

## MEMORANDUM

Agenda Item No. 11(A)(4)

**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** July 7, 2022

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Resolution accepting assessment of need study; making findings and approving, after a public hearing, the Southeast Overtown Park West Redevelopment Area's Amended Community Redevelopment Plan related to the geographic area known as the Southeast Overtown Park West, which is described as a portion of Miami-Dade County, Florida, generally bounded by NW 22nd Street to the north, NW 7th Avenue to the west, NW 1st Place to the east and NW 1st Street to the south; approving of and authorizing the County Mayor to execute an amendment to the 1983 Interlocal Cooperation Agreement between Miami-Dade County ("County"), the City of Miami ("City"), and the Southeast Overtown Park West Community Redevelopment Agency ("Agency"), subject to conditions precedent and approval by the City and the Agency; waiving Resolution Nos. R-1382-09, R-871-11, R-599-15, and R-499-16, which require participation of County Commissioners, County representatives, and/or private citizens on community redevelopment agencies' boards of commissioners; extending the life of the Agency and the Southeast Overtown Park West Community Redevelopment Area until March 31, 2042 in accordance with section 163.3755, Florida Statutes; directing the County Mayor to identify legally available funds from within the Fiscal Year 2021-2022 County Budget to fund the waiver of the 1.5 percent administrative fee charged to the Agency for the remaining life of the Agency and to include the waiver of the 1.5 percent administrative fee in the County Mayor's proposed Budget for Fiscal Year 2022-2023; and requiring a report

Resolution No. R-654-22

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Keon Hardemon.

  
Geri Bonzon-Keenan  
County Attorney


GBK/jp



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** July 7, 2022

**FROM:**   
Gen Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 11(A)(4)

Please note any items checked.

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



Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A)(4)  
7-7-22

RESOLUTION NO. \_\_\_\_\_ R-654-22

RESOLUTION ACCEPTING ASSESSMENT OF NEED STUDY; MAKING FINDINGS AND APPROVING, AFTER A PUBLIC HEARING, THE SOUTHEAST OVERTOWN PARK WEST REDEVELOPMENT AREA'S AMENDED COMMUNITY REDEVELOPMENT PLAN RELATED TO THE GEOGRAPHIC AREA KNOWN AS THE SOUTHEAST OVERTOWN PARK WEST, WHICH IS DESCRIBED AS A PORTION OF MIAMI-DADE COUNTY, FLORIDA, GENERALLY BOUNDED BY NW 22ND STREET TO THE NORTH, NW 7TH AVENUE TO THE WEST, NW 1ST PLACE TO THE EAST AND NW 1ST STREET TO THE SOUTH; APPROVING OF AND AUTHORIZING THE COUNTY MAYOR OR MAYOR'S DESIGNEE TO EXECUTE AN AMENDMENT TO THE 1983 INTERLOCAL COOPERATION AGREEMENT BETWEEN MIAMI-DADE COUNTY ("COUNTY"), THE CITY OF MIAMI ("CITY"), AND THE SOUTHEAST OVERTOWN PARK WEST COMMUNITY REDEVELOPMENT AGENCY ("AGENCY"), SUBJECT TO CONDITIONS PRECEDENT AND APPROVAL BY THE CITY AND THE AGENCY; WAIVING RESOLUTION NOS. R-1382-09, R-871-11, R-599-15, AND R-499-16, WHICH REQUIRE PARTICIPATION OF COUNTY COMMISSIONERS, COUNTY REPRESENTATIVES, AND/OR PRIVATE CITIZENS ON COMMUNITY REDEVELOPMENT AGENCIES' BOARDS OF COMMISSIONERS; EXTENDING THE LIFE OF THE AGENCY AND THE SOUTHEAST OVERTOWN PARK WEST COMMUNITY REDEVELOPMENT AREA UNTIL MARCH 31, 2042 IN ACCORDANCE WITH SECTION 163.3755, FLORIDA STATUTES; DIRECTING THE COUNTY MAYOR OR MAYOR'S DESIGNEE TO IDENTIFY LEGALLY AVAILABLE FUNDS FROM WITHIN THE FISCAL YEAR 2021-2022 COUNTY BUDGET TO FUND THE WAIVER OF THE 1.5 PERCENT ADMINISTRATIVE FEE CHARGED TO THE AGENCY FOR THE REMAINING LIFE OF THE AGENCY AND TO INCLUDE THE WAIVER OF THE 1.5 PERCENT ADMINISTRATIVE FEE IN THE COUNTY MAYOR'S PROPOSED BUDGET FOR FISCAL YEAR 2022-2023; AND REQUIRING A REPORT

