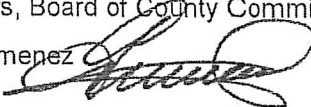


# Memorandum



**Date:** December 16, 2015

**To:** Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Report on Community Redevelopment Agencies Assessment of Need Study  
Required for Extensions

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The following report is pursuant to Resolution No. R-611-15 adopted by the Board of County Commissioners (Board) at its June 30, 2015 meeting, which requested that the County Mayor or the County Mayor's designee prepare and submit a report setting forth the criteria for an assessment of need study (Assessment), which will be submitted by any community redevelopment agency (Agency) requesting an extension to the life of the Agency and community redevelopment area (Area).

## **Background**

Florida Statutes Part III of Chapter 163, known as the "Community Redevelopment Act of 1969" (Act), authorizes local governments to establish Agencies to revitalize areas designated as slum and blight upon adopting a finding of necessity (Finding) demonstrating there is a need for an Agency to carry out community redevelopment activities, as defined in the Act. The Finding must be adopted by a resolution, and be supported by data and analysis. The Finding must provide that the particular area being studied has instances of slum or blight, as defined by Chapter 163.340(7) or (8).

The Board, through Resolution No. R-611-15, established a policy that requires any Agency requesting an extension of its life and that of the Area to provide an Assessment. County staff conducted a research of existing Agencies in Florida, e.g., Naples Community Redevelopment Agency and City of Hallandale Community Redevelopment Agency, and those in other states e.g., the Community Redevelopment Agency of the City of Los Angeles, California to determine whether similar assessments have been completed. Based on research conducted by my Administration, the following criteria should be established by the Board for the assessment of needs studies required by Resolution No. R-611-15:

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## **Assessment of Need**

Any Agency requesting an extension shall provide the Board an Assessment that shall include the following information:

- Reason for the extension;
- Current condition(s) of slum in the Area, as defined by Chapter 163.340 (7), with detailed statistical data or analysis;
- Current condition(s) of blight in the Area, as defined by Chapter 163.340 (8), with detailed statistical data;
- Total revenues deposited into the trust fund since the inception of the Agency;
- Types of programs funded for the Area;
- Major projects funded by the Agency; and
- Major projects to be funded by the Agency as a result of the extension.

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

- Demographic, household, and poverty rate analysis, including existing and projected demographics and important shifts;
- A gap analysis that will examine the existing economic, financial, and regulatory conditions within the redevelopment area to determine barriers and other constraints to private redevelopment investments;
- Redevelopment priorities with respect to the gap analysis;
- Possible solutions and redevelopment investment strategies;
- Recommendations for an appropriate update to the goals and objectives of the Agency's community redevelopment plan;
- Projections of available tax incremental revenues, potential financing options, and any other implications related to the extension of the life of the Agency and the community redevelopment area;
- Recommendations for an appropriately phased 10 to 15 year capital improvement plan, including a financing plan utilizing tax increment revenues and/or the additional bonding capacity provided by an extension of the Agency and the community redevelopment area;
- Recommendations identifying and prioritizing capital projects that facilitate redevelopment and may be recommended or desired beyond a 10 to 15 year time period, and potential financing options; and
- Additional recommendations to facilitate appropriate redevelopment that may be determined as a result of the community engagement process described below.

Prior to preparing the Assessment, the Agency should engage the community through multiple methods, including meetings, charrettes, interviews, public media, electronic messages, and social media. The Agency should also engage and receive input from interested stakeholders to include: property owners; business owners; merchants and residents in a community redevelopment area; advocates; unions; County and City District Commissioners; County and City officials and representatives; and other stakeholders. The Agency should also conduct site visits, as needed, and should inform and cooperate with County and City staff, and various boards and committees, during the development of the Assessment.

Any and all costs associated with the Assessment shall be borne by the Agency.

If you have any questions, please contact Deputy Mayor Edward Marquez at 305-375-1451.

c: Abigail Price-Williams, County Attorney  
Office of the Mayor Senior Staff  
Jennifer Moon, Director, Office of Management and Budget  
Charles Anderson, Commission Auditor



# Assessment of Need Study

In Support of the Proposed Extension to the Life  
of the Southeast Overtown/Park West  
Community Redevelopment Agency

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## Section 1. Executive Summary:



This Assessment of Need Study presents data and analysis to support extending the life of the City of Miami Southeast Overtown/ Park West Community Redevelopment Agency “SEOPW CRA” to year 2042. The Assessment of Need Study Area “Study Area” consists of Overtown and the Park West communities. Notwithstanding, the notable achievements of the SEOPW CRA in creating job opportunities and developing and rehabilitating low and moderate-income housing units in the Overtown community, the accompanying data shows that slum and blighted areas still exist within the Study Area. Data also shows that slum and blight, in one form or another, will exist beyond the current sunset year of 2030.

The accompanying data shows that while Overtown is emerging from past public and private neglect, economic and social conditions are still conducive to greater rates of poverty, and higher incidences of crime and health disparities, when compared to the City of Miami and Miami-Dade County. The accompanying data shows that in Overtown there exists a predominance of substandard housing conditions, impaired by reason of dilapidation and code violations, which continues to endanger life and cause economic distress. These conditions of slum and blight did not occur overnight.

Overtown was once a thriving mixed-income community with some 50,000 residents. It was inhabited by people who worked on the railroad and other early industrial and commercial ventures. Overtown was also a thriving center of commerce and culture for the Black community, particularly for music and entertainment. Beginning in the 1920’s and extending through the 1950’s, NW 2nd and 3rd Avenues within the Southeast Overtown area were variously referred to as “Little Broadway” or the “Harlem of the South” in reference to the entertainment venues --- popular with all segments of the Miami community --- like the Lyric Theater that lined them. Bahamian musicians marched down Fifth Place on Friday nights playing a spicy blend of Calypso and island rhythms. Teenagers flirted over jukebox sessions at neighborhood restaurants. It was also the portion of the City of Miami where African-American entertainers such as Nat King Cole, Count Basie and Ella Fitzgerald lodged when they were performing at the hotels on Miami Beach, at which they were not allowed to stay. In the 1960s, several factors combined to change the face of Overtown: (i) two highways were built which

cut through the heart of the community, separating the community into four quarters; (ii) the ill-conceived efforts of “urban renewal” leading to the destruction of many older homes and buildings, displacing nearly 80% of its residents and subsequent destruction of the area’s business community, which once had more than 300 businesses; and (iii) desegregation, which opened new opportunities for many who moved to other neighborhoods.

The formation of the SEOPW CRA was completed in 1982. Since then, the SEOPW CRA has undertaken measurable redevelopment efforts to revitalize not only Overtown, but the entire Redevelopment Study Area. As contemplated, the Park West area generates about 70% of the total revenues deposited into the SEOPW CRA trust fund. As a direct result of visionary leadership and steady economic growth, to date there are notable signs of community development activities in Overtown as well as in the Park West area; however, compared to surrounding neighborhoods, there still exist in Overtown a shortage of housing affordable to low income and elderly residents, higher rates of unemployment, prevailing poverty, higher incidences of crime and health disparities. Today, Overtown has approximately 8,000 residents living in a two square mile radius. More than half of the Overtown residents live below the poverty level; 34% are unemployed and a large percentage of youth are neither in school nor working. The median household income is \$17,363. Overtown is by far the deadliest community for opioid deaths in Miami-Dade County. Since 2015, at least 31 people have fatally overdosed in Overtown with heroin or fentanyl, often both found in their blood. The addicted have operated in plain view, injecting drugs in Overtown’s shanty shelters, weed-choked fields, and even along highway embankments. In Overtown, reported hospitalization for heart disease was three times the rate reported in Miami-Dade County overall. The percentage of low birth weight babies in Overtown was 10% higher than the county-wide average of 8.9%, and according to the Florida Department of Health, the area has one of the highest infant mortality rates in all Miami-Dade County.

Despite these statistics, the Overtown and Park West communities have many assets, most notably its people, their pride, and the commitment of the SEOPW CRA to a better Overtown and Park West. The extension of the life of the SEOPW CRA will allow the CRA to continue with its community redevelopment activities including offering affordable housing opportunities for low and moderate-income families, leveraging tax increment funds to attract private capital in furtherance of community redevelopment goals, and continuing to combat higher incidences of crime by promoting policing innovations that would foster safe neighborhoods. A few of the projects to be funded as a result of extending the life of the SEOPW CRA include: investments into public housing at Culmer Place, Culmer Gardens, and Rainbow Plaza, a mixed-use Cultural and Entertainment District pursuant to the Folk Life Village Study Plan, and a transportation initiative consistent with Miami-Dade County Strategic Miami Area Rapid Transit Plan (SMART). This Assessment conclusively supports a finding that within the Study Area, one or more slum and blighted areas exist, including a shortage of housing affordable to residents of low and moderate income, including elderly, and these conditions will exist beyond the current sunset date.



## **Section 2. Introduction:**

- 2.1 Assessment of Need Study
- 2.2 Legal Description of the Study Area
- 2.3 Historical Description of the Study Area
- 2.4 “Slum” Defined
- 2.5 “Blight” Defined

### **2.1 Assessment of Need Study**

This Assessment of Need Study (Assessment) was prepared pursuant to Miami-Dade County Resolution No. R-611-15, which established the guidelines policy for the preparation and submission of an assessment whenever a Community Redevelopment Agency “CRA” petitions to extend the life of the CRA. On December 16, 2015, Miami-Dade County in its memorandum, “Report on Community Redevelopment Agencies Assessment of Need Study Required for Extensions”, prescribed that it is mandatory that the petitioning CRA engage the community through multiple methods in preparation of the Assessment of Need Study.

In furtherance of that directive, the SEOPW CRA conducted a series of community events, which included holding a charrette, interviewing residents, property owners, and business people, disseminating surveys via social media and at community meetings, and holding a publicly noticed community meeting for the support of the preparation of this Assessment.



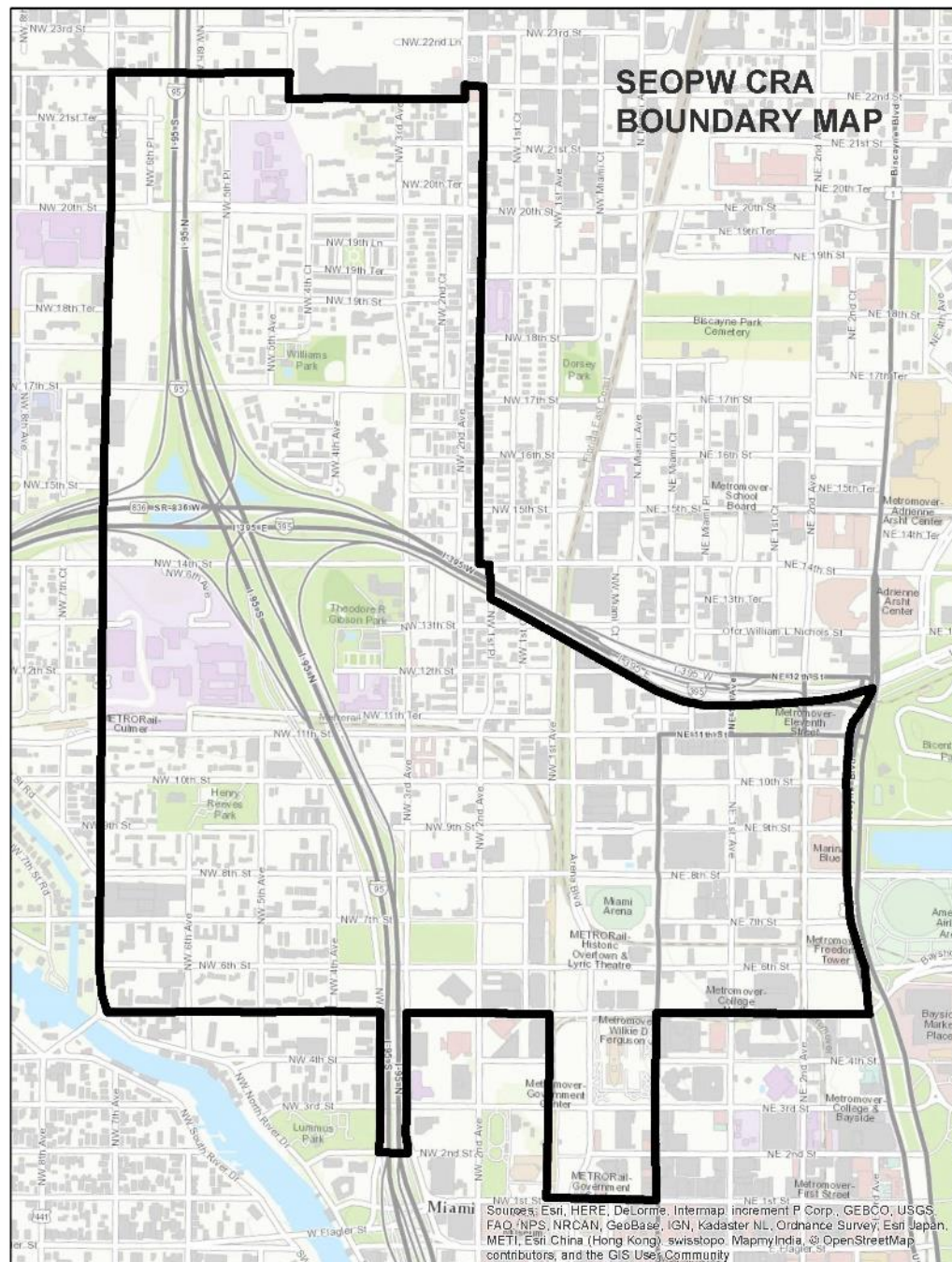
### **2.2 Legal Description of the Study Area**

The Southeast Overtown/Park West Study Area, is hereafter described as follows:

The legal description of the Study Area is physically defined as beginning near the southwest corner of LUMMUS Park at the southwest corner of the intersection of NW 2nd Street and NW 3rd Court; continue north to the north side of NW 5th Street; then west along the north side of NW 5th Street to the east side of NW 7th Avenue; then north along the east side of NW 7th Avenue to the north side of NW 22nd Street; then east along the north side of NW 22nd Street to the east side of NW 5th Avenue; then south on the east side of NW 5th Avenue to the North Side of NW 22nd Street; then east on the north side of NW 22nd Street to the west side of NW 2nd Avenue; then north on the west side of NW 2nd Avenue to the north side of NW 22nd Street; then east on the north side of NW 22nd Street to the east side of NW 1st Place; then south on the east side of NW 1st Place to the north side of NW 14th Street; then east along the north side of NW 14th Street to the east side of NW 1st Avenue; then south along the east side of NW 1st Avenue to the southern edge of the I-395 ROW; then east along the southern edge of the I-395 ROW to the western side of Biscayne Boulevard; then south along the west side of Biscayne Boulevard to the north side of NE 5th Street; then west along the north side of NE 5th Street to the west side of North Miami Avenue; then south along the west side of North Miami



Avenue to the north side of NW 1st Street; then west along the north side of NW 1st Street past NW 1st Avenue, to include properties abutting the west side of NW 1st Avenue; then north along the western edge of said properties to the north side of NW 5th Street; then west along the north side of NW 5th Street to the east side of NW 3rd Avenue; then south along the east side of NW 3rd Avenue to the south side of NW 2nd Street; then west along the south side of NW 2nd street to the southwest corner of the intersection of NW 2nd Street and NW 3rd Court.



Location Map – SEOPW CRA Boundary Map

Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

## 2.3 Historical Description of the Study Area

### Original CRA Area

When the Southeast Overtown Park West CRA was originally established in the early 1980's, the preponderance of the redevelopment area was bounded by Interstate 395 on the north, Biscayne Boulevard on the east, NE/NW 5th Street on the south and Interstate 395 on the west. The initial area also extended south of NW 5th Street to NW 1st Street in the area



between North Miami Avenue and the western edge of the Florida East Coast (FEC) railroad right-of-way. As the CRA's name suggests, its original boundaries included two distinct neighborhoods: 1) Southeast Overtown and 2) Park West.

### Southeast Overtown

The Southeast Overtown portion which is located north of NW 5th Street between the FEC railroad right-of-way and Interstate 95, is a historic portion of the City of Miami that has been a predominately African-American neighborhood throughout its existence. Beginning in the 1920's and extending through the 1950's, NW 2nd and 3rd Avenues within Southeast Overtown area were variously referred to as "Little Broadway" or the "Harlem of the South" in reference to the entertainment venues --- popular with all segments of the Miami community --- like the Lyric Theater that lined them. It was also the portion of the City of Miami where African-American entertainers such as Nat King Cole, Count Basie and Ella Fitzgerald lodged when they were performing at the hotels on Miami Beach at which they were not allowed to stay. While staying in Southeast Overtown, they would frequently perform late at night in the area's clubs and theaters. Other prominent people of color who stayed in the area were W.E.B. DuBois, Zora Neal Hurston, Joe Louis and Jackie Robinson. However, during the 1960's, with the passage of the civil rights legislation of 1964 which made it illegal for public accommodations to discriminate based on race, and the construction of the Interstate 95/Interstate 395 interchange which split the broader Overtown area into four quadrants, the area began to decline.

Beginning in the 1990's, a modest amount of new development began to appear in Southeast Overtown, with the most significant project built during that period being the Poinciana Village Condos located on NW 7th Street between NW 2nd and 3rd Avenues. However, that project was never fully completed because the blighted conditions in the area surrounding it, among other factors, discouraged its acceptance by the market.

Since 2000, major projects in the Southeast Overtown portion of the original CRA area have included the construction of two major County office buildings located at 701 NW 1<sup>st</sup> Court adjacent to the

Overtown Metrorail Station and the renovation and expansion of the Historic Lyric Theater. The Lyric Theater was intended to be the anchor for a cultural redevelopment initiative led by the Black Archives known as Historic Overtown Folk Life Village.

