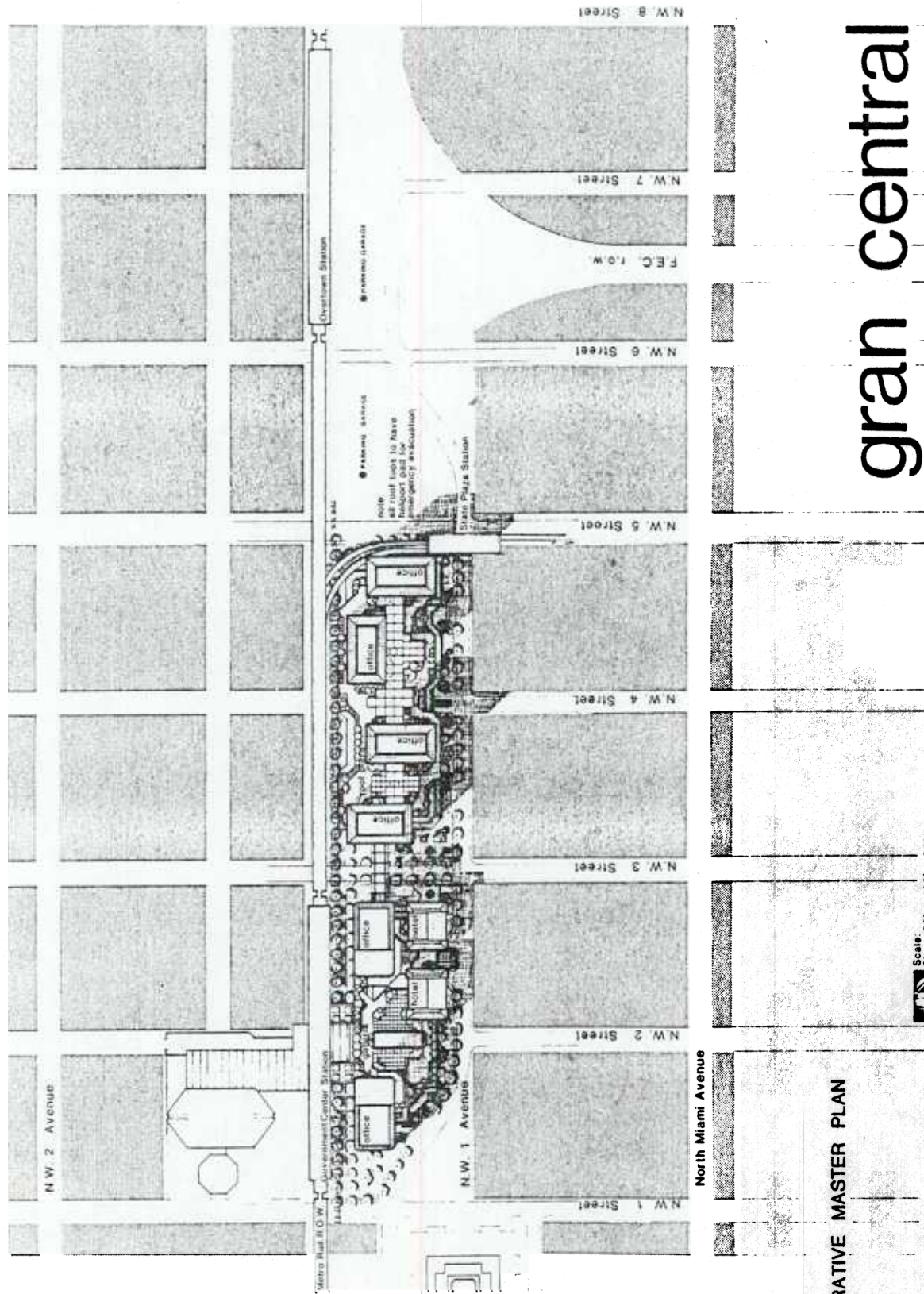


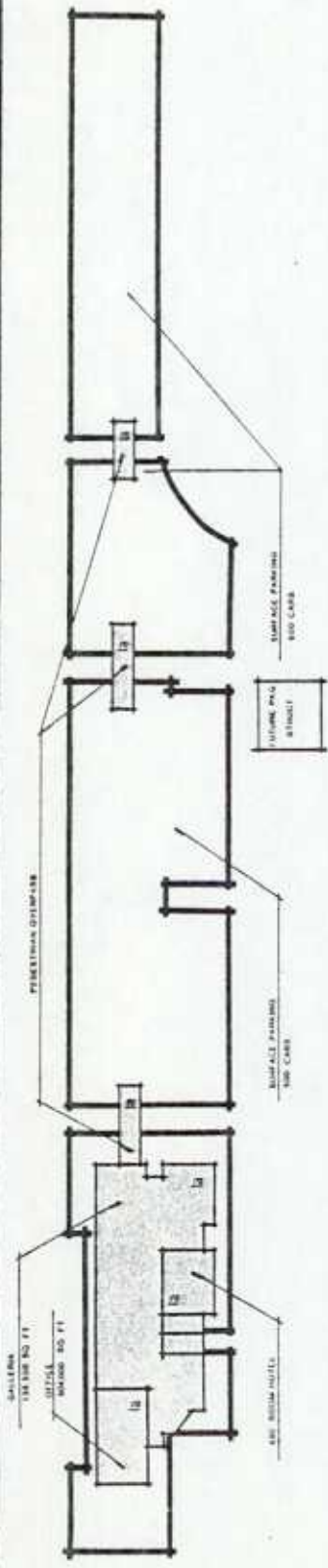
Figure 8:  
ILLUSTRATIVE MASTER PLAN

Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida