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

**WHEREAS**, the Act empowers local governments with the authority to designate areas as Community Redevelopment Areas when certain conditions exist; and

**WHEREAS**, the Act also provides that in any county which has adopted a home rule charter, the powers conferred by the Act shall be exercised exclusively by the governing body of such county; and

**WHEREAS**, however, the governing body of any such county which has adopted a home rule charter may, in its discretion and by resolution, delegate the exercise of those powers within the boundaries of a municipality to the governing body of such municipality; and

**WHEREAS**, on July 29, 1982, the City of Miami (the “City”) adopted Resolution No. 82-755, which created the Southeast Overtown Park West Community Redevelopment Agency (the “Agency”); and

**WHEREAS**, on December 7, 1982, this Board adopted Resolution No. R-1677-82, which approved the Southeast Overtown/Park West Community Redevelopment Agency Redevelopment Plan (the “original plan”); and

**WHEREAS**, on December 7, 1982, this Board also adopted and enacted Ordinance No. 82-115, as codified in section 29-6 of the Code of Miami-Dade County, Florida, which created a trust fund for the purpose of funding the activities described in the original plan; and

**WHEREAS**, on April 19, 1983, this Board adopted Resolution No. R-467-83, which approved an Interlocal Cooperation Agreement between the City and the County (the “1983 interlocal agreement”), which, among other things, delineated those areas of responsibility for the redevelopment of the redevelopment area (“original redevelopment area”); and

**WHEREAS**, pursuant to the original plan and the 1983 Interlocal agreement, the City was authorized to undertake redevelopment activities within the designated original redevelopment area; and

**WHEREAS**, the City was also responsible for implementing activities and projects designed to revitalize and redevelop the original redevelopment area in accordance with the original plan; and

**WHEREAS**, on December 31, 2007, this Board adopted Resolution No. R-1372-07, which approved an interlocal cooperation agreement between the County, the City, the Omni Community Redevelopment Agency (“Omni CRA”), and the Agency, which, among other things, amended the 1983 Interlocal Agreement (the “2007 interlocal agreement”); and

**WHEREAS**, the City and the Agency agreed to generate a finding of necessity study to substantiate the expansion of boundaries of the original redevelopment area and an amendment to the redevelopment plan (“amended plan”) to expand the original redevelopment area’s boundaries and extend the life of the Agency and redevelopment area until March 31, 2030; and

**WHEREAS**, pursuant to the 2007 interlocal agreement and applicable laws, the finding of necessity study and the amended plan were subject to approval by this Board; and

**WHEREAS**, on July 23, 2009, this Board, after making certain findings, adopted Resolution No. R-1039-09, which approved the amended plan that expanded the boundaries of the original redevelopment area, subject to the execution of a second amendment to the 1983 interlocal agreement; and

**WHEREAS**, this Board, in accordance with Resolution No. R-1039-09, also approved the extension of the life of the Agency until March 31, 2030; and

**WHEREAS**, on June 16, 2012, this Board adopted Resolution No. R-516-12, which approved the issuance of up to \$50,000,000.00 in debt for needed capital projects in the amended plan; and

**WHEREAS**, on June 18, 2013, this Board adopted Resolution No. R-480-13, which approved an amendment to the Resolution No. R-516-16 to increase the Agency's debt to a principal amount not to exceed \$60,000,000.00 from the previously approved principal amount of \$50,000,000.00; and

**WHEREAS**, on June 26, 2018, the Agency adopted CRA Resolution No. CRA-R-18-0030, a copy of which is attached hereto as Attachment "A" and incorporated herein by reference, that accepted and adopted an assessment of need study in accordance with this Board's Resolution Nos. R-611-15 and R-499-16, which require community redevelopment agencies that seek to extend the agencies and the redevelopment area's lives to prepare and submit an assessment of need study to the County prior to this Board granting an extension; and

**WHEREAS**, on September 24, 2018, the Agency adopted CRA Resolution No. CRA-R-18-0040, a copy of which is attached hereto as Attachment “B” and incorporated herein by reference, that accepted an amendment to the plan (the “2018 amended plan”), and directed its Agency’s Executive Director to submit such plan to the City of Miami Commission (“City Commission”) and this Board for approval; and