In 2014, the SEOPW CRA Board authorized the issuance of a \$60-million bond to be used to pay all or part of the costs of the construction and/or rehabilitation of five affordable housing projects. The five approved affordable housing bond projects were Plaza at the Lyric, which included new construction of not less than 158 affordable housing units, St. John Overtown Plaza, new construction of not less than 90 affordable housing units, Courtside Apartments, new construction of not less than 84 affordable housing units, Island Living, new construction of 70 affordable housing units, and Town Park Village and Town Park South, rehabilitation of two existing housing communities consisting of 35 buildings and 263 housing units.



*Island Living*

Another major project in the Southeast Overtown portion of the original CRA area was a new office building at the corner of NW 2nd Avenue and NW 6th Street. The CRA made the site available for development through a competitive bid process that now is the headquarters of the express railway service, Brightline. Brightline will operate along the FEC right-of-way between Miami and Orlando with intermediate stops in Downtown Ft. Lauderdale and Downtown West Palm Beach.

### **Park West**

The Park West portion of the original CRA area was referred to by that name in the late 1970's because it was located to the West and directly across Biscayne Boulevard from a park that was then known as Bicentennial Park. The park was developed on the site of what had historically been the Port of Miami until that facility was moved onto Dodge Island. Today, it is known as Museum Park and is home to the Perez Art Museum and the Frost Museum of Science.

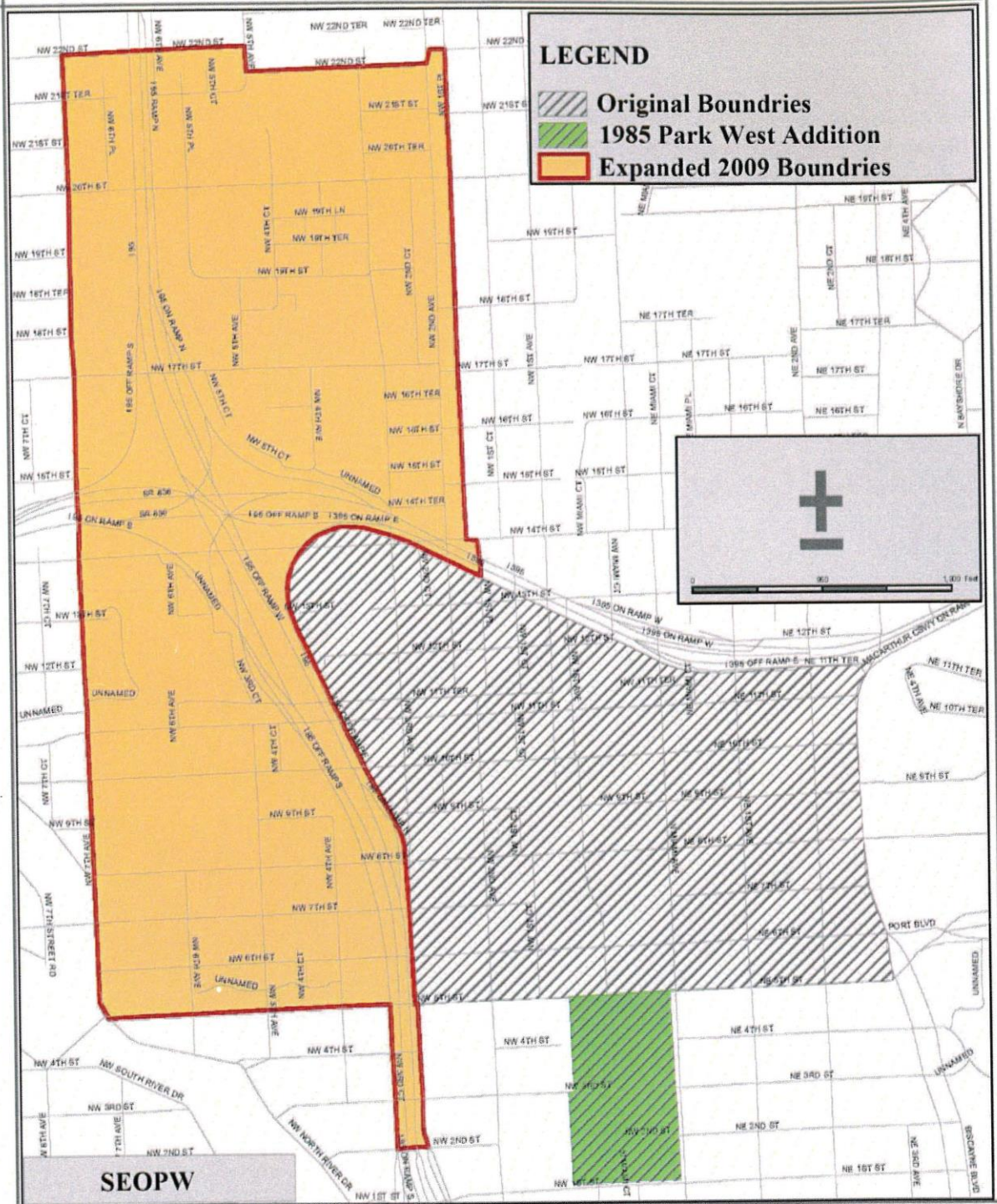
Park West extends from Biscayne Boulevard to the eastern boundary of the Florida East Coast Railway right-of-way, a distance of approximately three and one-half city blocks. When the CRA was established in 1981, the Park West area was primarily comprised of industrial-type buildings that were developed there to house port-related businesses. However, by 1981, plans had already been drawn that envisioned Park West being developed as the northern extension of the City of Miami's traditional Central Business District (CBD), which is comprised of the area east of North Miami Avenue between the Miami River and NE/NW 5th Street. Office and retail space similar to that found in the CBD were proposed for the area; however, the plans for the area also included substantially greater amounts of multi-family, generally high-rise, residential units than in the traditional CBD where such development was scarce.



Since the early 1980's, relatively little of the development proposed for Park West has actually materialized. Among the factors contributing to that was the fragmented patterns of ownership and the blighting influence of the truck traffic that passed through the area on the way to the Port of Miami on Dodge Island. With the assembly of a ten-block area by Miami World Center Associates for the Miami World Center project, development began to materialize in Park West.

The majority of development that exists in Park West is primarily located along its edges on the west side of Biscayne Boulevard, the north side of NE 5th Street, NE 11th Street and the west side of North Miami Avenue. With respect to Biscayne Boulevard, several high-rise condominium projects have either been completed during the past five years or are currently under construction between NE 8th Street and Interstate 395. However, the only building currently existing between NE 5th Street and NE 8th Street is the historic Freedom Tower, which is owned by Miami-Dade College. Condominium projects with retail uses on their ground floors are proposed for most of the remaining vacant land. The uses along NE 5th Street include another facility of Miami-Dade College, a church, a telephone company building and a small class C office building, while the major uses along NE 11th Street besides a FPL substation and a Greyhound bus facility are bars/nightclubs that operate all-night. Two high-rise residential buildings constitute the major development along the west side of North Miami Avenue.

# SOUTHEAST OVERTOWN/PARK WEST BOUNDARY MAP



## **2.4 “Slum” Defined**

Section 163.340(7), Florida Statutes, defines “slum area” as an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired because of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- a) Inadequate provision for ventilation, light, air, sanitation or open space;
- b) High density of population, compared to the population density of adjacent areas within the county or municipality, and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
- c) The existence of conditions that endanger life or property by fire or other causes.

## **2.5 “Blight” Defined**

Section 163.340(8), Florida Statutes, defines “blighted area” as an area in which there are a substantial number of deteriorated or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two or more of the following factors are present:

- a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.
- b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.
- c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
- d) Unsanitary or unsafe conditions.
- e) Deterioration of site or other improvements.
- f) Inadequate or outdated building density patterns.
- g) Falling lease rates per square foot of office, commercial, industrial space compared to the remainder of the county or municipality.
- h) Tax or special assessment delinquency exceeding the fair value of the land.
- i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.
- j) Incidence of crime in the area higher than in the remainder of the county or municipality.
- k) Fire and emergency medical services calls to the area proportionately higher than the remainder of the county or municipality.
- l) A greater number of violations of the Florida Building Code in the area than the number of recorded in the remainder of the County or municipality.
- m) Diversity of ownership of defective or unusual condition of title which prevent the free alienability of land within the deteriorated or hazardous area.
- n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.
- o) A substantial number or percentage of properties damaged by sinkhole activity which have

not been adequately repaired or stabilized.

However, the term “blighted area” also means any area in which at least one of the factors identified in paragraphs (a) through (o) are present and all taxing authorities subject to Section 163.387(2) (a) agree, either by Interlocal Agreement or agreements with the agency or by resolution that the area is blighted. Such agreement or resolution must be limited to a determination that the area is blighted.



### Section 3: Demographic and Household, and Poverty Rate Analysis:

- 3.1 Population
- 3.2 Employment Status
- 3.3 Household Income
- 3.4 Households below Poverty Level

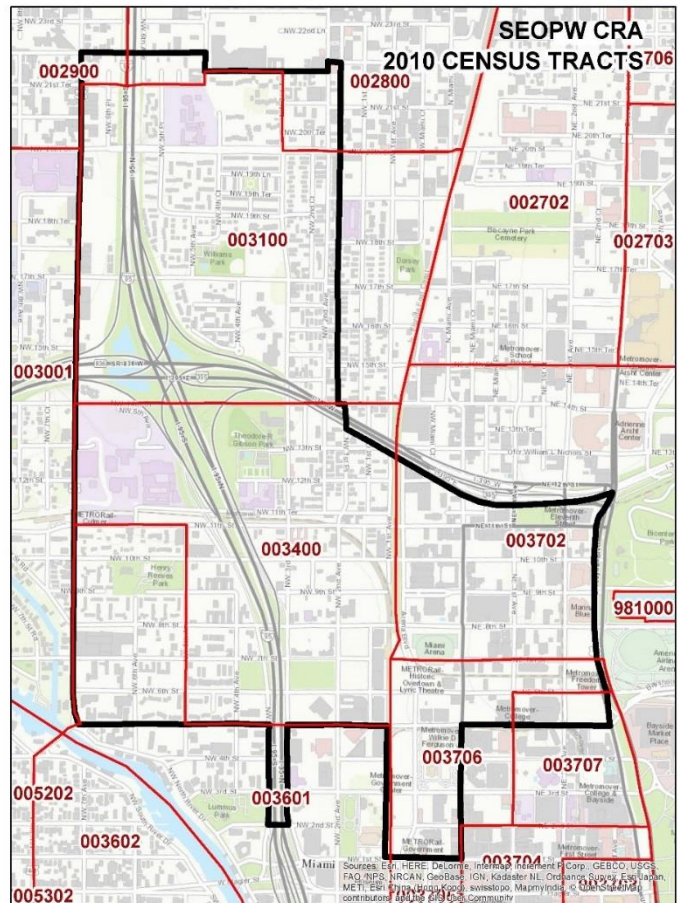
The Study Area is represented by two very distinctive neighborhoods, Overtown and Park West. The accompanying data are comprised from Census Tract 31, 34 and 36.01 for Overtown and data from Census Tract 37.02 and 37.06 for Park West.

#### 3.1 Population

This section addresses the social characteristics of the Study Area. The data compare residents in the Study Area to residents in the City of Miami and Miami-Dade County. More specifically, it covers the following core metrics: population, employment status and households. The data reflect an alarming contrast not only when comparing the Study Area with the City of Miami and Miami-Dade County more generally, but also when comparing census track data within the Study Area.

According to the U.S. Census Bureau, 2012-2016 American Community Survey (“ACS”) estimates, the population for the Study Area is 12,455 persons, of which 7,738 or 62% reside in Overtown and 4,717 or 38% reside in Park West.

The median age of the Study Area is 37.9 years of age, while the City of Miami is marginally higher at 38.7. Much of the population within the Study Area is generally between 25-44 years of age. This group comprises approximately 34.1% of the total population. This is marginally higher than the City, which is 31.9%. Within Park West, however, this segment of the population rises to approximately 55.2%.



The Study Area population is approximately 39.6% white, and 54.5% black. This contrasts with the City at 75.4% white and 19.1% black. Within the Study Area, Park West is approximately 67.2% white, while Overtown is approximately 85.2% black. While the City overall is 70.9% Hispanic, the Study Area is 39.6% Hispanic. Within Park West, 53.4% are Hispanic. (See Table 1)

### **3.2 Employment Status**

The employment rate among persons 16 and over is 91.8% within Park West. In Overtown Census Tracts 31 and 34, the employment rate decreases to 70% and 72%, respectively. Citywide, the employment rate is 90.4% compared to Miami-Dade County which is 91.4%. Unemployment within the City labor force is 9.5%; this number increases to 29.9% for Census Tract 31 and 27.2% for Census Tract 34.

Both in the City of Miami and Miami-Dade County, those working full time and year-round, make up approximately 71% of persons in the workforce aged 16 to 64. Within the Study Area this percentage drops to 54. This represents a 17% differential deficit in the employed workforce of the Study Area in comparison to the City of Miami and Miami-Dade County.

Regarding Occupations (16 and over), persons in Management, Business Sciences & Arts city-wide represent approximately 28.8% while in Miami-Dade County it represents 31.5%. This contrasts with persons in Overtown tract 34 at only 5.7% while Park West increases to 68% representation.

Overtown Census Tracts 31 and 34 within the Study Area are plagued by low levels of educational attainment and high unemployment among both categories of men and women 16 and over. More than 55% of the working population in the Overtown Portion are employed in low wage earning and unskilled occupations, much higher than Census Tract 37.02 ("Park West Portion") and the City of Miami.

In Overtown Census Tracts 31, 34 and 36.01, approximately 81.1% of persons 16 and over are employed in the services industry. This contrasts with 18.9% in Park West in comparison to the City of Miami and Miami-Dade County with 24.7% and 21% respectively.

### **3.3 Household Incomes**

In Overtown, both per-capita income and household income remain low with 65.5% or more of households earning on average \$17,363 per year, a significant difference from Park West, where average median income is more than \$110,475. As a result, residents have very little to no disposable income, which is a key indicator for private investment. Low incomes not only discourage outside investment in the community but prevent residents from being able to afford the long-term maintenance of their own properties. Residents' properties then fall into disrepair and contribute to the decline of the neighborhood.

The median household income for the Study Area is \$26,540, the City of Miami is \$32,127 and Miami Dade County is \$44,347 which is a stark contrast to the \$110,475 average median household income for the Park West area. This represents a difference of almost 5 times that of the Overtown area. (See Appendix Table 2)

### **3.4 Households below Poverty Level**

The above provided household income data reveals a striking disparity within the Study Area and in comparison, with the City of Miami and Miami Dade County. Based on the UC Davis Center for Poverty Research, some 2016 poverty thresholds were: \$12,486 for a single individual under 65, \$14,507 for a household of 2 people with the householder 65 years or older with no children, \$24,339 for a family

of 4 with 2 children under age 18.<sup>1</sup> This information as indicated above reflects that 65% of the households in Overtown have an average household income of \$17,363 which is less than the national poverty rate for a family of 4 by 28.6%. This shows that 48.4% of the households in Overtown live in an area that remains severely economically distressed. This becomes particularly evident when one looks at the data relating to employment, unemployment and part-time employment (Table 1), household income (Table 2), age of housing stock (Table 4) and home value and rent levels (Table 5). High rates of poverty, high rates of unemployment, and very low per capita and household income have negatively impacted investment as well as housing stock in the Study Area. Based on the poverty analysis, prevailing conditions of slum exist, and as such, the extension of the life of the CRA is warranted.

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<sup>1</sup> <https://poverty.ucdavis.edu/faq/what-are-poverty-thresholds-today>

## SOCIO-ECONOMIC CHARACTERISTICS FOR CENSUS TRACTS 31; 34, 36.01, 37.02 and 37.06

**CENSUS TRACT 31** generally includes the area between NW 14<sup>th</sup> Street to NW 22<sup>nd</sup> Street, from the Florida East Coast right-of-way to NW 7<sup>th</sup> Avenue; a majority of which is within the study area.

Source: Table 1

EMPLOYMENT STATUS	Number	Percent
Population 16 years and over	2,679	100
In labor force	1,179	44.0
Employed	826	70.1
Unemployed	353	29.9

Source: Table 2

HOUSEHOLD INCOME	Number	Percent
<b>Households</b>		
Less than \$10,000	394	32.2
\$10,000 to \$14,999	256	21.0
\$15,000 to \$24,999	231	18.9
\$25,000 to \$34,999	110	10
\$35,000 to \$49,999	35	2.9
\$50,000 to \$74,999	90	7.3
\$75,000 to \$99,999	64	5.2
\$100,000 to \$149,999	18	1.0
\$150,000 to 199,999	0	0
\$200,000 or more	19	1.5
Average Median household income	\$21,879	

Source: Table 2

POVERTY STATUS (Households)	Number	Percent
Below poverty level	639	52.5

Source: Table 3

OCCUPANCY STATUS	Number	Percent
<b>Total housing units</b>	1,373	100
Occupied housing units	1,217	88.6
Vacant housing units	156	11.4
<b>VACANCY STATUS</b>		
<b>Vacant housing units</b>		
For rent	98	63
For sale only	0	0
Rented or sold, not occupied	0	0
For seasonal, recreational, or occasional use	0	0
For migratory workers		
Other vacant	58	37
<b>TENURE</b>		
<b>Occupied housing units</b>		
Owner-occupied	213	17.5
Renter-occupied	1,004	82.5

Source: US Census Bureau, 2012-2106, American Community Survey 5-year estimate.