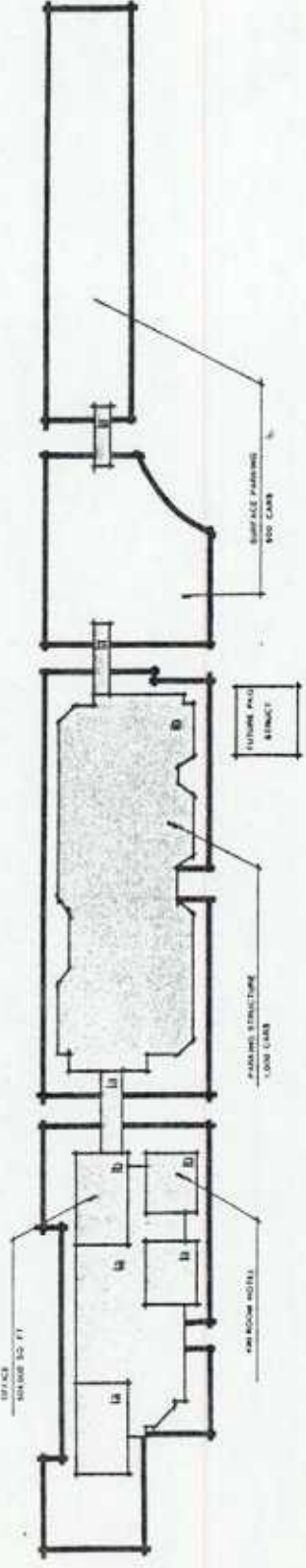
Scale 80' = 1" (1" = 80')  
Date Jan. 1982

# gran central

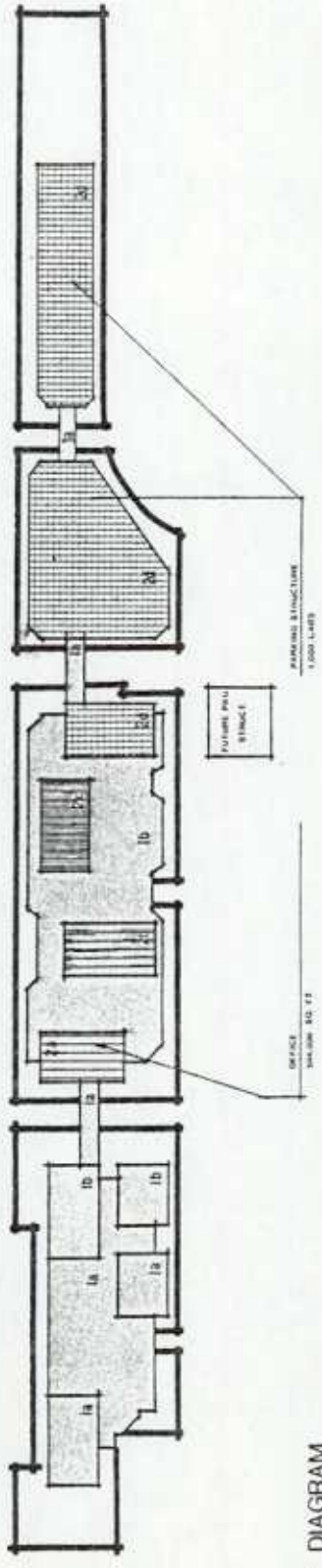
Florida East-Coast Railway Company  
miami, florida