**WHEREAS**, on March 7, 2019, the Agency also adopted CRA Resolution No. CRA-R-19-0005, a copy of which is attached hereto as Attachment “C” and incorporated herein by reference, that accepted and adopted an amendment to the 1983 interlocal agreement and to one provision of the 2007 interlocal agreement (the “2018 amended interlocal”), and further directed the Agency’s Executive Director to submit the 2018 amended interlocal to the City Commission and this Board for their approval; and

**WHEREAS**, on May 9, 2019, the City Commission adopted Resolution No. R-19-0175, a copy of which is attached hereto as Attachment “D” and incorporated herein by reference, which made certain findings regarding the assessment of need study, and directed the Agency’s Executive Director to transmit the study to this Board; and

**WHEREAS**, on May 9, 2019, the City Commission adopted Resolution No. R-19-0176, a copy of which is attached hereto as Attachment “E” and incorporated herein by reference, which approved and accepted the 2018 amended plan, and directed the Agency’s Executive Director to submit the 2018 amended plan to this Board for its review, consideration, approval, and acceptance; and

**WHEREAS**, on May 13, 2019, the City Commission adopted Resolution No. R-19-0233, a copy of which is attached hereto as Attachment “F” and incorporated herein by reference, that approved and authorized the City Manager to execute the 2018 amended interlocal, and directed the Agency’s Executive Director to transmit same to this Board for its review, consideration, approval, and acceptance; and

**WHEREAS**, the 2018 amended interlocal approved by the City Commission differs from the version approved by the Agency in that it does not include the provisions that release the County from any obligation under the 2007 interlocal agreement to make a \$20 million contribution to the City to be applied toward the funding of a streetcar project, nor does it include the provision required by this Board that a County Commissioner, a County representative and/or two private citizens can serve as members of the board of commissioners of the Agency; and

**WHEREAS**, the 2018 amended interlocal includes, among others, a list of certain priority projects to be funded by the Agency, including the Overtown Entertainment District, Miami World Center Project, the Marriott Marquis Conference Center and Hotel, South Florida Regional Transportation Authority’s Tri-Rail Downtown Miami Link Station Improvements Project, the World Literacy Crusade of Florida, Inc. a/k/a Mama Hattie’s House, the redevelopment and modernization of the County’s public housing developments, Rainbow Village and Culmer Gardens, and other affordable and workforce housing projects; and

**WHEREAS**, the 2018 amended interlocal also includes other provisions, including: (1) the remaining provisions required by this Board’s Resolution No. R-499-16; and (2) the waiver of the County-required 1.5 percent administrative fee that is charged to the Agency for the remaining life of the Agency, which, for fiscal year 2021-22, amounts to \$199,415.00; (3) an agreement by the County that it will utilize the amount paid to the County by the Agency to provide financial



support for the redevelopment and modernization of the County-owned public housing projects located within the redevelopment area; and (4) an agreement by the City that it will utilize the amount paid to the City to support projects within the Overtown portion of the redevelopment area during the life of the Agency; and

**WHEREAS**, the 2018 amended interlocal that was approved by the Agency and the City also includes a provision that seeks to amend the 2007 interlocal agreement; and

**WHEREAS**, more specifically, the Agency and the City propose to: (1) replace an existing exhibit in the 2007 interlocal agreement that includes a list of proposed projects; (2) require the County to agree that it will utilize the amount paid to the County by the Agency to provide financial support for the redevelopment and modernization of the County-owned public housing projects located within the redevelopment area; (3) require the City to utilize the amount paid to the City to support projects within the Overtown portion of the redevelopment area during the life of the Agency (“proposed amendment”); and

**WHEREAS**, the proposed amendment would require the approval of the Omni CRA, which is not a party to the 1983 interlocal agreement between the County, the City, and the Agency; and

**WHEREAS**, this Board believes that it is in the best interest of the County to only approve the 2018 amended interlocal without the proposed amendment because the Omni CRA is not a party to the 1983 interlocal agreement; and