**CENSUS TRACT 34** includes the area between NW 5<sup>th</sup> Street and NW 14<sup>th</sup> Street, and from the Florida East Coast right-of-way to NW 5<sup>th</sup> Avenue. It also includes the area from NW 11<sup>th</sup> Street to NW 14<sup>th</sup> Street between NW 5<sup>th</sup> Avenue and NW 7<sup>th</sup> Avenue. Nearly all of Census Tract 34 is within the study area.

Source: Table 1

<b>EMPLOYMENT STATUS</b>	<b>Number</b>	<b>Percent</b>
Population 16 years and over	1,559	100
In labor force	858	55
Employed	557	64.9
Unemployed	301	34.1

Source: Table 2

<b>HOUSEHOLD INCOME</b>	<b>Number</b>	<b>Percent</b>
<b>Households</b>		
Less than \$10,000	210	23.8
\$10,000 to \$14,999	190	21.5
\$15,000 to \$24,999	185	20.9
\$25,000 to \$34,999	123	13.9
\$35,000 to \$49,999	86	10
\$50,000 to \$74,999	65	7.3
\$75,000 to \$99,999	22	2.5
\$100,000 to \$149,999	0	0
\$150,000 to 199,999	0	0
\$200,000 or more	0	0
Average Median household income	\$18,315	

Source: Table 2

<b>POVERTY STATUS (Households)</b>	<b>Number</b>	<b>Percent</b>
Below poverty level	386	43.9

Source: Table 3

<b>OCCUPANCY STATUS</b>	<b>Number</b>	<b>Percent</b>
<b>Total housing units</b>	1,183	100
Occupied	881	74.5
Vacant	302	25.5
<b>VACANCY STATUS</b>		
<b>Vacant housing units</b>		
For rent	204	67.5
For sale only	0	0
Rented or sold, not occupied	0	0
For seasonal, recreational, or occasional use	20	6.7
For migratory workers	0	0
Other vacant	78	25.8
<b>TENURE</b>		
<b>Occupied housing units</b>		
Owner-occupied	66	7.5
Renter-occupied	815	92.5

Source: US Census Bureau, 2012-2106, American Community Survey 5-year estimate.

**CENSUS TRACT 36.01** includes the southwestern portion of the Study Area from NW 5<sup>th</sup> Street to NW 11<sup>th</sup> Street between NW 5<sup>th</sup> Avenue and NW 7<sup>th</sup> Avenue.

Source: Table 1

<b>EMPLOYMENT STATUS</b>	<b>Number</b>	<b>Percent</b>
Population 16 years and over	1,793	100
In labor force	1,142	63.7
Employed	899	78.7
Unemployed	243	21.3

Source: Table 2

<b>HOUSEHOLD INCOME</b>	<b>Number</b>	<b>Percent</b>
<b>Households</b>		
Less than \$10,000	181	21.5
\$10,000 to \$14,999	130	15.5
\$15,000 to \$24,999	175	20.8
\$25,000 to \$34,999	116	13.9
\$35,000 to \$49,999	109	12.9
\$50,000 to \$74,999	74	8.6
\$75,000 to \$99,999	24	2.9
\$100,000 to \$149,999	31	3.9
\$150,000 to 199,999	0	0
\$200,000 or more	0	0
Average Median household income	\$20,216	

Source: Table 2

<b>POVERTY STATUS</b>	<b>Number</b>	<b>Percent</b>
Below poverty level	349	41.5

Source: Table 3

<b>OCCUPANCY STATUS</b>	<b>Number</b>	<b>Percent</b>
<b>Total housing units</b>	992	100
Occupied	840	84.7
Vacant	152	15.3
<b>VACANCY STATUS</b>		
<b>Vacant housing units</b>		
For rent	35	23
For sale only	0	0
Rented or sold, not occupied	18	11.8
For seasonal, recreational, or occasional use	21	13.8
For migratory workers	0	0
Other vacant	78	51.3
<b>TENURE</b>		
<b>Occupied housing units</b>		
Owner-occupied	135	16.1
Renter-occupied	705	83.9

Source: US Census Bureau, 2012-2106, American Community Survey 5-year estimate.

**CENSUS TRACT 37.02** includes the eastern portion of the Study Area from the Florida East Coast right-of-way to Biscayne Blvd., and from NE/NW 7<sup>th</sup> Street to Interstate 395.

Source: Table 1

<b>EMPLOYMENT STATUS</b>	<b>Number</b>	<b>Percent</b>
Population 16 years and over	2,959	100
In labor force	2,033	68.7
Employed	1,867	91.8
Unemployed	166	8.2

Source: Table 2

<b>HOUSEHOLD INCOME</b>	<b>Number</b>	<b>Percent</b>
<b>Households</b>		
Less than \$10,000	145	9.4
\$10,000 to \$14,999	50	3.3
\$15,000 to \$24,999	24	1.6
\$25,000 to \$34,999	123	8
\$35,000 to \$49,999	176	11.4
\$50,000 to \$74,999	279	18.1
\$75,000 to \$99,999	196	12.7
\$100,000 to \$149,999	146	9.5
\$150,000 to 199,999	92	6
\$200,000 or more	277	18
Average Median household income	\$110,475	

Source: Table 2

<b>POVERTY STATUS</b>	<b>Number</b>	<b>Percent</b>
Below poverty level	165	11

Source: Table 3

<b>OCCUPANCY STATUS</b>	<b>Number</b>	<b>Percent</b>
<b>Total housing units</b>	2,326	100
Occupied	1,547	66.5
Vacant	779	33.5
<b>VACANCY STATUS</b>		
<b>Vacant housing units</b>	779	33.5
For rent	165	21.2
For sale only	0	0
Rented or sold, not occupied	0	0
For seasonal, recreational, or occasional use	552	70.8
For migratory workers	0	0
Other vacant	62	8
<b>TENURE</b>		
<b>Occupied housing units</b>		
Owner-occupied	464	30
Renter-occupied	1,083	70

Source: US Census Bureau, 2012-2106, American Community Survey 5-year estimate.

**CENSUS TRACT 37.06** includes the southeastern portion of the Study Area from NE/NW 7<sup>th</sup> Street south to NW 1<sup>st</sup> Street and NE 5<sup>th</sup> Street, and from the Florida East Coast right-of-way to N. Miami Avenue (south of NW 5<sup>th</sup> Street) and to Biscayne Blvd. (north of NE 5<sup>th</sup> Street).

Source: Table 1

EMPLOYMENT STATUS	Number	Percent
Population 16 years and over	1,356	100
Employed	0	0
Unemployed	0	0

Source: Table 2

INCOME IN 1999	Number	Percent
<b>Households</b>		
Less than \$10,000	0	0
\$10,000 to \$14,999	0	0
\$15,000 to \$24,999	0	0
\$25,000 to \$34,999	0	0
\$35,000 to \$49,999	0	0
\$50,000 to \$74,999	0	0
\$75,000 to \$99,999	0	0
\$100,000 to \$149,999	0	0
\$150,000 to 199,999	0	0
\$200,000 or more	0	0
Average Median household income	0	0

Source: Table 2

POVERTY STATUS	Number	Percent
Percent below poverty level	0	0

Source: Table 3

OCCUPANCY STATUS	Number	Percent
<b>Total housing units</b>	16	100
Owner-occupied	0	0
Renter-occupied	0	0
Vacant	16	100
<b>VACANCY STATUS</b>		
<b>Vacant housing units</b>		
For rent	16	100
For sale only	0	0
Rented or sold, not occupied	0	0
For seasonal, recreational, or occasional use	0	0

Source: US Census Bureau, 2012-2106, American Community Survey 5-year estimate.

## **Section 4. Reasons for the Extension:**

- 4.1 Prevailing Poverty and Unemployment
- 4.2 Disadvantage Housing Conditions
- 4.3 Public Safety (Higher Crime and Health Disparities)
- 4.4 Predominance of Defective Streets and Sidewalks
- 4.5 Faulty Lots Layout
- 4.6 Vacant and Abandoned Buildings

The reasons for the extension are two-fold. Firstly, there is a desire and a need to undertake three major community redevelopment projects, specifically public housing, cultural and entertainment, and transportation, in furtherance of the findings and declarations under the Community Redevelopment Act of 1969. Secondly, and more significant to this Assessment, there exist slum and blighted areas in the Study Area. The existence of such slum and blight, particularly in Overtown, contributes substantially and increasingly to poverty, disadvantaged housing conditions, higher rates of crime, and the spread of disease. This Assessment presents conclusive data and analysis that the following conditions of slum and blight will continue to exist within the Study Area if aggressive actions to mitigate these conditions are not undertaken.



### **4.1 Unemployment and Poverty:**

The Study Area is plagued by a high percentage of households living in poverty and with high unemployment among both categories of men and women 16 and over. Data comparing the percentage of households living below the poverty level shows 35.3% in the Study Area, compared to 28.6% in the City of Miami and 20.5% in Miami-Dade County.

### **4.2. Disadvantaged Housing Conditions:**

The Overtown Study Area is predominately a multifamily, rental community. Data comparing the total renter-occupied households at 80.4% in the Study Area, compared to 69.2% in the City of Miami and 47.4 in Miami-Dade County. In the City of Miami, 30.8% of housing units are owner-occupied compared with Miami-Dade at 52.6%; both significantly higher than Overtown at 19.6%. The Park

West area ownership is 52.8%. Rental housing tends to be smaller units and thus, the housing is more likely to be crowded when compared to owner-occupied housing. Households have a larger



number of children and other relatives living in them. They are more likely to be headed by a single female. Housing in the Overtown Study Area are clearly characterized as disadvantaged housing conditions.

#### **4.3 Public Safety (Higher Crime and Health Disparities)**

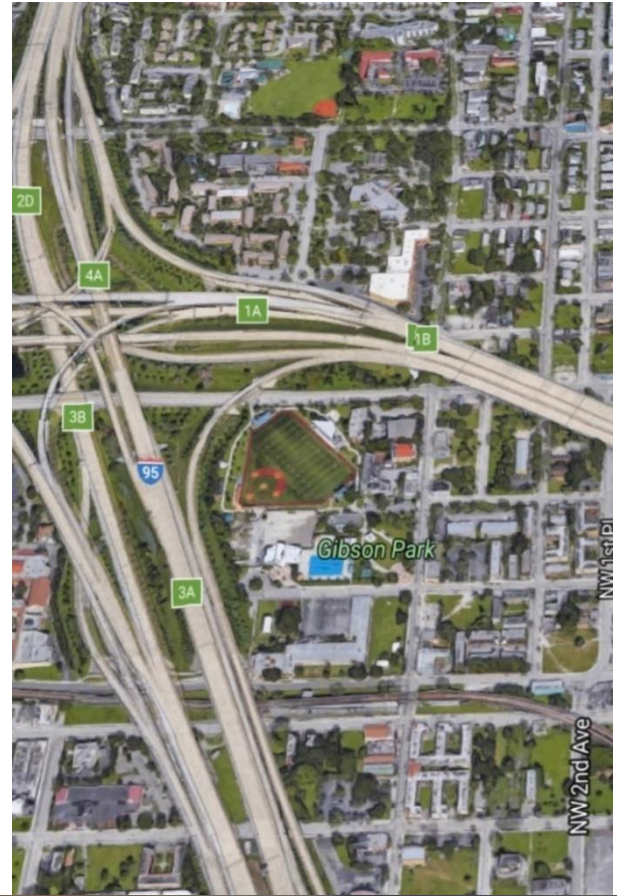
Crime remains a significant challenge to revitalization in the Study Area as both a cause and consequence of the slum and blight conditions. The illegal sale and use of narcotics and firearms, homicides, burglaries, robberies, auto theft, and other criminal activity remain ongoing issues that law enforcement agencies are struggling to prevent. The physical conditions of the Study Area are favorable for the commission of criminal activities. There is an abundance of vacant lots and structures that are accessible to being used as location for illicit activities (i.e., illegal drug transactions and usage, public intoxication, human trafficking and prostitution.)



#### 4.4. Predominance of Defective Streets and Sidewalks:

Overtown is one of the oldest neighborhoods in Miami and before the area was divided by two major highways, it was a thriving community. Thousands were forced out of their homes in the 1960's to make room for Interstate 95 and later, Interstate 395.

While the development of the interstate highways was vital to regional access and mobility, the effects on the Overtown neighborhood were detrimental. The result was to create barriers within the community. Some streets are completely cut short, ending in tall



dead-ends and walls; while others are cut-off from the neighborhood by dark, uninviting tunnels under the elevated highway.

#### 4.5. Faulty Lots Layouts:

Additionally, in several locations, mainly underneath interstate highways 95 and 395, there exist vacant lots that pose safety and health issues. These identified locations have become habitats for the illegal drug trades and homelessness encampments. The result has been the creation of super blocks which are uninviting and not conducive to pedestrian mobility or dis-connected streets that force vehicles and pedestrians to circumnavigate the blocks to reach their destination. These super-blocks create health and safety concerns, foster criminal activity and are a burden on law enforcement. Several of these locations are fenced off or blocked by highways, rail lines and the Metrorail.





#### 4.6 Vacant and Abandoned Buildings:

Data comparing the percentage of total vacant housing units shows, 23.9% in the Study Area, compared to 16.8% in the City of Miami and 15% in Miami-Dade County. There are 488 vacant and abandoned and/or boarded-up buildings in the target area as of April 30, 2017, as reflected in the Property and Characteristics Report (See Appendix 2), which is an 8.4% increase in the number of buildings since last reported. Vacant and boarded-up buildings or abandoned buildings are the first signs of physical blight and disinvestment in a community. These buildings are considered a hazard because of the lack of sustained maintenance and therefore, have become structurally unsafe.

The overwhelming amount of locations that foster criminal activity, combined with the low socio-economic indicators present, results in a greater degree of criminal activity in the Study Area, compared to other parts of the city. Many factors have contributed to the deterioration of the Study Area, however, public safety rates remain a high concern. Crime in all forms is abundant in the area, but mainly localized crimes such as illicit sales of narcotics, illegal use of firearms, burglaries, robberies and automobile thefts, have continued to rise and pose the greatest challenge for law enforcement patrolling the Study Area. Transient crimes, such as traffic violations, DUI and arrests based on warrants have also plagued the Study Area. The myriad of environmental conditions that have been conducive to criminal activities such as vacant lots, vacant buildings and dimly lit streets, has provided a haven for the illicit drug activity that has continued to beset the Study Area.



## **Section 5: Current Conditions of Slum in the Study Area:**

- 5.1 Higher Unemployment Population
- 5.2 Prevailing Poverty
- 5.3 Disadvantaged Housing and Neighborhood Conditions
- 5.4 Higher Crime
- 5.5 Public Health Disparities

### **5.1 Higher Unemployment Population**

Unemployment in the Study Area is 20.4%, while unemployment in the City of Miami is 9.5% and 8.5% for Miami-Dade County.

The Study Area is plagued by low levels of educational attainment as indicated by the rate of education achieved by persons 25 and over with a high school degree or less. Persons with a high school degree or less in the Study Area represent 52.6% of the residents compared to the City of Miami at 55.9% and Miami-Dade County at 47.7%. In this instance, although the Study Area reflects a comparable outcome with the City of Miami, it speaks to the challenges both have with low levels of educational attainment. A closer look reveals that Overtown, in fact, has 70.2% of their residents with less than a high school education compared to the Park West area that has 29.7% with less than a high school degree.

### **5.2 Prevailing Poverty**

The accompanying data reveals significant disparities in poverty rates between the Study Area, the City of Miami and Miami-Dade County. Even when comparing the City of Miami, which itself is economically challenged relative to most major American cities, the Study Area, especially north of SR836 and I-395, is economically distressed. To provide perspective, the latest figures from the United States Census Bureau have determined that the national poverty threshold for 2 adults and 2 children is \$24, 858. Therefore, 48.4% of household residents in the Study Area are living below the poverty level. In comparison, 40.9% of the residents of the City of Miami are living below poverty level, while 29.9% of the households in Miami-Dade County are living below the poverty level.

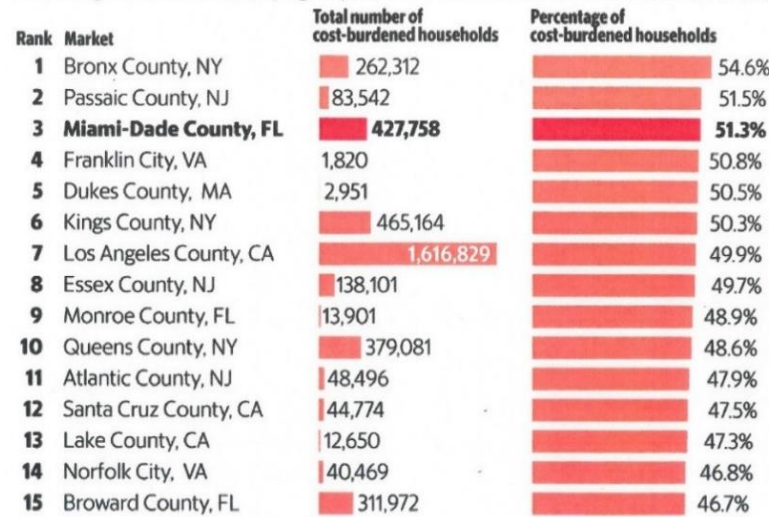
There is great disparity within the Study Area itself as 90% of the residents in Overtown are living below the poverty level, while only 10% of the residents in the Park West area live below the poverty level.

### **5.3 Disadvantaged Housing and Neighborhood Conditions**

Miami-Dade County has one of the least affordable housing markets in the nation. People are considered “cost-burdened” by housing when more than 30 percent of income goes toward a place to live. By that measure, Miami-Dade County has the third most cost-burdened housing market in the country, behind two counties in the New York area (See chart below). In Miami-Dade County, 51 percent of households are considered cost-burdened as evidenced in the chart below. The problem is much larger among renters (62 percent cost-burdened) than among owners (43 percent).