○ Phase 1a



○ Phase 1a  
○ 1b



○ Phase 1a  
○ 1b  
○ 2

Figure 9:  
PHASING DIAGRAM

# gran central

Florida East Coast Railway Company  
miami, florida



Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
Miami, Florida

DATE: JAN. 1982

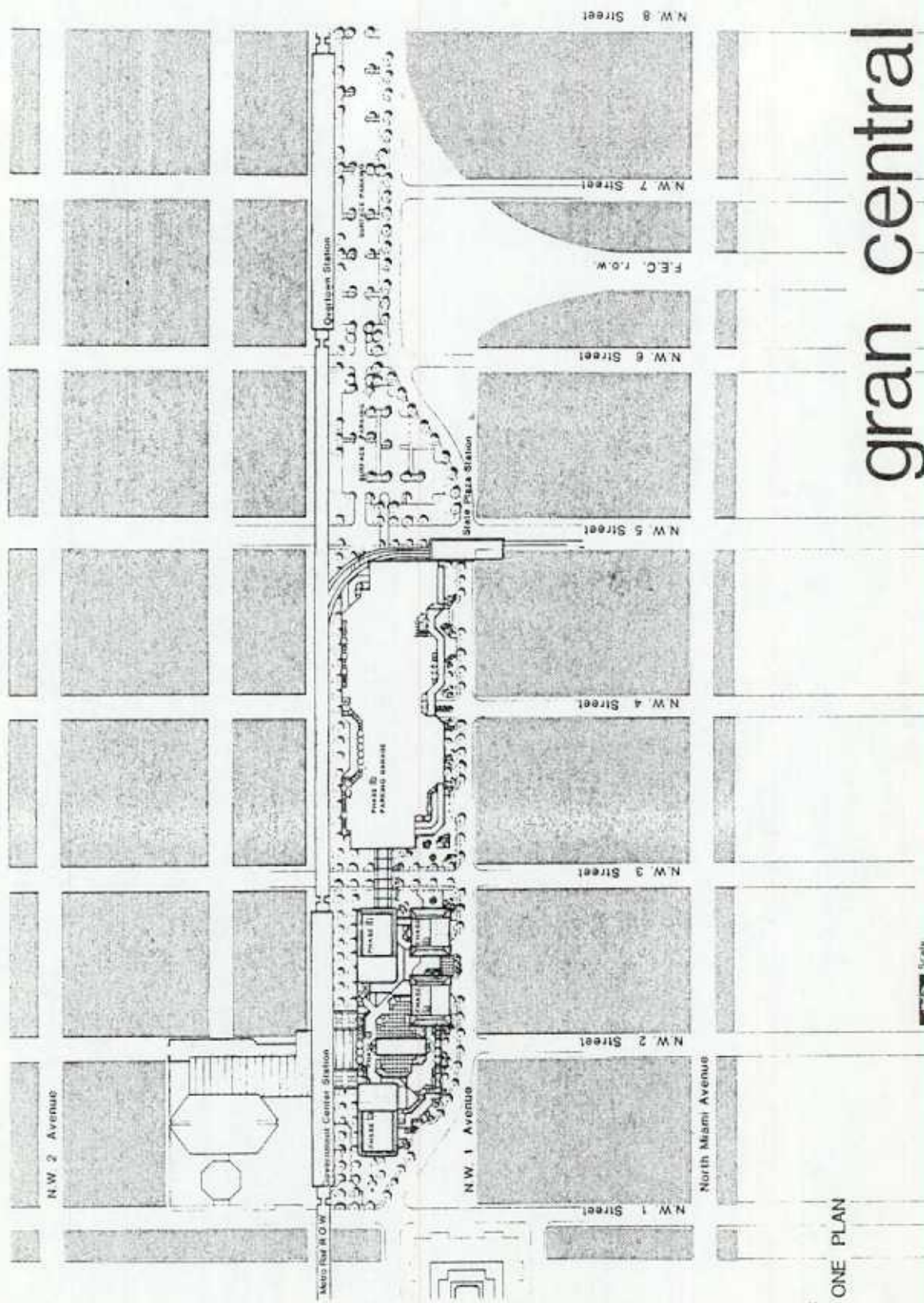