**WHEREAS**, the 2018 amended plan sets forth certain goals that include: (1) the preservation of historic buildings and cultural heritage by incorporating the cultural arts as a critical component of economic development through public/private partnerships; (2) the expansion of the tax base using public/private principles by following the current land use policies

for sound real estate acquisitions, assemblage, development, and creating viable commercial corridors within the redevelopment area through public/private partnerships; (3) the provision and retention of housing affordability by working with the City, the County and the private sector to encourage and create a sound balance of very low-income housing, affordable, workforce and mixed-income housing within the redevelopment area; (4) the creation of jobs within the community by targeting commercial and cultural ventures that will provide life sustainable jobs to residents in the Overtown community; (5) the promotion and marketing of the community as a cultural and entertainment destination; (6) the improvement of the quality of life for residents by creating housing, recreation and work environments where healthy outcomes are the result of a planned and sustainable effort designed to improve the quality of life for Overtown residents in the redevelopment area; (7) the promotion of entrepreneurship and technology innovations by working with the private sector to encourage the creation of opportunities through new technology for service delivery, and public and private partnerships that will assist in helping small businesses build capacity; (8) the assurance of connecting transit to the employment centers of the County and ensuring parking is efficient; and (9) the commitment to foster safe community initiatives to provide for public safety through community policing innovations; and

**WHEREAS**, the 2018 amended plan and the 2018 amended interlocal also propose to extend the life of the Agency and the redevelopment area from March 31, 2030 until March 31, 2042; and

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

**WHEREAS**, this Board is sympathetic to the needs of the redevelopment area to reverse the slum or blight that has occurred in such area; and

**WHEREAS**, in 2019, the Florida Legislature amended the Act as codified in section 163.3755 of the Act, to require that a community redevelopment agency in existence on October 1, 2019, shall terminate on the expiration date provided in the agency’s charter on October 1, 2019, or on September 30, 2039, whichever is earlier, unless the governing body of the County that created the community redevelopment agency approves its continued existence by a majority vote of the members of the governing body; and

**WHEREAS**, this Board finds that it is the best interest of the County and the residents of Miami-Dade County to: (1) accept the assessment of need study and the findings therein, (2) approve the 2018 amended plan, (3) approve the terms of the 2018 amended interlocal, and (4) in accordance with section 163.3755(1) of the Act, extend the life of the Agency and the redevelopment area until March 31, 2042; and

**WHEREAS**, this Board finds that it is also in the best interests of the County and the residents of Miami-Dade County to waive Resolution Nos. R-1382-09, R-871-11, R-599-15, and R-499-16, which require the participation of County Commissioners, County representatives, and/or private citizens on community redevelopment agencies’ boards of commissioners as permitted by section 163.357 of the Act,

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

**Section 1.** The foregoing recitals are incorporated in this resolution and are approved.

**Section 2.** This Board accepts the Assessment of Need Study, attached hereto as Attachment “G,” and incorporated herein by reference.

**Section 3.** In accordance with section 163.360, Florida Statutes, this Board accepts the delivery of the 2018 Southeast Overtown Park West Community Redevelopment Plan (“2018 amended plan”), in substantially the form attached hereto as Attachment “H” and incorporated herein by reference. This Board further finds that:

(a) The rehabilitation, conservation or redevelopment or a combination of each, of the Southeast Overtown Park West Community Redevelopment Area, which is generally bounded by NW 22nd Street to the north, NW 7th avenue to the west, NW 1st Place to the east and NW 1<sup>st</sup> Street to the south (the “redevelopment area”) is necessary in the interest of the public health, safety, morals and welfare of the residents of Miami-Dade County and in the interest of implementing the Community Redevelopment Act of 1969, which is presently codified in part III of chapter 163, Florida Statutes, as amended from time to time (the “Act”) by rehabilitating and revitalizing the area economically and socially, thereby inhibiting the spread of disease and crime, and inter alia improving the tax base, promoting sound growth, and providing improved housing conditions.

(b) A feasible method exists for the location of families who will be displaced from the redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families.

(c) The 2018 amended plan conforms to the general plan of the County and the City of Miami (“City”) as a whole.

(d) The 2018 amended plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the general vicinity of the site covered by the 2018 amended plan.

(e) The 2018 amended plan will afford maximum opportunity, consistent with the sound needs of the County as a whole, for the rehabilitation or redevelopment of the redevelopment area by private enterprise.

(f) If the redevelopment area consists of an area of open land to be acquired by the County or the City to be developed in whole or in part for residential uses such as may be acquired because it is hereby determined that: (i) a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the County; (ii) the need for housing

accommodations has increased in the area; (iii) the conditions of blight in the area or the shortage of decent, safe, affordable and sanitary housing cause or contribute to an increase in the spread of disease and crime or constitute a menace to the public health, safety, morals or welfare; and (iv) the acquisition of the area for residential uses is an integral part of and is essential to the program of the County.