## Nation's Least Affordable Housing Markets, 2014

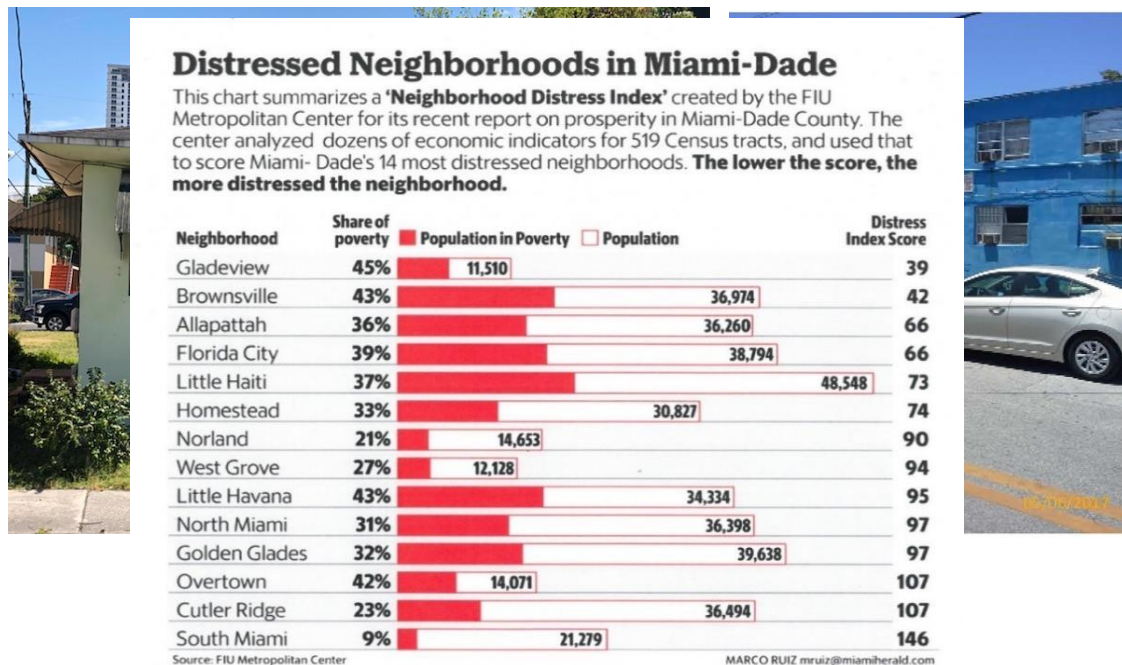
Percentage of households paying 30 percent or more of annual income toward housing.



Source: US Census Bureau, 2010-2014 American Community Survey

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The Overtown portion of the Study Area is one of the top distressed neighborhoods in Miami-Dade County, as calculated by the FIU Metropolitan Center, based on dozens of economic indicators for census tract data as evidenced in the chart below:



Miami-Dade County has one of the least affordable housing markets in the nation. People are considered "cost-burdened" by housing when more than 30 percent of income goes toward a place to live. By that measure, Miami-Dade has the third most cost-burdened housing market in the country, behind two counties in the New York area. In Miami-Dade, 51 percent of households are considered cost-burdened. The problem is much larger among renters (62 percent cost-burdened) than among owners (43 percent).

<http://www.miamiherald.com/news/local/community/miami-dade/article79670752.html>

The development pattern of the residential areas within the Study Area and Overtown is a mixture of apartments, rooming houses, town-homes and some single-family homes, all of which are primarily



occupied by very low and low-income families. These housing types are considered 'behind the time' in comparison to the surrounding Downtown Miami, Brickell Business District, and the Medical/Healthcare District areas. More recently, a variety of affordable rental developments have come online. Some would say that within the Study Area, Overtown is starting to show signs of having a skyline. The development potential for many of the residential properties in the Study Area is beginning to be realized.



The total number of households in the Study Area is 4,485 compared to 162,378 in the City of Miami and 853,624 in Miami-Dade County. In analyzing the total number of households compared in their respective areas, 19.6% of the households in the SEOPW CRA are owner-occupied in contrast to 30.8% of the households in the City of Miami and 52.6% that are owner-occupied in Miami-Dade County.

As the national rate of homeownership/owner-occupied household stands at 62.9% according to the U.S. Census, we see a stark difference within the Study Area to the national homeownership rate and in comparison, to both the City of Miami and Miami-Dade County.

The rate of homeownership/owner-occupied households is usually a financial barometer of the economic vitality of a community.

"If a relatively high level of home-ownership is indeed an important factor in fostering neighborhood stability, a different phenomenon -a growing number of single family homes purchased by absentee investors - should be a source of considerable concern for those who care about middle neighborhood."

"While maintaining a high homeownership rate, may be a desirable public policy, policies that focus on homeownership and fail to address both the importance of a sound rental housing stock and

engaging renters fully in their communities are as unbalanced as strategies that ignore homeownership entirely.”<sup>2</sup>

## **5.4 Higher Crime**

The current Direct Arrest report for the period 2016-17 indicates that over a 12-month period of analysis there were 4,095 calls for service, which is 100% greater than the results reported in the last FON analysis at 2,000 calls. Calls for service are generally defined as a call from the public to the police dispatcher instructing police in the field to respond to the location given by a caller. Many factors have contributed to the deterioration of the Study Area, however, public safety rates remain a high concern. Crime in all forms is abundant in the area, but mainly localized crimes such as illicit sales of narcotics, illegal use of firearms, burglaries, robberies and automobile thefts have continued to rise and pose the greatest challenge for law enforcement patrolling the Study Area. Transient crimes, such as traffic violations, DUI and arrests based on warrants have also plagued the Study Area. The myriad of environmental conditions that have been conducive to criminal activities such as vacant lots, vacant buildings and dimly lit streets, has provided a haven for the illicit drug activity that has continued to beset the Study Area.

Due to the large presence of criminal activity, many property owners within the Study Area have undertaken measures to secure their buildings and structures. Commercial storefronts and doors are equipped with burglar bars, storm shelters, or have been cemented up with concrete block to prevent illegal entry. Many walls and rooflines have barb wire protruding from the edges. While these methods of protection are seen as a necessity by the owners of these buildings and structures, the image it portrays contributes to the decline of the community.

### ***Real Estate Industry Assessment of Crime in Overtown***

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<sup>2</sup> Federal Reserve Bank of San Francisco “Home Ownership and Stability of Middle Neighborhoods”, Mallach, A. The Center for Community Progress Year 2015

Crime data in Overtown is assessed and reported by the real estate industry to potential home buyers, investors and institutions and used to make decisions that impact investment, home ownership, business development in the Overtown neighborhood. The chart reflects most recent reporting:

**Reported Annual Crime In Overtown**

Statistic	Overtown /100k people	Miami /100k people	Florida /100k people	National /100k people
Total crime	7,489 (estimate)	5,389	3,275	2,860

Statistic	Overtown /100k people	Miami /100k people	Florida /100k people	National /100k people
Murder	n/a	17.1	5.1	4.9
Rape	n/a	18.3	37.3	38.6
Robbery	n/a	383.8	104.3	101.9
Assault	n/a	602.1	315.2	237.8
Violent crime	1,419 (estimate)	1,021	462	373
Burglary	n/a	709.9	539.0	491.4
Theft	n/a	3,132.9	2,073.6	1,775.4
Vehicle theft	n/a	524.7	200.6	220.2
Property crime	6,070 (estimate)	4,367	2,813	2,487

## 5.5 Public Health Disparities

The economic decline has had significant impact on the health outcomes of the people in the Study Area.

According to the Center for Disease Control, social determinants of health, or the “conditions in the places where people live, learn, work, and play affect a wide range of health risks and outcomes”. (CDC, 2017) <sup>3</sup>

Factors like socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to health care, impact people’s ability to thrive. “Social, environmental and behavioral factors account for about 60% of the determinants of health with genetics and healthcare factors representing 20% each as reported by Elizabeth Bradley of Yale School of Public Health.<sup>4</sup> Based on a meta-analysis of nearly 50 studies, researchers found that social factors, including education, racial segregation, social supports, and poverty accounted for over a third of total deaths in the United States in a year.

<sup>3</sup> Social Determinants of Health: Know What Affects Health. (n.d.). Retrieved April 22, 2017, from <https://www.cdc.gov/socialdeterminants/index.htm>

<sup>4</sup> Taylor, Lauren A., Annabel Xulin Tan, Caitlin E. Coyle, Chima Ndumele, Erika Rogan, Maureen Canavan, Leslie A. Curry, and Elizabeth H. Bradley. 2016. “Leveraging the Social Determinants of Health: What Works?” PLoS ONE 11 (8): e0160217.doi:10.1371/journal.pone.0160217.<http://dx.doi.org/10.1371/journal.pone.0160217>.

The overall health condition of Overtown residents reflects high incidence of chronic diseases, infant mortality rates, lower life expectancy, acute rates of HIV/Aids, drug abuse and significant mental health issues impacting the quality of life of the residents in the 33136-zip code. Most recently, an article in the Miami Herald reported Overtown as a “hot zone” and “deadliest zip code” for heroin overdoses of mostly white young men.<sup>5</sup>

### (a) Chronic Diseases

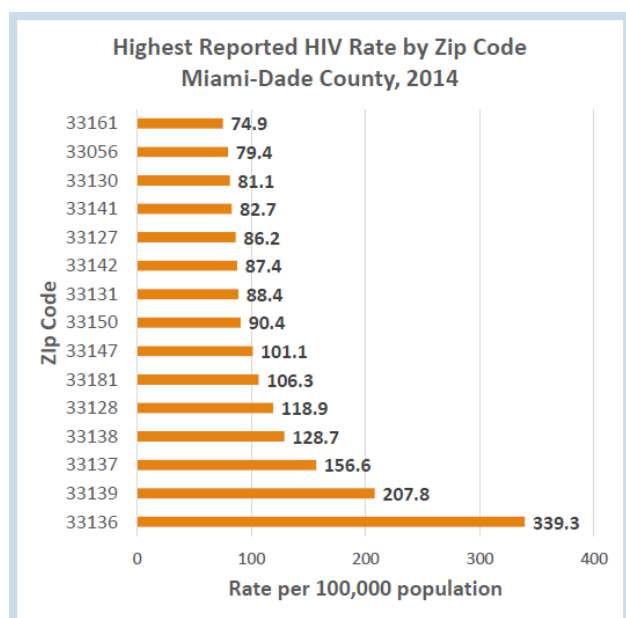
Overtown experiences high incidence of Chronic Diseases. The 2016 Miami-Dade County Infant Mortality Analysis also reports that Overtown has the highest reported HIV Rate by Zip Code in Miami-Dade County.

On the Diabetes front, according to Dr. John G. Ryan, director of the Jefferson Reaves, Sr. Health Center, "Overtown residents suffer from a disproportionately high rate of Type 2 diabetes, placing them at greater risk of developing obesity-related chronic illnesses such as heart disease and high blood pressure, as reported in the United Health Foundation Corporate Social Responsibility Report.<sup>6</sup>

Overtown is near the University of Miami medical campus and Jackson Memorial Hospital, both located just west of I-95 and adjacent to several public housing and low income Overtown neighborhoods. The Jefferson Reaves Health Center, part of the Jackson Health System, is the one health care facility in the area.

Present health disparities and health risks continue to call for improvements to the health delivery of services to Overtown residents and correlate with the previous Finding of Necessity in 2009.

A 2015 Community Profile developed by The Jay Weiss Institute, the Sylvester Comprehensive Cancer Center and University of Miami presents cancer data for Overtown reflecting that of 6 types of cancers studied, Overtown was highest in diagnosis and late stage for all but one.<sup>7</sup>



### (b) Infant Mortality

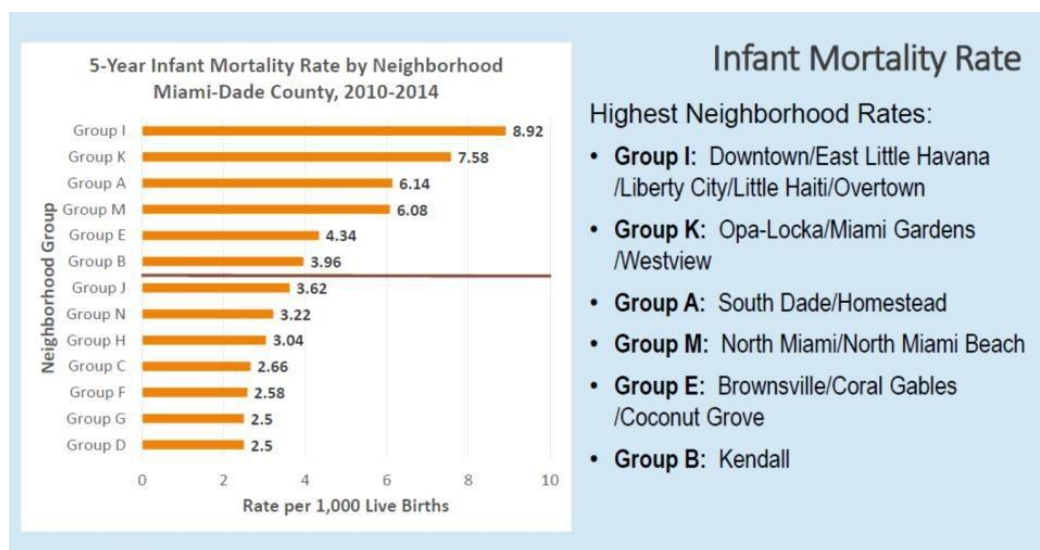
<sup>5</sup> <http://www.miamiherald.com/news/local/crime/article119381548.html>

<sup>6</sup> <http://www.unitedhealthgroup.com/2012-social-responsibility-report/giving-in-action.aspx>

<sup>7</sup> <http://sylvester.org/documents/Overtown.pdf>

Infant mortality is a key indicator that reflects the health of a nation, due to its association with a variety of factors such as maternal health, quality and access to medical care, socioeconomic conditions and public health practices.<sup>8</sup>

In June 2016, The Florida Department of Health in Miami-Dade County conducted a County Infant Mortality Analysis to review infant mortality rates, to examine select maternal and infant health factors and to assess social determinants of health. The study reflected that neighborhoods with



increasing social disadvantage correlated with areas with high infant mortality rates. Overtown's cluster (Group I) has the highest incident for the county. While indicators have been improving in the past 10 years, African Americans still maintain the highest rates in infant mortality in the county.<sup>9</sup>

### (c) Life Expectancy

Life Expectancy: Another indicator that measures overall quality of life and is affected by the existing social and environmental conditions is life expectancy. Overtown's indicator places life expectancy at 71 years of age, 15 years less than the highest expectancy of neighboring zip code 33132 at 86 years of age, according to the Virginia Commonwealth University's Center for Society and Health.<sup>10</sup>

Life expectancy at Birth in the 33136-zip code is 71 years, the lowest life expectancy of 80 zip codes of the Miami area.

<sup>8</sup> <http://healthmiamidade.org/wp-content/themes/poptheme/links/CM/County%20Infant%20Mortality%20Analysis.pdf>

<sup>9</sup> <http://healthmiamidade.org/wp-content/themes/poptheme/links/CM/Sappenfield%20Presentation.pdf>

<sup>10</sup> <http://www.societyhealth.vcu.edu/work/the-projects/maps-miami.html>



Age Groups
<1 Year
1 to 4 Years
5 to 9 Years
10 to 14 Years
15 to 19 Years
20 to 24 Years
25 to 29 Years
30 to 34 Years
35 to 39 Years
40 to 44 Years
45 to 49 Years
50 to 54 Years
55 to 59 Years
60 to 64 Years
65 to 69 Years
70 to 74 Years
75 to 79 Years
80 to 84 Years
85 Years and Over

Chiang CL. The life table and its construction. In: Introduction to stochastic processes in biostatistics. New York: John Wiley & Sons; 1968: 189–214.

The following table contains the life expectancy values for all the Miami area zip codes that were part of this project. The final life expectancy map was based on the values in this table:

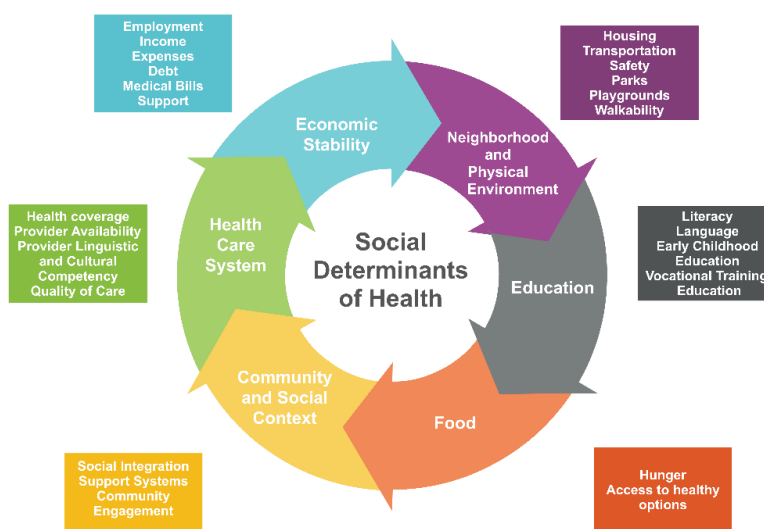
Zip Code	Life Expectancy at Birth	Zip Code (cont'd)	Life Expectancy at Birth (cont'd)	Zip Code (cont'd)	Life Expectancy at Birth (cont'd)	Zip Code (cont'd)	Life Expectancy at Birth (cont'd)
33010	80	33125	80	33145	81	33173	82
33012	82	33126	82	33146	ID	33174	83
33013	81	33127	73	33147	72	33175	81
33014	82	33128	76	33149	87	33176	81
33015	83	33129	84	33150	75	33177	80
33016	82	33130	81	33154	86	33178	84
33018	82	33131	86	33155	81	33179	82
33030	76	33132	86	33156	84	33180	85
33031	80	33133	82	33157	78	33181	82
33032	77	33134	83	33158	84	33182	83
33033	79	33135	81	33160	83	33183	83
33034	76	33136	71	33161	76	33184	82
33035	81	33137	77	33162	80	33185	83
33039	ID	33138	80	33165	82	33186	83
33054	73	33139	81	33166	81	33187	81
33055	78	33140	85	33167	75	33189	80
33056	75	33141	83	33168	78	33190	82
33101	ID	33142	73	33169	77	33193	83
33109	80	33143	83	33170	72	33194	ID
33122	ID	33144	83	33172	84	33196	83

ID = insufficient Data

In summary, Overtown has the highest infant mortality rate and the lowest life expectancy. Significant and integrated action must be taken to mitigate these outcomes.