Figure 10:  
PHASE ONE PLAN



Post - Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
Miami, Florida

# gran central

Florida East Coast Railway Company  
miami, florida

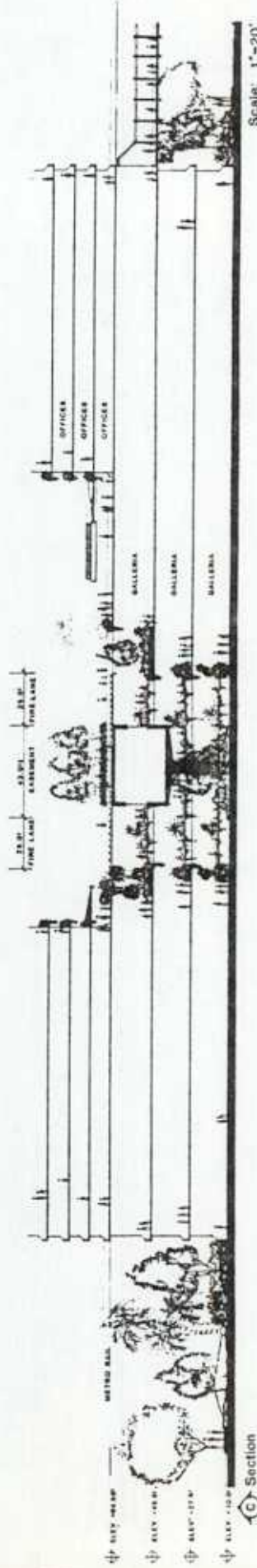
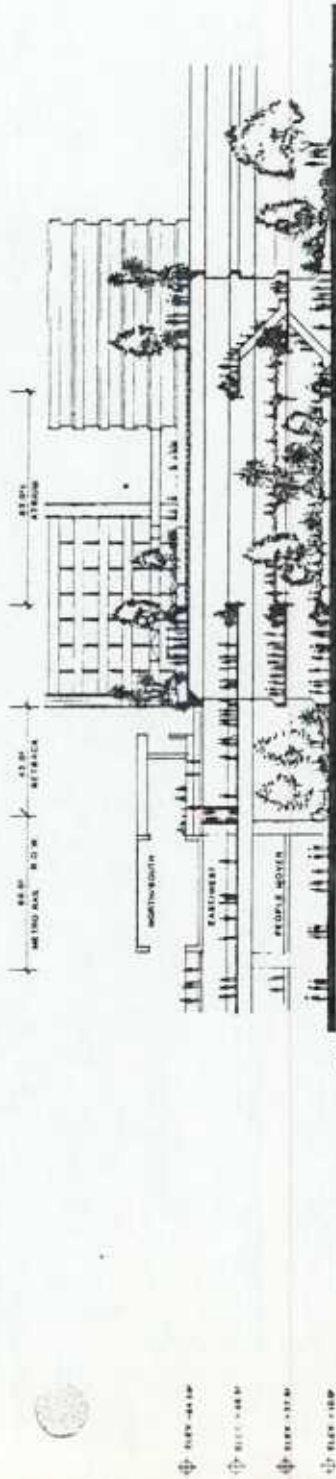
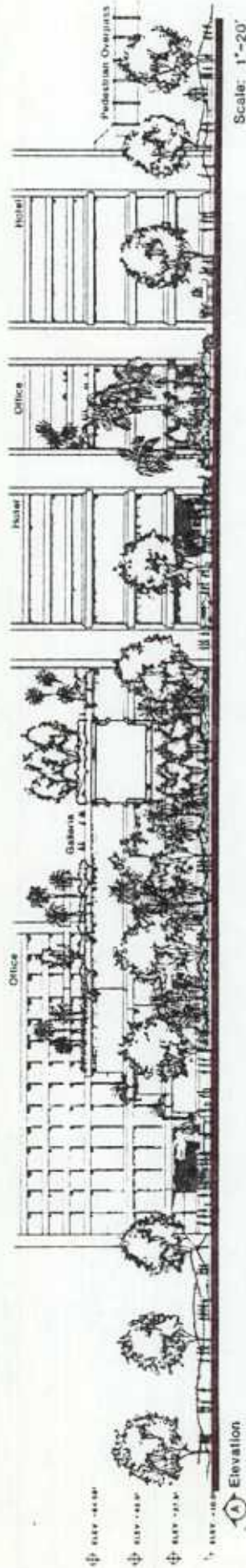