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

**Section 4.** This Board further finds and determines that the 2018 amended plan: (1) is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the redevelopment area, zoning and planning changes, if any, land uses, maximum densities and building requirements; (2) conforms with the Act; and (3) is necessary in the interest of the public health, safety, morals and welfare of the residents of the County and will effectuate the purposes of the Act by revitalizing the redevelopment area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions and eliminating the conditions which the Florida Legislature in the Act found constituted a menace injurious to the public health, safety, welfare and morals of the residents.

**Section 5.** This Board, after a public hearing and having made the findings expressed above, approves and adopts the 2018 amended plan for the redevelopment area in accordance with the Act. The 2018 amended plan is designated as the official redevelopment plan for the redevelopment area and it is the purpose and intent of this Board that the 2018 amended plan, as the same may be amended and supplemented by this Board, be implemented in the redevelopment area.

**Section 6.** In accordance with section 163.3755 of the Act, this Board hereby approves an extension of the life of the Southeast Overtown Park West Community Redevelopment Agency (the “Agency”) and the redevelopment area until March 31, 2042.

**Section 7.** Subject to the identification of sufficient funds in the fiscal year 2021-2022 County Budget as required by section 9 below and any additional approvals required by the City of Miami’s City Commission and the Agency’s board of commissioners, this Board further approves the terms of and authorizes the County Mayor or County Mayor’s designee to execute the amendment to the 1983 Interlocal Cooperation Agreement between the County, the City, and Agency, in substantially the form attached hereto as Attachment “I” and incorporated herein by reference, subject to the review for legal form and sufficiency of the County Attorney. This Board further authorizes the County Mayor or County Mayor’s designee to exercise certain provisions contained therein, including technical, non-substantive amendments consistent with this resolution, and termination provisions.

**Section 8.** This Board further waives the requirements of Resolution Nos. R-1382-09, R-871-11, R-599-15, and R-499-16, which pertain to the participation of County Commissioners, County representatives, and private citizens on community redevelopment agencies’ boards of commissioners as permitted by section 163.357 of the Act.



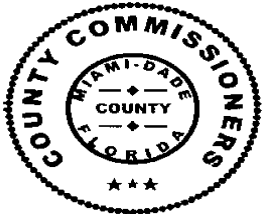
**Section 9.** This Board directs the County Mayor or County Mayor’s designee to: (1) identify legally available funds in the fiscal year 2021-2022 County Budget in the amount of \$199,415.00 to fund the waiver of the 1.5 percent administrative fee that is currently charged to the Agency for the life of such Agency and, if such funds cannot be identified and allocated for this purpose, to include same in the report required by section 10 below; and (2) include the waiver of the 1.5 percent administrative fee in the County Mayor’s Proposed Budget for fiscal year 2022-2023.

**Section 10.** This Board directs the County Mayor or County Mayor’s designee to: (1) prepare a written report relating to the matters set forth in section 9 of this resolution, including whether sufficient funds have been identified and allocated from within the fiscal year 2021-2022 County Budget to fund the waiver of the 1.5 percent administrative fee; and (2) to present the report to this Board for its consideration no later than 30 days from the effective date of this resolution, and to place the report directly on an agenda of this Board without committee review pursuant to Ordinance No. 14-65.

The Prime Sponsor of the foregoing resolution is Commissioner Keon Hardemon. It was offered by Commissioner **Keon Hardemon**, who moved its adoption. The motion was seconded by Commissioner **Oliver G. Gilbert, III** and upon being put to a vote, the vote was as follows:

	Jose “Pepe” Diaz, Chairman	<b>aye</b>	
	Oliver G. Gilbert, III, Vice-Chairman	<b>aye</b>	
Sen. René García	<b>nay</b>	Keon Hardemon	<b>aye</b>
Sally A. Heyman	<b>nay</b>	Danielle Cohen Higgins	<b>aye</b>
Eileen Higgins	<b>absent</b>	Joe A. Martinez	<b>nay</b>
Kionne L. McGhee	<b>aye</b>	Jean Monestime	<b>absent</b>
Raquel A. Regalado	<b>aye</b>	Rebeca Sosa	<b>aye</b>
Sen. Javier D. Souto	<b>nay</b>		

The Chairperson thereupon declared this resolution duly passed and adopted this 7<sup>th</sup> day of July, 2022. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.



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

HARVEY RUVIN, CLERK

By: **Basia Pruna**  
\_\_\_\_\_ Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

A handwritten signature in black ink, appearing to read "TAS", is written over a horizontal line.