#### (d) Social/Economic Conditions Influences on Health Disparities:

Overtown has significant health and socioeconomic disparities to address. Historically, Overtown has been subjected to some debilitating conditions that have had direct impact on all health and well-being. The median family income is much lower than for the county overall. Half the residents are below the poverty level, and unemployment is very high (28%).



11

<sup>11</sup> <http://kff.org/disparities-policy/issue-brief/beyond-health-care-the-role-of-social-determinants-in-promoting-health-and-health-equity/>

**(e) Disadvantaged Housing Conditions Influences on Health Disparities:**

The evidence presented of the continued existence of slum and blight, correlated with the presence of significantly poor health indicators in Overtown, confirms the need for intentional and strategic action. This action needs to address the detrimental impact of substandard housing on the quality of life and health of Overtown residents within the Study Area.

Poor housing conditions are associated with a wide range of health conditions, including respiratory infections, asthma, lead poisoning, injuries, and poor mental health. The inter-connected aspects of housing affordability, neighborhood conditions, and conditions in the home indeed impact health outcomes.

The urgency of extending the life of the CRA is significant in addressing the health disparities in the Study Area. The SEOPW CRA redevelopment plan targets the social determinants of health and existing health disparities for the future of current and new Overtown residents. The Agency has made investments and funded programs that directly impact these areas that improve health outcomes. As with the United Health Foundation, the indicators reflect a need for increased community partnerships aligned around health improvement strategies.

Conclusion: Opportunities to be healthy in the Overtown neighborhood must be improved.

## Section 6: Current Conditions of Blight in the Study Area:

- 6.1 Predominance of Defective Streets
- 6.2 Unsafe Sidewalks and Bicycle Networks
- 6.3 Faulty Lots Layout
- 6.4 Vacant lots
- 6.5 Abandoned Buildings and Unsafe Structures
- 6.6 Property Violation
- 6.7. Site Deterioration
- 6.8 Unsanitary and Unsafe Conditions due to Environmental Contamination

Overtown is one of the oldest neighborhoods in Miami and until the area was divided by two major highways, it was a thriving community. Thousands were forced out of their homes in the 1960's to make room for Interstate 95 and later, Interstate 395.

In 1965, homes were razed to make room for the highway. Renowned theaters and popular night clubs dotted Northwest Second and Third Avenues, known as the Harlem of the South. The construction of I-95 resulted in businesses being closed and families having to move to other areas of Miami. Many relocated to Richmond Heights, Brownsville, Allapattah, Liberty City, and parts of North Dade. Miami was not alone experiencing massive highway development in the center of its downtown core. In the 1950's and 1960's local politicians saw urban freeways as a way of bringing suburban commuters into the city.



However, an unmistakable part of the equation was the federally supported program of urban renewal; highway construction was a tool for justifying the destruction of lower-income urban communities. Across the country new freeways were isolating many neighborhoods, ushering in their demise, leaving cities pockmarked with fragmented neighborhoods and highways. Most people with the means moved to the suburbs, siphoning money away from the city's tax base. In a recent study by Brown University,<sup>12</sup> it was found that a major highway through a city reduces that city's population by 18 percent. The highways removed an estimated forty-two acres of the residential homes and flourishing businesses that were the heart of the community. A substantial number of businesses were closed, and empty buildings were left behind while the rest of the community experienced an economic shock.

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<sup>12</sup> Baum-Snow, N. (n.d.). Did highways cause suburbanization? Retrieved June 8, 2017, from <https://docs.google.com/viewer?a=v&pid=sites&srcid=ZGVmYXVsdGRvbWFpbniYXVtc25vd3xneDozNjU3NmMwMjc0OTE3ZDI>

## 6.1 Predominance of Defective Street Layouts

Overtown history played a major role in the development and layout of the streets. In the Study Area, the layout of the streets and lots reflects the early years of segregation where city blocks were closely subdivided to accommodate the housing needs of a people who were confined to living in a specific area of the City of Miami. While the development of the interstate highways was vital to regional access and mobility, the effects on the Overtown neighborhood were significant. The result was to create barriers within the community. Some streets are completely cut short, ending in tall dead-ends and walls. Others are cut-off from the neighborhood by dark, uninviting tunnels under the elevated highway.

Additionally, in several locations, streets have been eliminated and the network has been severely broken. The result has been the creation of super-blocks which are uninviting and not conducive to pedestrian mobility or dis-connected streets that force vehicles and pedestrians to circumnavigate the blocks to reach their destination. Super-blocks





create an unnecessary waste of time for pedestrians and vehicles alike. Various locations within the area are fenced off or blocked by highways, rail lines and the Metrorail.

In contrast to the city blocks in other areas of the City of Miami, a city block in the Study Area consisted of numerous individual lots, as many as 36-40 lots per block. The number of lot owners posed a major challenge to redevelopment as land acquisition can involve multiple owners on one block.

The images above reflect how the interstate and the railway disrupted the grid on NW 9th Street. This east-west roadway is broken at several locations: NE 6th Avenue; NW 4th Avenue; and NW 2nd Avenue. The dis-connectivity of NW 9th Street forces the majority of through traffic to NW/NE 8th Street, which is one of four uninterrupted roadways connecting the area from east to west on the south side of I-395. In addition to creating more traffic on parallel roads, the dis-connectivity of NW 9th Street creates longer travel time and distance to the community destinations along this road, including the historic Lyric Theater (parking lot), Mt. Zion Baptist Church, Bicentennial Park and Henry Reeves Park.

Additionally, these images reflect how the interchange between I-95 and I-395 had a tremendous interrupting effect on the neighborhood. The north-south through streets are broken for a distance 0.5 mile between NW 7th Avenue and NW 3rd Avenue. The east-west streets are dis-connected for 0.25 miles between NW 17th Street and NW 14th Street and again between NW 14th Street and NW 11th Street.

The high school in this neighborhood has limited access due to the location of I-95 blocking all access from the east; while the elementary school, library, park and youth center are also limited by I-95 blocking access from the west.

By disconnecting and breaking up a street grid, the effect on the transportation system is to overload through-streets with additional traffic and create a limited number of streets where transit routes can function efficiently. This is the result of the impact from the significant transportation infrastructure that was developed in Overtown in the 1960's.

While there have been significant improvements in the Study Area, there is still evidence of building dilapidation, structural neglect, vacant properties, deteriorated public streets and rights-of-way. There is evidence of broken, cracked and uneven sidewalks; swale areas in need of repair; roadways in need of major repair and restriping; damaged structural features, such as broken steps, walkways, and entryways; damaged and dilapidated fencing; non-operating vehicles that visible from the public rights-of-way; and overgrown lots and unkempt properties. These conditions create an unsafe environment for pedestrians and motorists while presenting an adverse effect on private investment in the area.



## 6.2 Unsafe Sidewalks and Bicycle Networks

Most of the roadways in the area have sidewalks and there are a few roads with bike facilities. The sidewalks are deteriorated and in need of repair in some cases. Some flooding and standing water also exist as a barrier to pedestrian mobility. Several major intersections need curb extensions to reduce the crossing distance, providing safer intersections. Other intersections are lacking basic pedestrian facilities such as pedestrian signalization (including countdown), curb ramps, “stop for pedestrian” signage, and crosswalks. Where facilities exist, there is deterioration and fading of pavement markings along the corridors. The pedestrian network includes providing adequate and safe access to transit stops, particularly at high use locations.



Sidewalks should be provided from the edge of the road and connect to bus stop or shelter sidewalks. Crosswalks should also be prominent and should complete the connection. Pedestrian and bicycle related crash data shows that crashes are concentrated along the major corridors especially along NW 7th Avenue, NW 2nd Avenue and at the intersection of NW 14th Street and NW 3rd Avenue.



Speeding on high volume through streets is also an issue for pedestrian mobility. There are several one-way streets that are designed to move high volumes of vehicles, resulting in higher speeds. The area would benefit from the use of traffic calming techniques such as speed tables at intersections and speed feedback signs. Facilities for the disabled and impaired mobility are also lacking. These include curb ramps and detectable warning surfaces at crossings. The Americans with Disability Act (ADA) requires that public areas accommodate individuals with disabilities. Additionally, these facilities are also important for those with shopping carts or baby strollers. There are many streets within the area that discourage walking and biking through the environmental appeal. Blighted



areas, almost by definition lack an enjoyable atmosphere conducive of walking for exercise and pleasure. Pleasant urban landscaping is lacking and non-existent in areas. There is also a lack of tree cover to provide shaded pedestrian areas, which is particularly important in the tropical climate of South Florida. The area is also lacking bike-friendly railroad crossings. These can be an impairment for bike connectivity because of the potential for a bicycles front tire to get caught as it crosses the tracks. This is particularly a problem at North Miami Avenue and NW 19th Street where the crossing is at an angle. Pedestrians crossing the FEC rails is also an issue in the area.

### 6.3 Faulty Lots

There are other factors that may impact the land use policies in the Study Area. Defective lot layout has caused a large amount of land use adjustment throughout the Study Area. The Interstate Highway System caused an adverse social and economic impact in the community where many former residential property owners sold their property to investors who would then convert the property's land use designation in order to maximize the financial return on their investment. During this day and time, it was common for land use changes to be approved without a consistent or coherent vision.

Lots that once housed structures that have been demolished must be re-platted to meet current zoning regulations and comply with current lots size standards, setback, parking requirements and Floor Area Ratio.





Unfortunately, due the difficulty and cost associated with land acquisition, existing property owners have chosen to retain their structures in their as-is conditions, even though many of them may be structurally unsound and potentially subject to demolition by neglect. Thus, these buildings add to the visual blighted conditions of the area and they usually have multiple code violations due to lack of maintenance and repairs.

#### 6.4 Vacant Lots

The photographic evidence of the target area continues to demonstrate that there is an overabundance of vacant lots. While some may believe that this is only a visual nuisance, vacant lots represent desolation and deteriorates the physical site of the community's environment. Vacant lots also, environmentally, produce an overwhelming number of code violations because of illegal trash dumping due to absentee ownership and unsecured properties. Therefore, contributing to the decline in real estate values in the area, becoming an economic problem as is the case for many cities.



176 NW 17<sup>th</sup> St



208 NW 11<sup>th</sup> St



221-241 NW 10<sup>th</sup> St



227 NW 20<sup>th</sup> Terr



Ninth Street



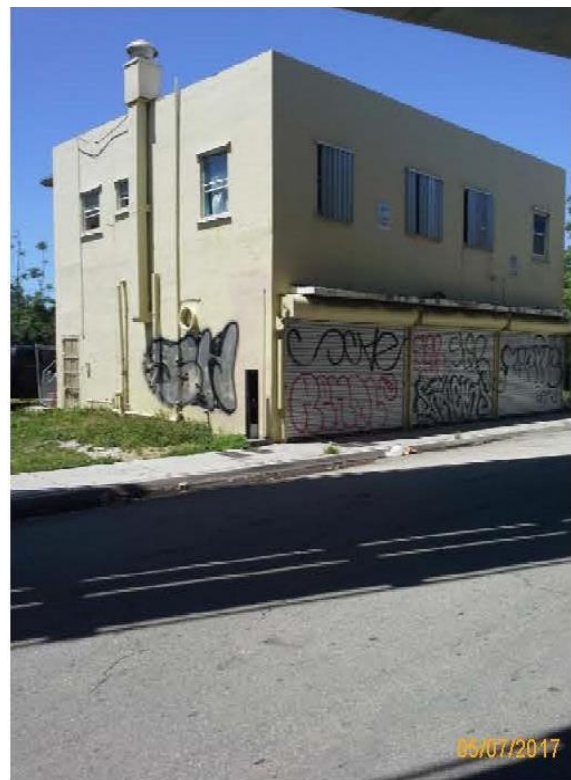
1129-1137 NW 2<sup>nd</sup> Ave

## 6.5 Abandoned and Vacant Buildings

There are 488 vacant and abandoned and/or boarded-up buildings in the target area as of April 30, 2017, as reflected in the Property and Characteristics Report (See Appendix 11), which is an 8.4% increase in the number of buildings since last reported. Vacant and boarded up buildings or abandoned buildings are the first signs of physical blight and disinvestment in a community. These buildings are considered a hazard because of the lack of sustained maintenance and therefore, have become structurally unsafe. They have continued to be a haven for illegal drug activity and serve to attract homeless individuals looking for shelter.



“Vacant buildings and lots come with significant economic costs – remediation, demolition, reduced values to surrounding properties, and reduced tax revenues for municipalities that might otherwise apply such revenues to social and welfare programs for their citizens (Accordino and Johnson, 2000; Han, 2014). There is growing evidence that the presence of vacant buildings and lots also have negative impacts on community health and safety (Chaix, 2009; Cohen et al., 2003; Hannon and Cuddy, 2006; Spelman, 1993; Wei et al., 2005).”<sup>13</sup>



## 6.6 Property Violations

The number of property violations attributed to unsafe structures remains high at 87 based on the data reviewed for the Study Area as of May 30, 2017. The increasing trend of a high number of unsafe structures requires the use of limited resources by the City to try and resolve these violations. The negative outcome associated with these buildings whether they are vacant/abandoned buildings or unsafe structures, takes a toll on the community with the resulting effect of an increase in criminal activity and a haven for homelessness.

<sup>13</sup> M Kondo, B Hohl, SH Han, C Branas - [Effects of greening and community reuse of vacant lots on crime](#), Urban Studies, 2016







## 6.7 Site Deterioration

Deteriorating site conditions have created an unsafe environment for pedestrians and motorists, while presenting a negative perception of the area. Although there have been significant improvements in the Study Area, there is still evidence of building dilapidation, structural neglect, vacant properties, deteriorated public streets and rights-of-way. The following images are evidence of broken, cracked and uneven sidewalks, swale areas in need of repair, roadways in need of major repair and restriping, damaged structural features, such as broken steps, walkways, and entryways, damaged and dilapidated fencing, non-operating vehicles visible from the public right-of-way, overgrown lots and unkempt properties. However, the reality is that site deterioration has had an adverse effect on private investment in the area and more remains to be done to alleviate it.



5th Ave and 11 St



15<sup>th</sup> St and 1<sup>st</sup> PL -Area A



15<sup>th</sup> and 1<sup>st</sup> Pl -- Area A



16th St and 1st Pl -- Area A



464 NW 11<sup>th</sup> St



706 NW 5th Pl



680 NW 10<sup>th</sup> Terr



220 NW 10<sup>th</sup> St -- Area C



699 NW 8<sup>th</sup> St



682 NW 10<sup>th</sup> St



268 NW 11<sup>th</sup> St



268 NW 11<sup>th</sup> St



100 NW 11<sup>th</sup> St



100 NW 11<sup>th</sup> St



921 NW 9<sup>th</sup> St



1127 NW 2<sup>nd</sup> Ave



1127 NW 2<sup>nd</sup> Ave



1128 NW 1<sup>st</sup> Ave





931 NW 9th St



491 NW 5th St



493 NW 5th St



499 NW 5th Ave



560 NW 5th Ave



407 NW 4th Ave



572 NW 5th Ave



574 NW 5th Ave



NW 5th Ave and NW 22nd St



1704 NW 1st Pl



1433 NW 2nd Ave



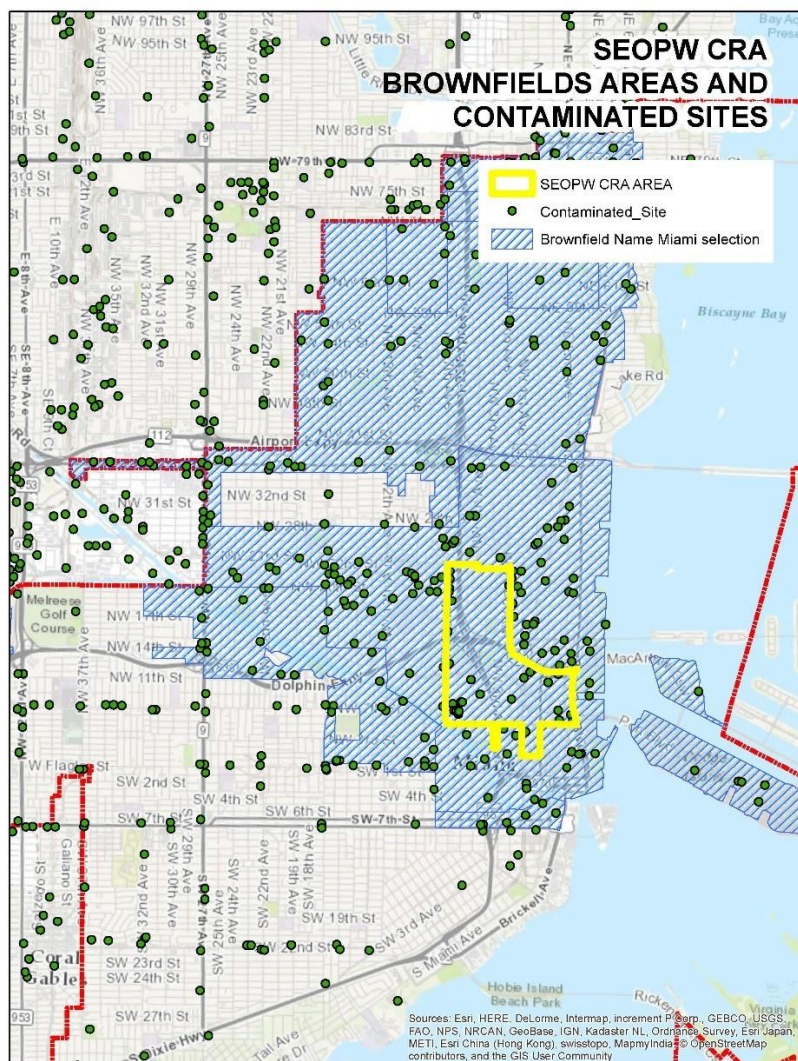
1126 NW 1st St

## 6.8 Unsanitary and Unsafe Conditions due to Environmental Contamination

The entire Study Area is currently designated as a Brownfields Study Area. A careful review as of May 30th, 2017 of the Environmental Protection Agency's current listing of Brownfield sites, confirms that historically there has been a consistent number of Brownfield and Hazardous Waste sites in the Study Area. This can be seen in the City of Miami's Economic Development Department 2005 report and assessment "Status of Brownfields and Land Revitalization" an assessment of properties surrounding known facilities that have released hazardous materials into the environment. The Study Area remains untouched regarding mitigation of the Brownfields.