Figure 11:  
SECTIONS & ELEVATIONS

# gran central

Florida East Coast Railway Company  
miami, florida



Post, Buckley, Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida

DATE: JAN. 1982

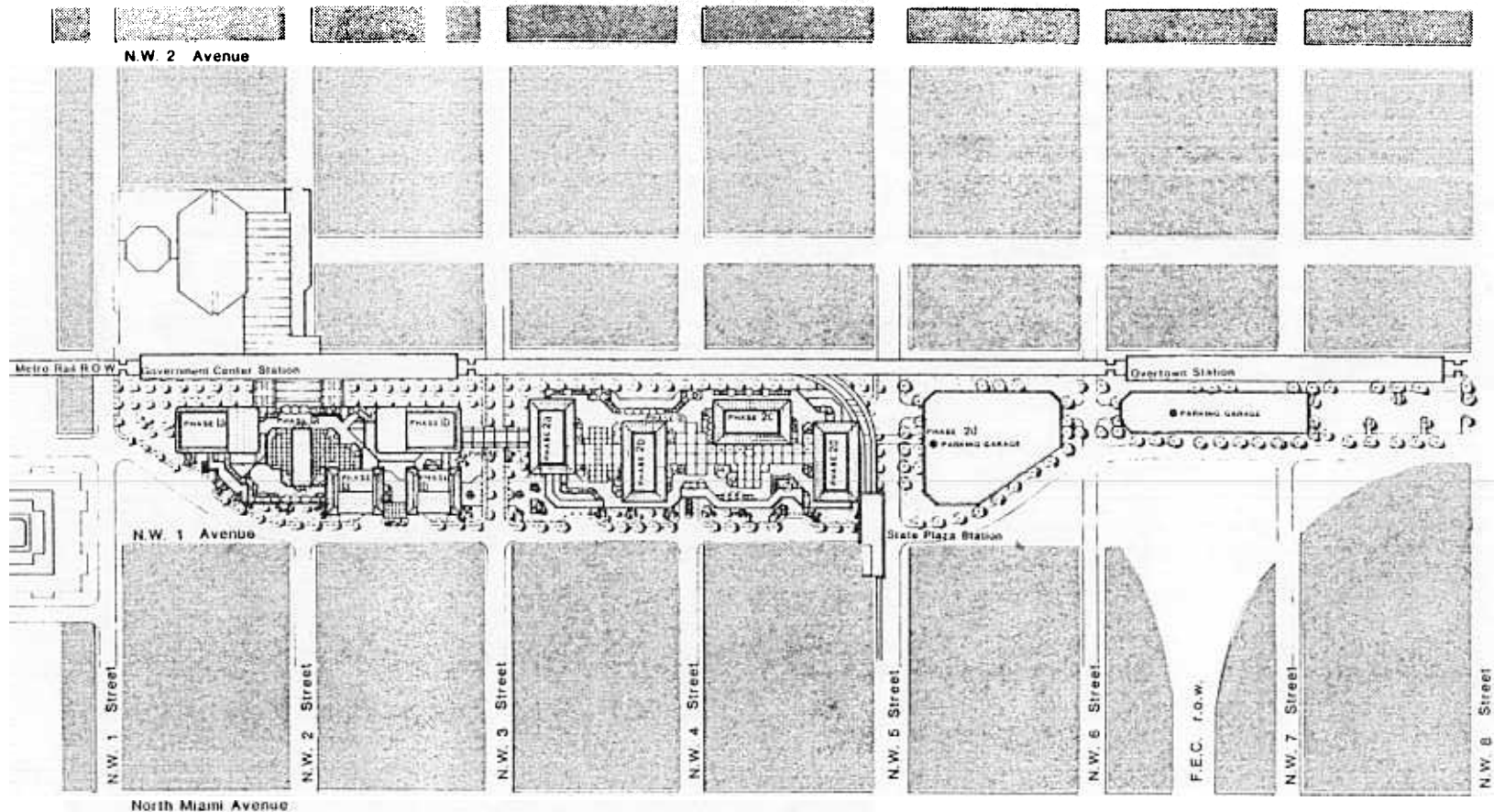


Figure 12:  
**PHASE ONE & TWO PLAN**

Post, Buckley, Schuh and Jernigan, Inc.  
 consulting engineers, architects and planners  
 miami, florida