Terrence A. Smith



# Southeast Overtown/Park West Community Redevelopment Agency

## Legislation

### CRA Resolution: CRA-R-18-0030

**File Number: 4374**

**Final Action Date: 6/26/2018**

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY, WITH ATTACHMENT(S), ACCEPTING THE ASSESSMENT OF NEED STUDY ATTACHED; AND MAKING FINDINGS THAT THERE EXIST ONE OR MORE SLUM OR BLIGHTED AREAS IN WHICH THERE IS A SHORTAGE OF HOUSING AFFORDABLE TO RESIDENTS OF LOW OR MODERATE INCOME, INCLUDING THE ELDERLY, THAT THERE IS A NEED FOR REHABILITATION AND DEVELOPMENT OF HOUSING AFFORDABLE TO RESIDENTS OF LOW OR MODERATE INCOME, INCLUDING THE ELDERLY, AND IT IS IN THE BEST INTEREST AND WELFARE OF THE RESIDENTS OF THE CITY OF MIAMI AND MIAMI-DADE COUNTY THAT THE LIFE OF THE CRA BE EXTENDED; FURTHER DIRECTING THE EXECUTIVE DIRECTOR TO TRANSMIT A COPY OF THE ASSESSMENT OF NEED/FINDING OF NECESSITY REPORT TO THE CITY OF MIAMI AND MIAMI-DADE COUNTY FOR LEGISLATIVE ACTION.

WHEREAS, the Southeast Overtown/Park West Community Redevelopment Agency ("CRA") is responsible for carrying out community redevelopment activities and projects within its Redevelopment Area in accordance with the 2009 Southeast Overtown/Park West Redevelopment Plan; and

WHEREAS, pursuant to Section 163.356, Florida Statutes, City of Miami ("City") and the County sought to create the CRA.

WHEREAS, on July 29, 1982, Miami City Commission, by Resolution No. 82-755, approved the CRA's Redevelopment Plan.

WHEREAS, on December 7, 1982, the board of County Commissioners, by Resolution No. R-1677-82, issued its approval of the CRA's Redevelopment Plan.

WHEREAS, on December 31, 2007, the City, the County and SEOPW CRA entered into an Interlocal Agreement, to provide for among other things, the expansion of the CRA's Redevelopment Area the and the extension of its life to 2030.

WHEREAS, Chapter 163.355, Florida Statutes requires finding of necessity by a county or municipality, supported by data and analysis, which makes a legislative finding that conditions in the area meet the criteria of a slum area or a blighted area as defined by s. 163.340(7) or (8); and;

WHEREAS, pursuant to Florida Statute 163.355(1), One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality; and

WHEREAS, pursuant to Florida Statute 163.355(2), the rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

WHEREAS, Miami-Dade County Board of Commissioners through Resolution No. R-611-15, established guidelines the data and analysis required for the CRA requesting an extension of its life and that of the Area to provide an Assessment.

WHEREAS, E.L. Waters and Company, LLC and SEOPW CRA have prepared an Assessment of Need/Finding of Necessity in accordance with Chapter 163.355, Florida Statutes and Miami-Dade County Resolution No. R-611-15 (“2017 Assessment”); and

WHEREAS, the Assessment of Need supports the findings that within the Redevelopment Area, there is the following: (1) prevailing poverty and unemployment, (2) disadvantaged housing conditions, (3) public safety (Higher Crime and Health Disparities), (4) predominance of defective streets and sidewalks, (5) faulty lots layout and (6) vacant and abandoned buildings.

WHEREAS, the Board of Commissioners wish to accept the 2018 Assessment of Need Study and direct the Executive Director to transmit a copy of the same to the City of Miami and Miami-Dade County to make a legislative finding that the conditions in the Redevelopment Area meet the criteria described in Chapter 163.340(7) or (8), Florida Statutes;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Board of Commissioners accepts the Assessment of Need/Finding of Necessity.

Section 3. The Board of Commissioners finds that the Redevelopment Area constitutes a slum or blighted area, as defined in Section 163.340, Florida Statutes.

Section 4. The Board of Commissioners finds one or more slum or blighted area in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exists.

Section 5. The Board of Commissioners finds that the rehabilitation and development of housing affordable to residents of low or moderate income, including the elderly is necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City of Miami and Miami-Dade County.