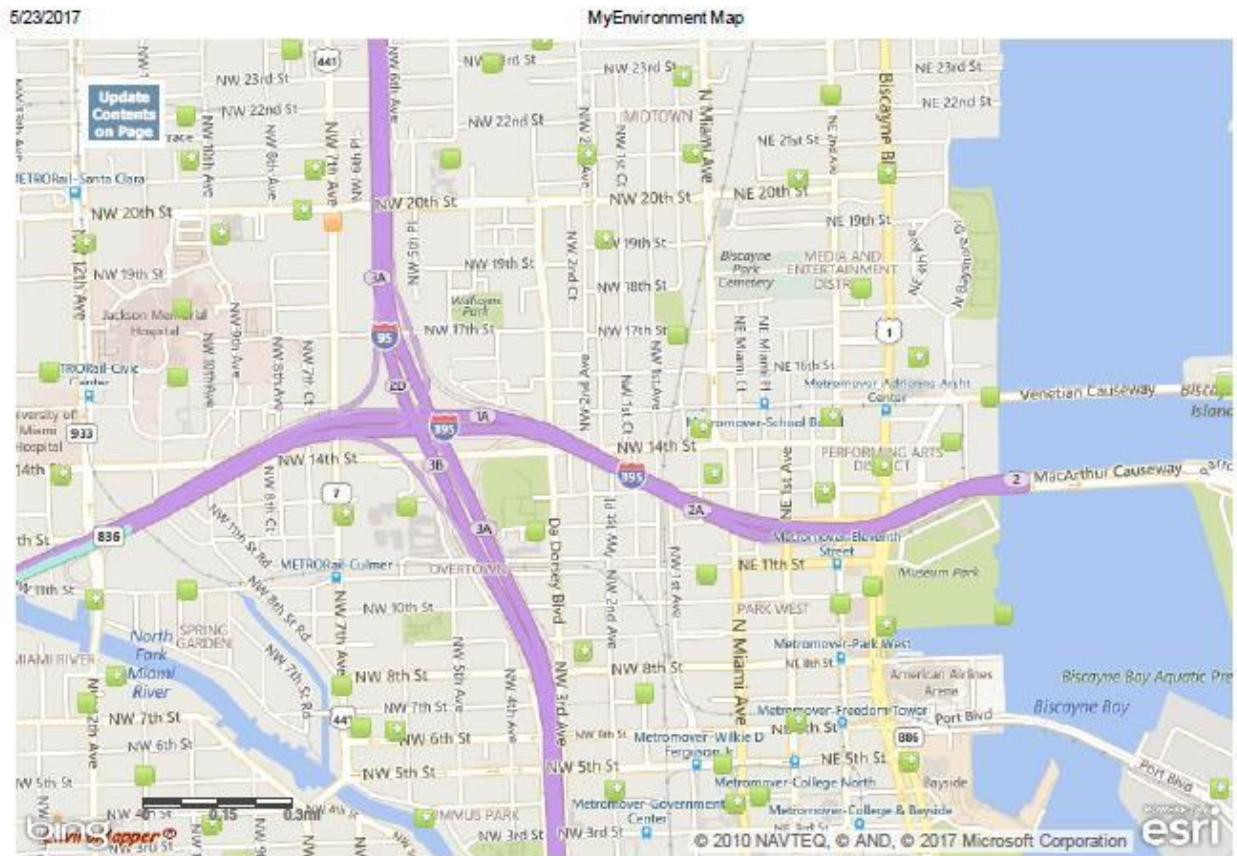
Development on Brownfield sites carries with it additional costs associated with developing, that private investors are not willing to support. Therefore, the Agency must incentivize development on Brownfield sites.

While we are aware of these Brownfield sites that have some level of contamination that is unseen, on the surface, there is still a level of unsanitary and unsafe conditions that are visible in the Study Area areas as evidenced below.





EPA's interactive map reflects a high degree of Hazardous sites for the 33136-zip code.<sup>14</sup>



<sup>14</sup> EPA Brownfield and Hazardous Sites. (n.d.). Retrieved May 05, 2017, from <https://www3.epa.gov/myem/envmap/mainmap.html?pTheme=all&embed=true&basemap=&pLayers=osc,npl,rcra,tri&lan d,acres&ve=14,25.788152,-80.197576&mW=917&mH=618>



## Section 7. Total Revenues Deposited in the Trust Fund:

The Agency is funded in an amount not less than that increment in the income, proceeds, revenues and funds derived from the undertaking of the community development within the Study Area. The basis of the contributions is determined by identifying the dollar value of all real property (i.e., ad valorem) within the Community Study Area as of a fixed date (i.e., base year). On that base year, taxing authorities freeze their respective received property tax revenues based upon the determined values and an agreed upon percentage of increased tax revenues beyond the value of the base year, "tax increment," are deposited into a CRA's Trust Fund. Such tax increment is dedicated for community redevelopment uses within the Community Study Area in accordance with the CRA's redevelopment plan. § 163.378(1) (a), Fla. Stat. Since its inception, \$159,432,749 has been deposited into the SEOPW CRA's trust fund.

Fiscal Year	1982 - Original Boundaries		1985 - Park West Addition		2009 - Expanded Boundaries		Total by Year
	City	County	City	County	City	County	
1983	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1984	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1985	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1986	\$79,190	\$60,045	\$0	\$0	\$0	\$0	\$139,235
1987	\$269,930	\$200,116	\$0	\$0	\$0	\$0	\$470,046
1988	\$267,125	\$202,998	\$0	\$0	\$0	\$0	\$470,123
1989	\$268,694	\$204,021	\$0	\$0	\$0	\$0	\$472,715
1990	\$386,543	\$289,750	\$0	\$0	\$0	\$0	\$676,293
1991	\$648,040	\$497,396	\$0	\$0	\$0	\$0	\$1,145,436
1992	\$758,712	\$582,341	\$0	\$0	\$0	\$0	\$1,341,053
1993	\$609,254	\$463,629	\$0	\$0	\$0	\$0	\$1,072,883
1994	\$343,054	\$261,055	\$0	\$0	\$0	\$0	\$604,109
1995	\$0	\$143,098	\$0	\$0	\$0	\$0	\$143,098
1996	\$142,324	\$101,233	\$0	\$0	\$0	\$0	\$243,557
1997	\$133,636	\$90,056	\$0	\$0	\$0	\$0	\$223,692
1998	\$109,887	\$68,946	\$0	\$0	\$0	\$0	\$178,833
1999	\$110,087	\$66,306	\$0	\$0	\$0	\$0	\$176,393
2000	\$353,879	\$217,103	\$0	\$0	\$0	\$0	\$570,982
2001	\$574,104	\$344,280	\$0	\$0	\$0	\$0	\$918,384
2002	\$1,446,192	\$655,989	\$0	\$0	\$0	\$0	\$2,102,181
2003	\$1,587,461	\$970,494	\$0	\$0	\$0	\$0	\$2,557,955
2004	\$1,474,398	\$943,558	\$0	\$0	\$0	\$0	\$2,417,956
2005	\$1,627,940	\$1,188,848	\$0	\$0	\$0	\$0	\$2,816,788
2006	\$2,495,666	\$1,714,153	\$0	\$0	\$0	\$0	\$4,209,819
2007	\$2,995,946	\$2,410,430	\$0	\$0	\$0	\$0	\$5,406,376
2008	\$3,568,307	\$2,228,137	\$0	\$0	\$0	\$0	\$5,796,444
2009	\$4,309,075	\$2,705,822	\$0	\$0	\$0	\$0	\$7,014,897
2010	\$6,270,444	\$3,955,532	\$0	\$0	\$0	\$0	\$10,225,976
2011	\$6,845,971	\$4,865,405	\$0	\$0	\$0	\$0	\$11,711,376
2012	\$4,951,081	\$3,147,216	\$0	\$0	\$0	\$0	\$8,098,297
2013	\$5,947,771	\$3,628,396	\$0	\$0	\$130,198	\$80,886	\$9,787,251
2014	\$7,349,506	\$3,955,532	\$0	\$0	\$194,346	\$0	\$11,499,384
2015	\$8,045,982	\$4,907,952	\$132,289	\$80,740	\$241,073	\$146,396	\$13,554,432
2016	\$9,491,910	\$5,793,212	\$347,349	\$211,998	\$382,406	\$233,394	\$16,460,269
2017	\$10,525,607	\$6,424,109	\$363,837	\$222,061	\$483,646	\$295,185	\$18,314,445
2018	\$10,374,855	\$6,515,446	\$413,185	\$261,143	\$642,758	\$404,684	\$18,612,071
	<b>\$94,362,571</b>	<b>\$59,802,604</b>	<b>\$1,256,660</b>	<b>\$775,942</b>	<b>\$2,074,427</b>	<b>\$1,160,545</b>	<b>\$159,432,749</b>

Total Per Area

**\$154,165,175**

% Per Area

**97%**

**\$2,032,602**

**1%**

**\$3,234,972**

**2%**

## 7.1 Tax Increment (TI) Revenue Projections

The below listed TI revenue projections were compiled using a formula delineated by Fla. Stat. 163.387(2) (a). A simple straight-line calculation was performed and the major assumptions used for the projections are a conservative annual growth rate of 2% for incremental revenues resulting a projected gross tax amount of \$596,150,213. However, the projected available cash after obligations are deducted amounts to \$221,748,294.

### SEOPW CRA

#### Tax Increment Revenue Projections until FY 2042 (Assumption of 2% Growth)

Fiscal Year	1982 - Original Boundaries		1985 - Park West Addition		2009 - Expanded Boundaries		Projected Gross Tax Increment Revenues
	City	County	City	County	City	County	
2018	\$10,374,855	\$6,515,446	\$413,185	\$261,143	\$642,758	\$404,684	\$18,612,071
2019	\$10,582,352	\$6,645,755	\$421,449	\$266,366	\$655,613	\$412,778	\$18,984,312
2020	\$10,793,999	\$6,778,670	\$429,878	\$271,693	\$668,725	\$421,033	\$19,363,999
2021	\$11,009,879	\$6,914,243	\$438,475	\$277,127	\$682,100	\$429,454	\$19,751,279
2022	\$11,230,077	\$7,052,528	\$447,245	\$282,670	\$695,742	\$438,043	\$20,146,304
2023	\$11,454,678	\$7,193,579	\$456,190	\$288,323	\$709,657	\$446,804	\$20,549,230
2024	\$11,683,772	\$7,337,450	\$465,313	\$294,089	\$723,850	\$455,740	\$20,960,215
2025	\$11,917,447	\$7,484,199	\$474,620	\$299,971	\$738,327	\$464,855	\$21,379,419
2026	\$12,155,796	\$7,633,883	\$484,112	\$305,971	\$753,093	\$474,152	\$21,807,008
2027	\$12,398,912	\$7,786,561	\$493,794	\$312,090	\$768,155	\$483,635	\$22,243,148
2028	\$12,646,890	\$7,942,292	\$503,670	\$318,332	\$783,518	\$493,308	\$22,688,011
2029	\$12,899,828	\$8,101,138	\$513,744	\$324,698	\$799,189	\$503,174	\$23,141,771
2030	\$13,157,825	\$8,263,161	\$524,018	\$331,192	\$815,173	\$513,237	\$23,604,606
2031	\$13,420,981	\$8,428,424	\$534,499	\$337,816	\$831,476	\$523,502	\$24,076,698
2032	\$13,689,401	\$8,596,993	\$545,189	\$344,573	\$848,106	\$533,972	\$24,558,232
2033	\$13,963,189	\$8,768,932	\$556,093	\$351,464	\$865,068	\$544,651	\$25,049,397
2034	\$14,242,453	\$8,944,311	\$567,214	\$358,493	\$882,369	\$555,544	\$25,550,385
2035	\$14,527,302	\$9,123,197	\$578,559	\$365,663	\$900,016	\$566,655	\$26,061,393
2036	\$14,817,848	\$9,305,661	\$590,130	\$372,977	\$918,017	\$577,988	\$26,582,621
2037	\$15,114,205	\$9,491,775	\$601,933	\$380,436	\$936,377	\$589,548	\$27,114,273
2038	\$15,416,489	\$9,681,610	\$613,971	\$388,045	\$955,105	\$601,339	\$27,656,558
2039	\$15,724,819	\$9,875,242	\$626,251	\$395,806	\$974,207	\$613,366	\$28,209,690
2040	\$16,039,315	\$10,072,747	\$638,776	\$403,722	\$993,691	\$625,633	\$28,773,883
2041	\$16,360,101	\$10,274,202	\$651,551	\$411,796	\$1,013,565	\$638,146	\$29,349,361
2042	\$16,687,303	\$10,479,686	\$664,582	\$420,032	\$1,033,836	\$650,909	\$29,936,348
	<b>\$332,309,715</b>	<b>\$208,691,688</b>	<b>\$13,234,439</b>	<b>\$8,364,489</b>	<b>\$20,587,731</b>	<b>\$12,962,150</b>	<b>\$596,150,213</b>

Total Per Area

**\$541,001,403**

**\$21,598,928**

**\$33,549,881**

% Per Area

**90%**

**4%**

**6%**

### Available Cash Flow After Obligations

Fiscal Year	Projected Gross Tax Increment Revenues	Estimated Global Agreement 45% Payment (Assumption 5% Growth)	Gibson Park Loan Payments	Debt Service Payment (Series 2014A Bonds)	Estimated Debt Service Payment TRI Rail	Administration (Assumption 2% Growth)	Available Cash Flow After Obligations
2018	\$18,612,071	\$5,134,336	\$833,357	\$4,521,875	\$2,000,000	\$2,300,000	\$3,822,503
2019	\$18,984,312	\$5,391,053	\$835,346	\$4,518,625	\$2,000,000	\$2,346,000	\$3,893,289
2020	\$19,363,999	\$5,660,605	\$837,554	\$4,514,250	\$2,000,000	\$2,392,920	\$3,958,669
2021	\$19,751,279	\$5,943,636	\$839,756	\$4,513,375	\$2,000,000	\$2,440,778	\$4,013,734
2022	\$20,146,304	\$6,240,817	\$842,196	\$4,510,625	\$2,000,000	\$2,489,594	\$4,063,072
2023	\$20,549,230	\$6,552,858	\$844,303	\$4,510,625	\$2,000,000	\$2,539,386	\$4,102,058
2024	\$20,960,215	\$6,880,501	\$847,056	\$4,508,000	\$2,000,000	\$2,590,174	\$4,134,484
2025	\$21,379,419	\$7,224,526	\$850,182	\$4,502,500	\$2,000,000	\$2,641,977	\$4,160,234
2026	\$21,807,008	\$7,585,753	\$853,904	\$4,498,750	\$2,000,000	\$2,694,817	\$4,173,784
2027	\$22,243,148	\$7,965,040	\$861,589	\$4,491,375	\$2,000,000	\$2,748,713	\$4,176,431
2028	\$22,688,011	\$8,363,292	\$865,660	\$4,485,000	\$2,000,000	\$2,803,687	\$4,170,371
2029	\$23,141,771	\$8,781,457	\$869,791	\$4,484,000	\$2,000,000	\$2,859,761	\$4,146,762
2030	\$23,604,606	\$9,220,530	\$0	\$5,350,500	\$2,000,000	\$2,916,956	\$4,116,620
2031	\$24,076,698	\$9,681,556	\$0	\$0	\$0	\$0	\$14,395,142
2032	\$24,558,232	\$10,165,634	\$0	\$0	\$0	\$0	\$14,392,598
2033	\$25,049,397	\$10,673,916	\$0	\$0	\$0	\$0	\$14,375,481
2034	\$25,550,385	\$11,207,612	\$0	\$0	\$0	\$0	\$14,342,773
2035	\$26,061,393	\$11,767,992	\$0	\$0	\$0	\$0	\$14,293,401
2036	\$26,582,621	\$12,356,392	\$0	\$0	\$0	\$0	\$14,226,229
2037	\$27,114,273	\$12,974,211	\$0	\$0	\$0	\$0	\$14,140,062
2038	\$27,656,558	\$13,622,922	\$0	\$0	\$0	\$0	\$14,033,637
2039	\$28,209,690	\$14,304,068	\$0	\$0	\$0	\$0	\$13,905,622
2040	\$28,773,883	\$15,019,271	\$0	\$0	\$0	\$0	\$13,754,612
2041	\$29,349,361	\$15,770,235	\$0	\$0	\$0	\$0	\$13,579,126
2042	\$29,936,348	\$16,558,747	\$0	\$0	\$0	\$0	\$13,377,602
	<b>\$596,150,213</b>	<b>\$245,046,962</b>	<b>\$10,180,694</b>	<b>\$59,409,500</b>	<b>\$26,000,000</b>	<b>\$33,764,763</b>	<b>\$221,748,294</b>

## **Section 8. Types of Programs Currently Funded for the Area:**



### **CRA Funded Programs for the Area**

Pursuant to and as defined by Fla. Stat: 163.340(9), the following community redevelopment programs are funded for the elimination and prevention of the development or spread of slum and blight and/or the reduction or prevention of crime.