Scale  
 0' 40' 160' 240'  
 Date Jan 1982

# gran central

Florida East Coast Railway Company  
 miami, florida

# gran central

Florida East Coast Railway Company  
miami, florida

SITE PLAN LEGEND

- Phase 1a  
OFFICE BLDG. TYPE A  
87,416 SQ. FT. FLOOR  
14 FLOORS  
54,200 SQ. FT. UNITS
- Phase 1b  
OFFICE BLDG. TYPE A  
43,240 SQ. FT. UNITS
- Phase 2 abcd  
(4) OFFICE BLDG. TYPE A
- HOTEL BLDG. TYPE B  
18,744 SQ. FT. FLOOR  
14 ROOMS, LOBBY  
14 FLOORS (INCLUDES LOBBY)  
18,744 SQ. FT. UNITS
- HOTEL BLDG. TYPE B  
24,200 SQ. FT. UNITS
- GALLERIA BLDG. TYPE C  
100,000 SQ. FT. BLDG.  
118,000 SQ. FT. UNITS
- Phase 1 Total  
SITE AREA  
187,000 SQ. FT.  
FLOOR AREA RATIO  
13.84
- Phase 2 Total  
SITE AREA  
145,200 SQ. FT.  
FLOOR AREA RATIO  
12.86  
OVERALL F.A.R.  
15.23

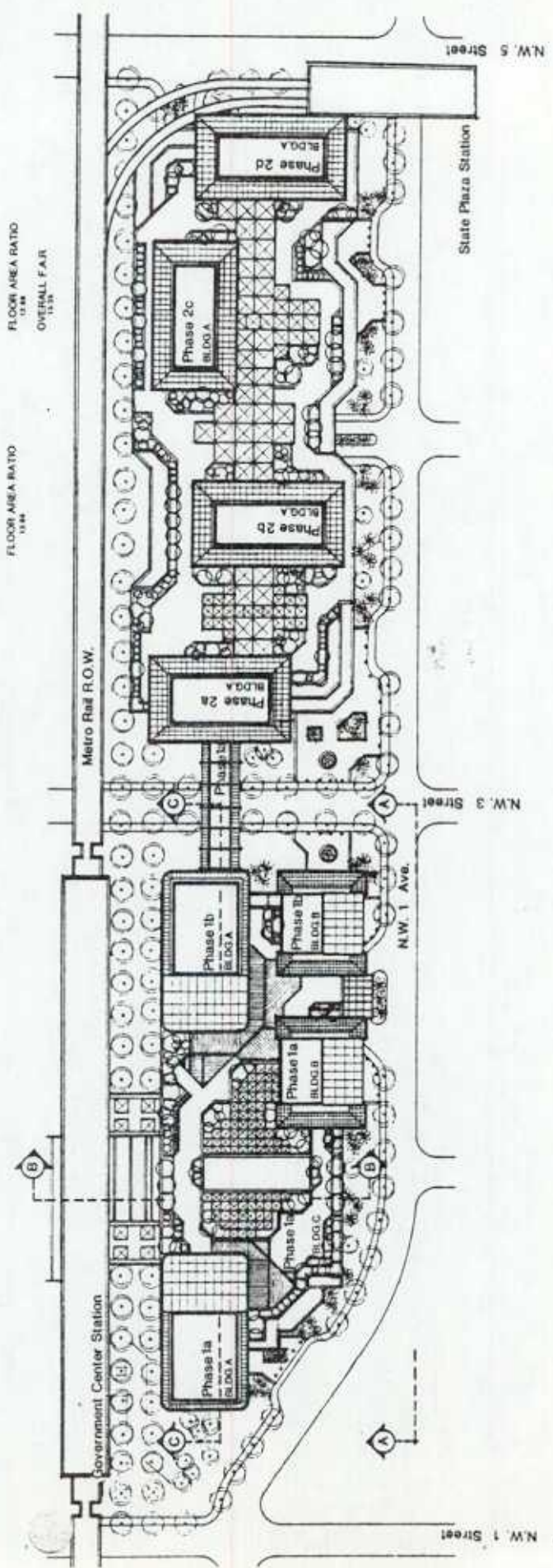
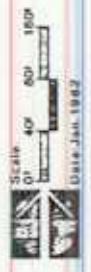


Figure 13:  
PHASE 1&2 DETAIL PLAN



Post - Buckley - Schuh and Jernigan, Inc.  
consulting engineers, architects and planners  
miami, florida

square-foot office building, and 500,000 square feet of retail space would be added. A parking structure would be built to replace the southernmost surface parking. This structure would accommodate 1,000 cars, for a total of 2,000 parking spaces.