Section 6. The Board of Commissioners finds that the Assessment of Need supports the findings that within the Redevelopment Area, there is the following: (1) prevailing poverty and unemployment, (2) disadvantaged housing conditions, (3) public safety (Higher Crime and Health Disparities), (4) predominance of defective streets and sidewalks, (5) faulty lots layout and (6) vacant and abandoned buildings

Section 7. The Board of Commissioners finds that is necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City of Miami and Miami-Dade County to extend the life of the CRA.

Section 8. The Executive Director is directed to transmit a copy of said the Assessment of Need/Finding of Necessity to the City of Miami and Miami-Dade County to make a legislative finding that the conditions in the Redevelopment Area meet the criteria described in Chapter 163.340(7) or (8), Florida Statutes.

Section 9. This Resolution shall become effective immediately upon its adoption.

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



Cornelius Shiver, Executive Director

6/19/2018



# Southeast Overtown/Park West Community Redevelopment Agency

## Legislation

### CRA Resolution: CRA-R-18-0040

**File Number: 4848**

**Final Action Date: 9/24/2018**

A RESOLUTION THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY, WITH ATTACHMENT(S), ACCEPTING THE ATTACHED AMENDED 2018 SOUTHEAST OVERTOWN/PARK WEST REDEVELOPMENT PLAN ("AMENDED 2018 PLAN"), PREPARED BY E.L. WATERS AND COMPANY, LLC.; DIRECTING THE EXECUTIVE DIRECTOR TO TRANSMIT THE AMENDED 2018 PLAN AND THE CRA'S RECOMMENDATION FOR APPROVAL TO THE BOARD OF COMMISSIONERS FOR REVIEW AND CONSIDERATION.

WHEREAS, the Southeast Overtown/Park West Community Redevelopment Agency ("CRA") is a community redevelopment agency created pursuant to Chapter 163, Florida Statutes, and is responsible for carrying out community redevelopment activities and projects within its Redevelopment Area in accordance with the 2009 Southeast Overtown/Park West Redevelopment Plan ("Plan"); and

WHEREAS, Florida Statutes 163.361(1) governs modifications to community redevelopment plans, "If any time after the approval of a Community Redevelopment Plan... it becomes necessary to amend such plan, the governing body may amend such plan upon the recommendation of the agency".

WHEREAS, on February 27, 2017, the Board of Commissioners, pursuant to Resolution No. CRA-R-17-0011 authorized the Executive Director to enter into an agreement with E.L. Waters and Company, LLC. to update the Amended 2009 Redevelopment Plan prepared by Dover, Kohl & Partners and City of Miami's Planning Department; and

WHEREAS, the Amended 2018 Plan addresses the requirements of Section 163.362, Florida Statutes, including: general design standards, zoning and planning changes, land uses, demolition and removal of structures, improvements, redevelopment, rehabilitation, and identification of funding through possible public and/or public/private partnerships; and

WHEREAS, the Board of Commissioners wishes to accept the Amended 2018 Plan and approves thereof; and

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Board of Commissioners hereby accepts the Amended 2018 Plan and approves thereof.



Section 3. The Board of Commissioners hereby authorizes the CRA's Executive Director to present the Amended 2018 Plan to the City of Miami Commissioner and Miami-Dade County Commission for further approval.

Section 4. This Resolution shall become effective immediately upon its adoption.

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:



Cornelius Shiver, Executive Director

9/17/2018



# Southeast Overtown/Park West Community Redevelopment Agency

## Legislation

### CRA Resolution: CRA-R-19-0005

**File Number: 5566**

**Final Action Date: 3/7/2019**

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY, ACCEPTING AND ADOPTING THE EXECUTION OF THE AMENDMENT TO THE 1983 INTERLOCAL AGREEMENT BETWEEN THE CITY OF MIAMI, MIAMI-DADE COUNTY, AND THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY WITH THE CITY OF MIAMI AND MIAMI-DADE COUNTY.