#### **The Overtown Beautification Team**

The Overtown Beautification Team program employs residents in the Study Area to provide street cleaning services along the main corridors and the surrounding areas. Participants obtain on-the-job training in property maintenance and landscape services. This program plays a significant role in the reduction of illegal trash dumping within the community. Moreover, the program provides a salary, soft skill training, financial management, counseling, and assistance with transitioning opportunities to permanent employment.

#### **The Lyric Theater Heritage Program**

The Lyric Theater Heritage Program provides residents in the Study Area with part-time and temporary employment opportunities at the Black Archives Historic Lyric Theater, during programmed events and activities held at the venue.

#### **The Hospitality Institute Job Training and Job Placement Program**

The Hospitality Job Training and Job Placement Program provides soft skill training to residents within the Study Area that are seeking to gain employment in the hospitality industry. Each quarter, participants partake in a three-day training program focused on enhanced customer service skills,

financial literacy, life skills, resume writing, successful interviewing and proper attire. At the completion of each session, a job fair is held for new and existing graduates. Advanced hospitality and culinary training is offered to those who successfully complete the Hospitality Institute. The twelve-week training course is held at Miami Dade College Culinary Institute.

### **The FACE Summer Youth Employment and Training Program**

The FACE Summer Youth Employment and Training Program is a 7-week paid internship program for youth and young adults within the Study Area. Participants obtain work experience in one of the following industries: Film & Photography, Broadcast Media-Radio, Arts, Cultural Tourism, Information Technology (Coding & Web Design) and Entrepreneurship/ Business Management. The program also offers job coaching, community service, and continuous learning & leadership development seminars.

### **The Overtown Business Resource Center**

The Overtown Business Resource Center offers office incubator space and direct technical assistance to small businesses and residents in the Study Area. The center also provides office services, various workshops and assistance with identifying capital funding sources.

### **Suited for Success**

### **The Hospitality Employees Advancement & Training, Inc. (HEAT)**

HEAT is a hospitality-training program, for those seeking new careers in the hospitality industry as well as those who want to improve their skills for career advancement. The program offers training courses for positions such as: baker's helper, professional cooks, bus persons, banquet servers, and hotel guest room attendants. This training program is modeled after other successful hospitality training programs affiliated with UNITE HERE in Boston and Las Vegas, which takes a student-centered approach to training and emphasizes job placement for its graduates.

### **The TRIBE**

The TRIBE offers co-working space to residents who are interested in technology and coding. The co-working space also features daily access to offices, a shared desk space, conference rooms, printers and Wi-Fi. Members will also have access to funding and business resources, economic and entrepreneurial research, small business development, startup boot camps, digital literacy and coding programs.

### **The Overtown Employment Assistance Center**

The Overtown Employment Assistance Center provides residents with job training and employment placement opportunities. The job center, which is housed in the Overtown Business Resource Center,



works directly with employers to identify hiring needs and matches them with qualified candidates that have undergone its job training program.

### **City of Miami Police Enhancement Program**

The City of Miami Police Enhancement Program provides heightened police services in the Study Area. The six (6) member unit, is tasked with addressing quality of life issues such as: homelessness, illegal dumping and chronic drug use. The officers are also equipped with Segways and bicycles to patrol the neighborhood. Since implementation, the program has aided in the increase of police visibility in the Overtown community and the prevention of violent crimes and drug overdoses.

### **The “Camillus House” Miami Shelter Program**

The Camillus House Miami Shelter program provides 75 beds in Camillus House facilities for the nightly use of homeless individuals in the redevelopment and surrounding areas. The program also offers homeless assistance and case management services.

### **Non- CRA Funded Programs for the Area**

#### **Youth Services**

Overtown Children & Youth Coalition  
Urgent Inc.  
Touching Miami with Love  
Girl Power  
Overtown Youth Center  
Teens Exercising Extraordinary Success (T.E.E.S.)  
Overtown Optimist Club

#### **Homeless Assistance Services**

Lotus House Shelter

#### **Social Services**

Culmer Center  
Allegany Franciscan Ministries  
Urban Philanthropies

#### **Health Services**

Jefferson Reeves Health Center

## **Section 9. Major Projects Currently Funded by the Agency:**

Pursuant to Fla. Stat: 163.340(9), the following community redevelopment undertakings are for the elimination and prevention of the development or spread of slum and blight and, or the reduction or prevention of crime and, or for the provision of affordable housing, where for rent or for sale, to residents of low or moderate income, including the elderly.

The SEOPW CRA allocated approximately \$150.1 million to planning and implementing redevelopment activities within the Study Area. This allocation reflects the holistic approach to community revitalization outlined in the SEOPW CRA's community redevelopment plan and consists of strategic investments in affordable housing, arts & culture, infrastructure, parks and open spaces, job creation and business development, quality of life initiatives, land acquisition, and general government to address the needs of the community.



*Courtside Apartments*

### **1. Bond Funded Projects**

- St. John Overtown Plaza Apartments (1327 NW 3rd Avenue). Affordable housing new construction development totaling 90 units and 8,000 square feet of retail. CRA Contribution: \$10,000,000
- Plaza at the Lyric (919 NW 2nd Avenue). Affordable housing new construction development totaling 158 units and 8,000 square feet of retail. CRA Contribution: \$17,000,000
- Island Living Apartments (1201 NW 3rd Avenue). Affordable housing new construction development totaling 70 units and 5,000 square feet of retail. CRA Contribution: \$9,000,000
- Courtside Apartments (1700 NW 4th Avenue). Affordable housing new construction development totaling 84 units. CRA Contribution: \$7,500,000
- Town Park Plaza South. Total community rehabilitation of 116 units with relocation services. CRA Contribution: \$13,500,000
- Town Park Village. Total community rehabilitation of 147 units with relocation services. CRA Contribution: \$1,500,000

### **2. TIF Agreements**

### **Miami World Center TIF Agreement**

- Total Construction Cost:  
Approximately \$1 billion
- CRA Contribution:  
\$105,000,000 in future  
property tax rebates.
- The Miami World center  
project is a phased mixed-use  
development which is  
anticipated to include a retail  
center containing approximately 765,000 net square feet of retail space with approximately 2,500 parking spaces, 300 hotel rooms, more than 2,000 apartment and condominium units and 50,000 square feet of retail space in the first phase.
- Master Developer and the CRA have negotiated an economic incentive agreement which provides for the payment to the Master Developer of 57% of the tax increment revenues (excluding the land value) generated from the project actually received by the CRA from the City of Miami and Miami-Dade County which amount shall be increased during the time period from the completion of the first building through the calendar year 2022 to the lesser of 75% of the tax increment revenues generated from the project (excluding land values) or \$6,889,074.00 with Master Developer being required to utilize the funds for public infrastructure improvements such as parking and other permitted uses allowed pursuant to Chapter 163, Phase III, Florida Statutes.
- As an inducement to the CRA's grant of financial assistance, Master Developer agrees to develop reliable resources for community outreach to provide new job opportunities during both construction and operations phases of the project and Master Developer and Retail Developer have committed to the following:
  - A goal of 30% participation by unskilled laborers of the County, giving priority to residents of the Study Area, Overtown, and the highest poverty rated zip codes of the City and the County;
  - A goal of 10% participation by skilled laborers utilizing the Job Priorities;
  - A goal of 20% participation by subcontractors based upon their principal place of business utilizing the Job Priorities;
  - First Source hiring opportunities for permanent job placement;
  - Living wage rates for construction workers; and
  - Responsible wage rates for electrical journeyman.



### 3. Parks and Open Spaces

- Theodore Gibson Park and Gymnasium (401 NW 12th Street). Construction of state-of-the-art sports complex and gymnasium. CRA Contribution: \$15,000,000
- NW 3rd Avenue Mini Park (1016 NW 3rd Avenue). Construction of mini - park. CRA Contribution: \$50,000
- Ninth (9th) Street Pedestrian Mall (NW 9th Street and 2nd Avenue). Renovation of the open-air plaza. CRA Contribution: \$40,000
- Grand Central Park. Development of a multi-use festival space on the old Miami Arena site. CRA Contribution: \$200,000



### 4. Infrastructure

- 3rd Avenue Streetscape Project. Beautification and street/sidewalk improvement project along NW 3rd Avenue from NW 7th to 14th Street. CRA Contribution: \$5,200,000
- Parking lot Upgrades. CRA Contribution: \$260,000
- Public Plaza at the Lyric Theater (919 NW 2nd Avenue). Drainage and miscellaneous site improvements at the plaza entry to the Historic Lyric Theater Cultural Arts Complex. CRA Contribution: \$185,000
- Villas of St. Agnes Fence Project. The replacement of the existing fence around the perimeter of the housing development. CRA Contribution: \$150,000
- Overtown Area Streetscape Improvements. New asphalt and sidewalk installations. CRA Contribution: \$1,800,000
- Grand Promenade Interim Renovation Project. CRA Contribution: \$756,120
- SEOPW CRA's Master Development Order as a Development of Regional Impact- Implementation of Increment III. CRA Contribution: \$1,243,500

### 5. Tri-Rail Expansion

- Total Construction Cost: Approximately \$50,400,000
- CRA Contribution: \$17,528,049 in future property tax rebates
- The South Florida Regional Transportation Authority ("SFRTA") project entails extending its rail service to Downtown Miami on the All Aboard Florida Brightline Train Platform to facilitate travel between the Study Area of the CRA, the City, and other urban centers across South Florida to the benefit of community Study Area residents, other City residents, and visitors.
- Community Benefits from ("SFRTA"):

- 600 sq. ft. of community flex space with free Wi-Fi in the All Aboard Florida (“AAF”) Brightline train station
- Local hiring from the Study Area for construction of the Tri-Rail platform
- Continuous paid summer internship program for high school students residing within the Study Area and the highest poverty zip codes of the City of Miami
- In-kind advertising opportunities for the Lyric Theater, the Black Police Museum and other historic sites within the Study Area
- Discounted lease space for one tenant from within the Study Area
- Support for one food truck near the train station
- Local hiring commitment for permanent employment opportunities
- Free Ridership for low and moderate-income residents of the Study Area
- Preference for permanent employment opportunities
- Discounted advertising opportunities for CRA businesses
- Enhanced living wages for all permanent jobs created as a result of construction

## 6. Housing Rehabilitation

- Town Park Plaza North. Total community rehabilitation of 169 units with relocation services. CRA Contribution: \$15,033,333
- 1767 NW 3rd Avenue. Rehabilitation of an existing 3-story, 18-unit building. CRA Contribution: \$585,000
- 240 NW 17th Street. Rehabilitation of an existing 9-unit building. CRA Contribution: \$450,000
- 210 NW 16th Street. Rehabilitation of an existing 6-unit building. CRA Contribution: \$400,000
- 1201 NW 2nd Avenue. Rehabilitation of an existing 9-unit building. CRA Contribution: \$165,000
- 149 NW 11th Street. Rehabilitation of an existing 24-unit building. CRA Contribution: \$475,000
- 1232 NW 1st Place. Rehabilitation of an existing 33-unit building. CRA Contribution: \$620,000
- 160 NW 11th Terrace. Rehabilitation of an existing 6-unit building. CRA Contribution: \$187,000
- 220-250 NW 13th Street and 1300 NW 2nd Avenue. Rehabilitation of an existing 33-unit building. CRA Contribution: \$520,000
- Poinciana Village. Infrastructure repairs to existing 64-unit condominiums and the installation and repair of the security fencing around community pool. CRA Contribution: \$174,500





## 7. Business Development and Improvements

- People's Bar-B-Que (360 NW 8th Street). Full interior and exterior rehab and renovation of the restaurant. CRA Contribution: \$1,375,000
- Dunn & Josephine Hotel (1028 NW 3rd Avenue). Rehabilitation of two existing buildings into a boutique hotel or bed and breakfast with 18-rooms and retail on the ground floor. CRA Contribution: \$1,069,000
- Renovations and tenant improvements along NW 3rd Avenue. CRA Contribution \$600,000
- Overtown Plaza (1490 NW 3rd Avenue). Exterior and interior rehabilitation of shopping center. CRA Contribution: \$2,250,000. (\$900,000 was allocated to assist new tenants with rental unit improvements. Grant recipients include: VSMD Food Corp., Top Value Supermarket, Two Guys Restaurant, and Caring Touch Barbershop.)
- Carver Apartments and Shoppes (801 NW 3rd Avenue). Total rehabilitation of building with 10 units and 3,900 square feet of retail. CRA Contribution: \$730,000
- Harlem Square (173 NW 11th Street). Adaptive reuse of the existing structure into a supper club /lounge. CRA Contribution: \$2,225,000
- Downtown Miami Partnerships Façade Program. The program provides assistance to qualified businesses and property owners for façade improvements in the targeted area of NW 3rd Avenue Business Corridor. 22 locations received façade improvements. CRA Contribution: \$1,526,250
- Jackson Soul Food Restaurant. Renovation and expansion of the restaurant. CRA Contribution: \$920,000
- Tenant Improvements at New Arena North and South. Grants awarded to five (5) businesses for improvements to retail space at New Arena Square. CRA Contribution: \$500,000
- Just Right Barbershop. Interior renovation of barbershop. CRA Contribution: \$297,254
- Bortequim Carioca Brazilian Bar & Grill. Renovation and expansion of the restaurant. CRA Contribution: \$100,000
- Overtown Small Business Grant Initiative. Grants awarded to local businesses along the NW 3rd Avenue Business corridor to funding capital improvements and major equipment purchases. CRA Contribution: \$200,000



## 8. Historic Preservation

- Old Clyde Killen's Pool Hall (920 NW 2nd Avenue). The rehabilitation and 40-year recertification of the two-story building. CRA Contribution: \$930,000.
- Overtown Performing Arts Center (300 NW 11th Street). Interior demolition and re-build of historic structure to house a community center, banquet facility, kitchen training facility and tutoring center. CRA Contribution: \$3,500,000
- Mt. Zion Missionary Baptist Church. Miscellaneous repairs and improvements to the historic church building. CRA Contribution: \$280,000
- St. John Missionary Baptist Church. Miscellaneous repairs and improvements to the historic church building. CRA Contribution: \$252,000
- Restoration of the Ward Rooming House. Rehab of the historic rooming house into an art gallery/open space. CRA Contribution: \$1,050,000
- Greater Bethel A.M.E. Church (245 NW 8th Street). Miscellaneous repairs and improvements to the historic church building. CRA Contribution: \$104,490
- Black Archives History and Research Foundation of South Florida. CRA Contribution: \$1,705,000
- Black Police Precinct and Courthouse Museum (480 NW 11th Street). Emergency repairs to the historic building. CRA Contribution: \$110,472
- St. Peter's Church Improvements (1811 NW 4th Court). Miscellaneous improvements and repairs for 40-year recertification. CRA Contribution: \$250,000.
- Lawson Thomas Building structural repairs (1021 NW 2nd Avenue). Urgent repairs to remove debris and replace collapsed roof structure. CRA Contribution: \$100,000
- D. A. Dorsey House (250 NW 9th Street). Miscellaneous repairs and improvements to the historic house. CRA Contribution: \$150,000



## **Section 10.**

### **Major Projects to be funded by the Agency as a Result of the Extension:**

Community redevelopment, as defined by the Community Redevelopment Act of 1969, Fla. Stat. 163.340 (9), means undertakings, activities, or projects in a community redevelopment area for the elimination and prevention of the development or spread of slum and blight, or for the reduction or prevention of crime, or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly. In furtherance of the Community Redevelopment Act, listed below are undertakings, activities, or projects to be funded as a result of extending the life of the SEOPW CRA. The following community redevelopment undertakings, activities or projects will be funded as a result of the extending the life of the SEOPW CRA.

### **Affordable Housing Developments**

The SEOPW CRA seeks to develop and support the development of up to 3,000 affordable housing units for residents of low or moderate income including the elderly. The demand for the development of workforce housing for residents earning between 80% and 140% of the County's area median income will be pursued through public/private partnerships. The SEOPW CRA will continue to provide funding for multi-family and single-family housing rehabilitation. More significantly, under the extension, the SEOPW CRA will devote more funding to homeownership for residents of low or moderate income, including the elderly.

The Agency is mandated to develop affordable housing units to provide a range of residential choices that will promote economic integration, accommodate the diversity of existing and future residents, and stimulate a positive shaping of the Study Area. This policy sets a minimum of at least 20% of any new development or rehabilitation of existing housing should be affordable housing. The Agency has far exceeded this benchmark, allocating 52% of its total budget allocation to the creation and rehabilitation of affordable housing within the Study Area. The Agency has invested over \$79.5 million in the construction of new affordable housing as well as the rehabilitation of existing rental and ownership units to both increase and improve the stock of affordable housing within the Study Area. This investment has resulted in the development of four new affordable housing communities and the rehabilitation of numerous multi-family units, totaling 402 new and 809 rehabilitated affordable housing units.