Phase 2, lasting from 1997 through 2006, would see the sequential addition of four 504,000-square-foot office towers and two 1,000 car parking structures.

Figure 11 shows sections and elevations of the proposed plan; Figures 12 and 13 provide additional phasing details.

#### IV. REDEVELOPMENT PLAN

##### A. Land Use Plan

The land uses proposed for the Gran Central property complement and enhance the governmental, transit-related, and commercial activities developed or proposed in the neighboring areas. In particular, the twin-towered hotel, tied into the Government Center station, would accommodate visitors to the administrative and cultural complements of the Government Center and to the proposed sports arena and exhibition center. Conference facilities and restaurants would be available both to hotel guests and to tenants in the surrounding office buildings.

These sequentially developed office buildings will derive advantage from

proximity to the Government Center, also offer the logical complement to the adjacent land use activities. Land uses planned for the Overtown Station area of the Community Redevelopment Area immediately to the east and west of the northern portion of Gran Central include:

- \* Mixed residential/commercial, specifically structures appropriate for high density residential and commercial development
- \* Parking
- \* Parks and open space
- \* Institutional uses.

Specifically, a 16,000-seat sports arena is planned adjacent to the northeastern edge of the Gran Central property, next to the Overtown Station. Further to the east, a permanent exhibition center with 250,000 leasable square feet is planned. To the south of the sports arena a bus terminal is proposed. The presence of this bus terminal, in proximity to the Metrorail and Downtown Component of Metrorail stations, and the proposed parking facilities, would create a major multi-modal transportation hub, the appropriate complement to this focus of governmental activity.

Land use activities to the south, east and west of Gran Central below NW 5 Street. (the portion of the property that was not originally included in the City's Community Redevelopment Area) are primarily governmental and commercial, in

accordance with the existing zoning for the area. These activities would benefit from the conversion of the present vacant Gran Central property to a dynamic and attractive hotel and office complex.

#### B. Zoning Plan

The land uses included in the Gran Central plan are consistent with the adjacent zoning. The existing CBD-1/9 zoning district will be retained.

#### C. Traffic and Transportation Plan

With the completion of the first stage of the Metrorail system, the forthcoming inauguration of the Downtown Component of Metrorail, and the opening of the diverse elements of the Government Center, the traffic and transportation needs of the expansion area have evolved. To provide better pedestrian and vehicular access to the stations, major roadway improvements are planned. Among the improvements that affect the Gran Central site are the following:

- \* Improvement of streets adjacent to the Overtown Station (NW 7 Street and NW 1 Court) including enhanced pedestrian access to the station with a pedestrian overpass, and widening of NW 1 Court for better vehicular access.
- \* Development of a pedestrian plaza in conjunction with private redevelopment in the vicinity of NW 2 Avenue and 7 Street.

- \* Expansion of public and residential parking facilities.
- \* Upgrading of the overall pedestrian environment through landscaping, widening of sidewalks, etc.
- \* Development of NW 1 Avenue into a boulevard from the Government Center to I-395 with public parking under the Metrorail alignment.
- \* Rerouting of port traffic along NW/NE 5 and 6 Streets.

In addition to the above-mentioned development of NW 1 Avenue into a boulevard, which requires its realignment and widening, the most significant roadway improvements affecting the site are the widening of NW 3 Street; the use of one-way pairs of streets, such as NW 1/NW 2 and NW 5/NW 6; and the vacating of the east portions of NW 2 and NW 4 streets. NW 1 Avenue is proposed to be developed as a boulevard north of 5 Street within the existing redevelopment area.

#### D. Community Facilities and Services Plan

Implementation of the Gran Central plan will include improvements to the physical environment that will be of long-lasting benefit to the community. In addition to roadway and utility improvements, landscaping and other pedestrian amenities



are planned which will provide a pleasant setting for downtown workers, residents of adjacent areas, and tourists.

E. Housing Plan

No residential units are planned for the area.

F. Economic Development Plan

As indicated in the Southeast Overtown/Park West Community Redevelopment Plan, "the economic revitalization of the Overtown and Park West subareas is a major component of the overall redevelopment strategy for the planning area." The development proposed for the Gran Central site would strengthen that economic revitalization. By filling in this hitherto empty "hole" in the City's extended downtown, the proposed development would have a beneficial effect on all the surrounding activities.

The phased construction proposed for Gran Central, reflecting the market analysis prepared in conjunction with the site development study, has been designed to allow the various components of the project to be absorbed into the economy, as follows:

- \* Within approximately five years (i.e., by 1991), the following development could likely be absorbed:

A 500-room hotel

- 500,000 square feet of office space

500,000 square feet of commercial space.

- \* Within five to ten years (i.e., between 1987 and 1996), the following development could likely be absorbed:

- An additional 500-room hotel

An additional 500,000 square feet of office space

- An additional 50,000 square feet of commercial space.

- \* Within ten to twenty years (i.e., between 1987 and 2006), the following development could likely be absorbed:

- Approximately 2,000,000 square feet of additional phased office space.

The Miami Avenue Sector has the capacity to support considerable growth during the next decade. In addition to Courthouse Centre, a 250,000 square foot office structure, both the WOMETCO properties located between NW 3 and 4 Streets and the City of Miami-Off Street Parking lot between NW 4 and 5 Streets is being considered for redevelopment. Approximately 50% of this subarea is now utilized for surface parking.

#### G. Acquisition Plan

All development on the Gran Central site will take place on property owned or assembled by the Florida East Coast Railway Company.

For the City of Miami to implement its plans of developing NW 1 Avenue into a boulevard from NW 1 Street to I-395, the parcel of land adjacent to the southeast corner of the Gran Central property (Parcel A, see Figure 2) must be acquired as well as right-of-way now owned by the Florida East Coast Railway Company (Parcel B, see Figure 2). This acquisition may be accomplished by an exchange of property by the City and the Florida East Coast Railway Company. (The structure is presently vacant).

#### H. Housing Plan

Parcel A will be reused as public right-of-way and open space; a portion of Parcel B will be dedicated for public right-of-way by the Florida East Railway Company.

#### I. Relocation Plan

No relocation of residences or businesses would be required to implement the proposed Gran Central project.

#### J. Minority Participation Plan

All publicly initiated redevelopment would follow the goals for minority participation delineated for the Park West

segment of the Southeast Overtown/Park West Redevelopment Plan.

#### K. Financial and Staging Plan Tax Increment Allocation Financing

As noted in the Southeast Overtown/Park West Community Redevelopment Plan, "tax increment revenue bonds will be the principal financing instrument employed by the City of Miami to finance the public sector development components of the redevelopment plan covering the Southeast Overtown/Park West district." Were all of the Gran Central property included in the district, these bonds could be issued for that project as well.

Table 1 shows the estimated construction costs and annual tax increments for the 20-year phased development of the Gran Central project, based on 1985 dollars.

Tax increment have been projected based on the development construction cost estimates and applicable millage rates. These revenues have been projected utilizing building structure valuations only. No increase in land valuations have been assumed. Therefore, the revenue estimates should be conservative.

The preparation of the site for development consists primarily of the realignment and widening of NW 1 Avenue and the relocation of various utilities as required from NW 1 Street to NW 8 Street. It is planned to complete the NW 1 Avenue project within the first two years of development.

The preparation of the site for development consists primarily of the realignment and widening of NW 1 Avenue and the relocation of various utilities as required from NW 1 Street to NW 8 Street. It is planned to complete the NW 1 Avenue project within the first two years of development.

The relocation of utilities will be required for the realignment of NW 1 Avenue and for NW 4 Street, if vacated. The relocation of utilities for NW 4 Street would be a major undertaking at an estimated cost of \$1,200,000. It would, however, be possible to delay or phase certain utility relocations.

Tax increment revenue bonds cannot be issued until tax increment revenues have been realized. Therefore, the vertical structures must be constructed prior to bond issuance; and short-term financing must be used. These funds could come from the developer or the City and be repaid from tax increment revenue bonds at a later date. The city would not proceed with roadway and other infrastructure improvements unless a refunding mechanism is guaranteed by the property owners.

The Gran Central project will not produce any significant tax increment revenues until the fourth or fifth year after the start of construction. The Phase 1a revenues could, however, support revenue bonds to fund all of the estimated infrastructure costs.

It may be possible to build a parking facility in conjunction with the City. Also, tax free bonds used to build a parking facility may possibly be repaid with tax increment and parking revenues. Parking revenues are, however, not projected until the end of Phase 1b.

L. Management Plan and Schedule deletion

To be provide at a later date

M. Historic Preservation Plan

No historic sites lie within the Gran Central property.