### **Public Housing Collaboration with Miami-Dade County**

SEOPW CRA will partner with Miami-Dade County Public Housing & Community Development to redevelop and modernize three public housing properties located within the Overtown Study Area. The following county owned public housing properties to be redeveloped consist of a combined 33.7 acres of land which include Culmer Place, 580 NW 5th Avenue, Culmer Gardens, 610 NW 10th Street and Rainbow Village, 2140 NW 3rd Avenue. The three identified sites are currently under developed, outdated, and under the extended life of the SEOPW CRA, a minimum of 1,500 new housing units can be built.





## **Historic Overtown Folk Life Village / Overtown Culture & Entertainment District**

The Historic Overtown Folk Life Village (“The Village”) is a two-block area, adjacent to downtown Miami, between NW 3rd Avenue and 2nd Avenue, and NW 8th Street and NW 10th Street (per Masterplan for Historic Overtown Folk Life Village, May 1997). The 1998 Master Plan for the Historic Overtown Folk Life Village establishes design guidelines, promotes partnerships, and identifies economic and cultural trends for the evolution of The Village. The themes for The Village include: the history and culture of black people including Africa, the Caribbean, and the United States; and the Harlem Renaissance, the self-definition of the Black experience through entrepreneurial ventures and through self-expression in the literary, visual, and performing arts.

The Overtown Entertainment District, as prescribed by Chapter 4 of the Code of the City of Miami, promotes new small business investments associated with restaurants. The intent is to allow establishments which may include nightclubs, supper club, restaurants, and bar uses to benefit from close proximity to one another within the district. The Overtown Entertainment District has a maximum of six establishments to include night clubs, supper clubs, and bar uses to benefit from proximity to one another within the duly designated area of the Folk Life Village/Overtown Culture & Entertainment District.

## **Land Acquisition**

Under the extension, the SEOPW CRA will seek to add buildable parcels to its inventory in support of the SEOPW CRA redevelopment plan. Due to the implementation of Miami 21 establishing minimum buildable lot sizes, additional inventory can be added by seeking variances on a number of undersized lots that could be made available to the CRA at sub-market value, thereby enabling the SEOPW CRA to acquire lots for future development. This program will be dedicated to reducing the number of unsightly vacant lots and reducing the number of abandoned and vacant buildings that can be ultimately used for development of various types of affordable housing products; thus continuing to maintain the mission of the CRA providing affordable housing units.

## **Infrastructure/Technology**

Plans are underway to create a technology hub within the Study Area that will act as a permanent anchor in reforming certain economic, entrepreneurial, and innovation challenges. This will be done by offering co-working space to Overtown residents who are engaged with technology partners that render services for digital literacy, coding programs, economic and entrepreneurial research, small business development, startup boot camps, and access to funding and business resources.

## **Infrastructure / Capital Improvement**

The SEOPW CRA will continue to provide financial support to physical capital improvement activities, flood relief, street beautification, swale improvement, sidewalk repairs, and similar activity that support the reversal of site and structural deterioration.

## **Policing Innovation Project**

Dedicated and enhanced community police services will be funded by the CRA through the City of Miami Police Department. The services will provide for the safety and protection of the residents and visitors within the boundaries of the SEOPW Area. These enhanced services will be provided by a dedicated unit of sworn officers by the Chief of Police in a Problem-Solving Team capacity, acknowledged as the CRA Unit.

### **Street Vendor Retail Kiosk Program**

A sidewalk retail vendor program will be formulated, similar to those already recognized by the City of Miami, at designated locations in both the Overtown and Park West study areas, with the objective of fostering small businesses entrepreneurship opportunities and job opportunities for Overtown residents. The program will be managed through the SEOPW CRA and will provide a limited number of budding entrepreneurs the opportunity to lease uniformed kiosks to be located on the side-walks and rights-of-way throughout the Study Area.



### **Miami World Center Mixed Use Development**

Miami World Center is a project funded by the CRA, and pursuant to the development agreement, is entitled to receive additional contributions under the extension of the life of the SEOPW CRA. The project is a phased mixed-use development which is anticipated to include, when completed, 300,000+ square feet of retail, approximately 2,000 public parking spaces, 400 hotel rooms, and 2,000 apartment and condominium units in the first phase. Total Construction Cost: Approximately \$1 billion. CRA Contribution: \$105,000,000 in future property tax rebates.

### **MDM Conference and Convention Hotel**

The MDM Development group has engaged the SEOPW CRA to receive a Tax Increment Financing Agreement in the amount of \$102,000,000, which is wholly dependent on the extension of the life of the CRA. The group will develop a JW Marriott Marquis Hotel and Expo Center that is a \$750 million project that will generate 1,300 permanent jobs. This modern structure will feature the most technologically advanced conference space in the nation with amenities that include a 65,000 sq. ft. grand ballroom. The hotel and expo center will also offer a 45,000 sq. ft. junior ballroom, 100,000 sq. ft. of exhibition space and 390,000 sq. ft. of additional meeting and even space, as well as a 1500 seat theater. 1,800 room Marriott Marquis Miami Convention & Expo Center and 600,000 Square feet expo center (largest in South Florida). An extension through 2042 to create \$1.5 billion in new tax revenues will allow the community to fulfill its investment goals immediately. This project will create 850 construction jobs in addition to the 1300+ permanent careers with local preferences. Combined with ancillary development, 4,200 hotel rooms and 4,325 permanent jobs, plus opportunities for new, small, and minority subcontractors, business vendors, and demand for new business development in the surrounding area.

## Transportation Initiative /Strategic Miami Area Rapid Transit Plan: Smart Plan

The CRA will seek a partnership with Miami Dade County under the County's proposed Strategic Miami Area Rapid Transit Plan for six transportation corridors and a network of bus express rapid transit routes. The SEOPW CRA will provide funding to linking the East-West Corridor and/or the Beach Corridor to the Overtown/Downtown transportation hub.



### Job Creation and Economic Development

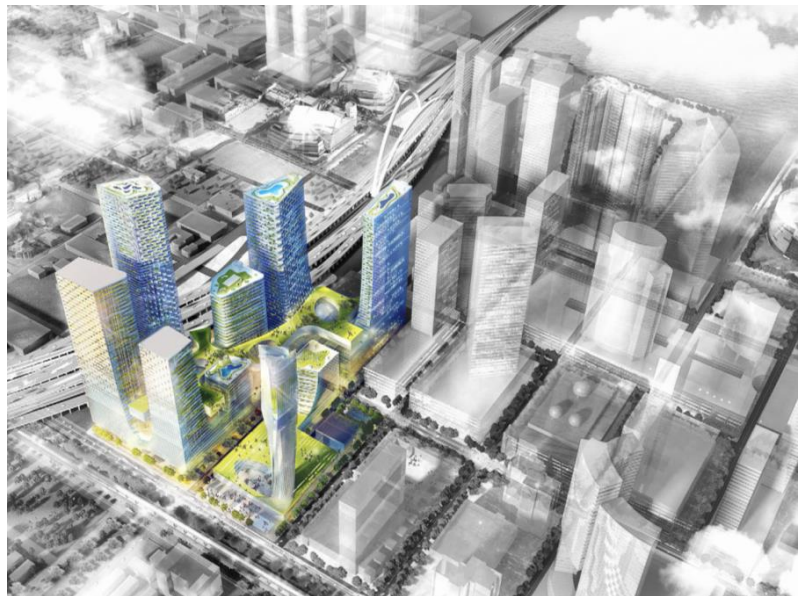
In furtherance of its goals for the elimination and prevention of the development or spread of slum and blight, or for the reduction or prevention of crime, the SEOPW CRA will continue to fund job creation projects. There is consensus in the community that employment opportunities must be made available to existing residents to improve the neighborhood economy and expand the economic opportunities for present and future residents and businesses. The SEOPW CRA has allocated 12% of its TIF revenue in job creation and economic development projects. This entails the support and enhancement of existing businesses and local entrepreneurs, the attraction of new businesses that provide needed services and economic opportunities, and work readiness and occupational training to ensure residents can participate in the community's economic growth. These efforts will continue under the prosed extension.

## **The Miami Innovation District**

The Miami Innovation District, at Northwest 10th Street and First Avenue, will bring together a synergistic mash-up of start-ups, middle-market and international corporations in an innovative mixed-use development that complements the local community while driving productive, inclusive, and sustainable economic growth. The Miami Innovation District will create a thriving, global, connected live-work-play ecosystem for innovation and entrepreneurship that complements and enhances the local community and strengthens Miami's positioning as a world-class city.

The project will create a home for the burgeoning movement of innovation and entrepreneurship in South Florida. Moreover, the primary office uses of the project will complement the other nearby projects, which are primarily retail and residential.

The Miami Innovation District comprises an area of approximately 10.4 acres. It is generally bound by NW 12th Street and the I-395 right-of-way to the North, NE Miami Court and NE 1st Avenue to the East, NW 10th Street to the South, and NW 1st Avenue to the West. NW-NE 11th Street and N Miami Avenue are the main thoroughfares within the district, and their intersection is celebrated as a major center of public-space and streetscape improvements within the district.



## **Miami Innovation Tower**

The Miami Innovation Tower will be located within the Miami Innovation District and essentially, is a kinetic sculpture proposed as a new icon for the Miami Innovation District. The Tower will be located at 1031 NW First Avenue. With its fully-integrated active skin—a global first—the Miami Innovation Tower celebrates the unique flavor and vitality of Miami and announces its arrival as a world-class center for information technologies.

The architecture of the tower is inspired by a variety of forms associated with the identity of the city, ranging from contemporary sculpture and fashion to the taught, wing-like, graphics-covered sails of modern racing sailboats—an homage to nearby Biscayne Bay. The lighting, too, is intended as a continuation of the tradition of building illumination that Miami has taken to a high art. The programming of the tower's displays will include public service announcements, updates from companies within the district, video art, as well as advertising which, in addition to generating significant revenue for the community, will become art itself as creative directors customize their messages to the special possibilities and parameters of the tower's unique active skin.

Like the Miami Innovation District as a whole, this Digital Age landmark is also a responsible neighbor. At ground level, a public plaza and amphitheater will host cultural events for all comers, as well as providing an inspiring setting for retail. As it rises, the tower hosts several observation decks, one of which, a garden in the sky, will also serve as a demonstration site for the installation of environmental technologies. Two restaurants complete the Tower's program.



## Miami Innovation District- Location



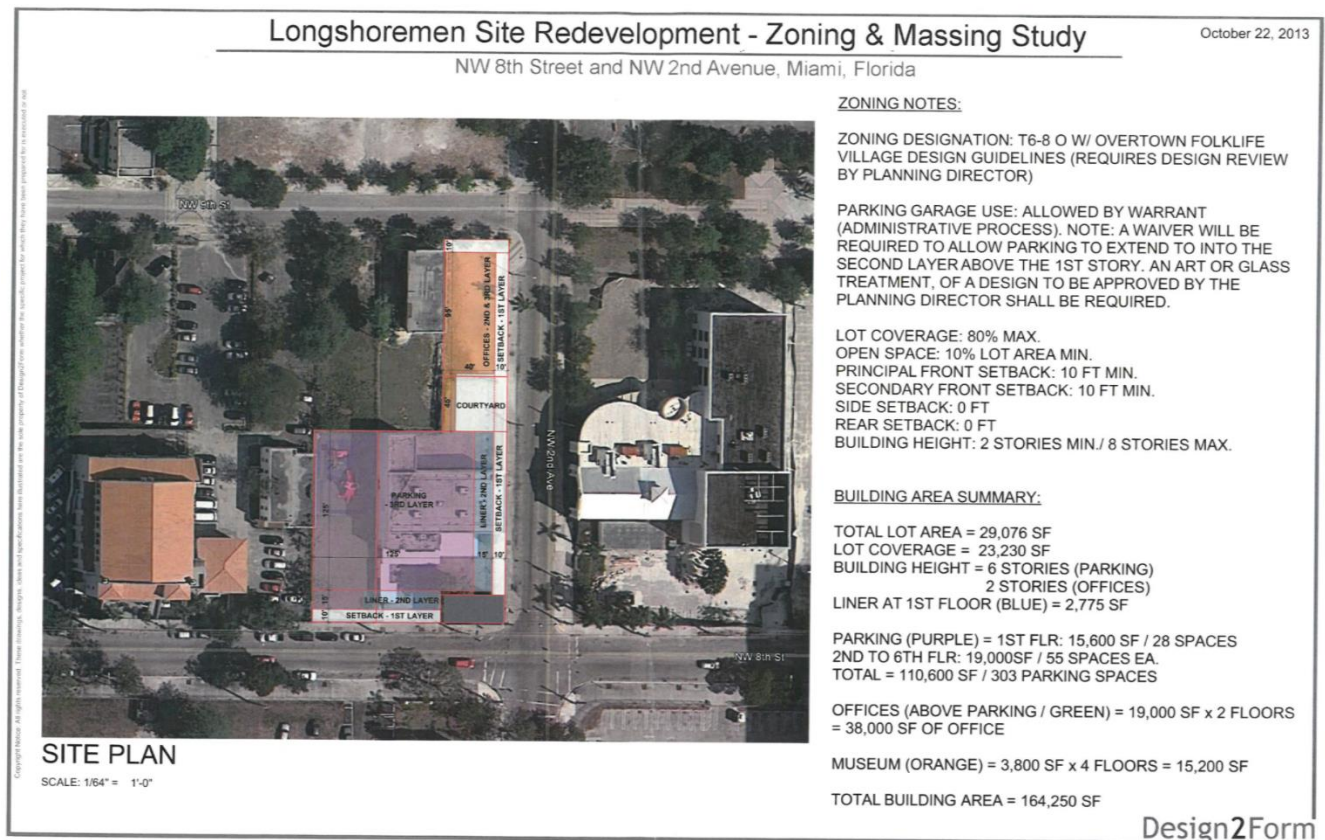
## Miami Innovation District- Map





## International Longshoreman Site Redevelopment

The development of the International Longshoremen's Association, Local #1416 headquarters located on the corner of N.W. 8<sup>th</sup> Street and N.W. 2<sup>nd</sup> Ave is critical to the redevelopment plans of the SEOPW CRA. International Longshoremen's Association, Local #1416 was chartered on April 7, 1936. Since its inception the union has provided Long Shore Labor for the Miami-Dade County Port of Miami. Local #1416 union hall is located in the heart of the Historical Overtown District in Miami, Florida and continues to employ laborers (also known as Longshoremen) throughout the Miami area. Long Shore Laborers load and unload ships from all over the world; including Freighters and Cruise ships with abundant passenger counts. Miami is often referred to as the Cruise Capitol of the World. The professionalism of this union has surpassed others by providing quality service and quick turnaround time which is equally important and essential in planning for the future and meeting the needs of a rapidly expanding industry in Miami-Dade County. The International Longshoremen's Association, Local #1416 has pledged allegiance to work with the Overtown community toward the advancement of all those who desire to labor for their families. As such, the SEOPW CRA has pledged to assist the International Longshoremen's Association, Local #1416.



## **Section 11. Recommendations for Updated Goals and Objectives:**

Currently the redevelopment goals for the CRA as stipulated in the 2004 redevelopment plan prepared by Dover, Kohl & Partners and updated in 2009 by the City of Miami Department of Planning, are as follows:

1. Preserving historic buildings and community heritage.
2. Expanding the tax base using smart growth principles.
3. Housing in-fill, diversity and retaining affordability.
4. Creating jobs within the community.
5. Promotion and marketing of the community.
6. Improving the quality of life for residents

Based on the data collected and community engagement in preparation of this assessment, the following additional goals are recommended:

1. Fostering Entrepreneurship, Innovation and Technology because we believe that the cornerstone of an economically, financially healthy community takes into consideration strong entrepreneurs, innovative approaches to addressing problems and adoption of technological advances that represent the enhancement of the community.
2. Ensure that transportation/transit connects to the employment centers of Miami-Dade County and public parking is efficient.
3. Coordination of all relevant authorities to ensure that public improvements are being provided. While much has been undertaken to achieve these goals as highlighted by the agency accomplishments, the evidence demonstrates that much work remains to be done. The SEOPW CRA extension is needed to further address the socio-economic ills of Overtown.

## **Section 12. Conclusion:**

This Assessment of Need Study focused on the predominance of defective and inadequate street layouts, faulty lot layout in relation to size, adequacy and accessibility, unsanitary and unsafe conditions due to environmental contamination, the high incidence of crime in the area compared to the general community at large, the deterioration of the physical site of the Study Area and the inadequate and outdated building density patterns. The Study Area is still plagued with higher unemployment, prevailing poverty, higher crime, public health disparities, faulty lot layouts, abandoned buildings and unsafe structures, property violations, and unsanitary and unsafe conditions due to environmental contamination. The magnitude of the 40 years of decline, decay and neglect cannot be corrected by 2030. As such, this Assessment conclusively supports a finding that within the Study Area, one or more slum and blighted areas exist, including a shortage of housing affordable to residents of low and moderate income, including elderly, and these conditions will exist beyond the current sunset date.



### **Section 13. Appendix (Separate Volume)**

1. Miami-Dade County Resolution.
2. Miami-Dade County Memorandum.
3. US Census Data Charts.
4. Notices to Public meetings.
5. Property Slum, & Blight Findings and Property Characteristics.
6. City of Miami Code Enforcement Liens (January 2015 to September 2017).
7. Crime Analysis Request for Direct Arrests (May 2017 to November 2017) for reporting area. 157 and 162, prepared by the City of Miami Police Department.
8. Overtown – Economist Report: Prepared by Andrew Dolkart, Miami Economic Associates.
9. 2017 SEOPW CRA Community Input Survey.
10. Demographics on Income, Household and Poverty.
11. Property Characteristics Report.

### **Acknowledgements**

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