WHEREAS, the Board of Commissioners of Miami-Dade County, by Resolution No. R-01677-82 and Ordinance No. 82-115, approved the Southeast Overtown/Park West Redevelopment Plan ("1982 Plan") and tax increment financing for the Southeast Overtown/Park West Redevelopment Area ("Original Redevelopment Area"); and

WHEREAS, on March 30, 1983, Miami-Dade County ("the County"), formerly known as Metropolitan Dade County, and the City of Miami ("the City") executed the Intergovernmental Cooperation Agreement (the "1983 Interlocal Agreement"); and

WHEREAS, on November 15, 1990, the County and the City entered into that certain Amendments to Interlocal Cooperation Agreement (the "First Amendment") amending certain terms and provisions of the 1983 Interlocal Agreement; and

WHEREAS, as of December 31, 2007, the County, the City, the Southeast Overtown Park West Community Redevelopment Agency ("SEOPW CRA") and the Omni Community Redevelopment Agency ("Omni CRA") entered into that certain Interlocal Agreement between the City of Miami, Miami-Dade County, SEOPW CRA and Omni CRA to provide funding for major projects for the benefit of all parties (the "2007 Interlocal Agreement"); and

WHEREAS, on January 22, 2010, the County and the SEOPW CRA entered into that certain Amendment to 1983 Interlocal Cooperation Agreement (the "2010 Amendment"; together with the 1983 Interlocal Agreement, the First Amendment, and the 2007 Interlocal Agreement collectively, the "Interlocal Agreement"); and

WHEREAS, in furtherance of seeking the extension of the life of the SEOPW CRA from 2030 to 2042, the SEOPW CRA is required to prepare an Assessment of Need Study (the "AON"), amend its current Redevelopment Plan, and amend the 1983 Interlocal Agreement with its two taxing authorities, the City of Miami and Miami-Dade County; and

WHEREAS, the SEOPW CRA generated an Assessment of Need to substantiate the extension of the life of the SEOPW CRA until March 31, 2042; and

WHEREAS, the SEOPW CRA adopted the Amended Redevelopment Plan prepared by E.L. Waters and Company, LLC; and

WHEREAS, on June 26, 2018, the Board of Commissioners adopted resolution CRA-R-18-0030 approving the AON; and

WHEREAS, on September 24, 2018, the Board of Commissioners adopted Resolution CRA-R-18-0040 approving the Amended Redevelopment Plan; and

WHEREAS, the Board of Commissioners wishes to accept and adopt the Amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County, and the Southeast Overtown/Park West Community Redevelopment Agency.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Board of Commissioners accepts and adopts the Amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County, and Southeast Overtown/Park West Community Redevelopment Agency.

Section 3. The Board of Commissioners hereby accepts and adopts that the Executive Director presents the Amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County, and the Southeast Overtown/Park West Community Redevelopment Agency to the City of Miami Commission and Miami-Dade County Commission for further approval.

Section 4. This Resolution shall become effective immediately upon its adoption.

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

  
\_\_\_\_\_  
Cornelius Shiver, Executive Director 3/11/2019

**AMENDMENT TO THE 1983 INTERLOCAL COOPERATION  
AGREEMENT BETWEEN THE CITY OF MIAMI, MIAMI-DADE  
COUNTY, AND SOUTHEAST OVERTOWN/PARK WEST COMMUNITY  
REDEVELOPMENT AGENCY**

**THIS AMENDMENT (“Amendment”)** is made and entered into this \_\_\_ day of \_\_\_\_\_, 2019, by and between Miami-Dade County a political subdivision of the State of Florida (the “**County**”), the City of Miami, Florida, a municipal corporation of the State of Florida (the “**City**”) and the Southeast Overtown/Park West Community Redevelopment Agency, a public agency and body corporate created pursuant to Section 163.356, Florida Statutes (the “**SEOPW CRA**”).

**RECITALS**

**WHEREAS**, on March 30, 1983 the County, formerly known as Metropolitan Dade County, and the City executed that certain Intergovernmental Cooperation Agreement (the “**1983 Interlocal Agreement**”);

**WHEREAS**, on November 15, 1990 the County, formerly known as Metropolitan Dade County, and the City entered into that certain Amendments to Interlocal Cooperation Agreement (the “**First Amendment**”) amending certain terms and provisions of the 1983 Interlocal Agreement;

**WHEREAS**, as of December 31, 2007 the County, the City, the SEOPW CRA and the Omni Community Redevelopment Agency (the “**Omni CRA**”) entered into that certain Interlocal Agreement between the City of Miami, Miami-Dade County, SEOPW CRA and Omni CRA to Provide Funding for Major Projects for the Benefit of All Parties (the “**2007 Interlocal Agreement**”);

**WHEREAS**, on January 22, 2010 the County and the SEOPW CRA entered into that certain Amendment to 1983 Interlocal Cooperation Agreement (the “**2010 Amendment**”; together with the 1983 Interlocal Agreement, the First Amendment, and the 2007 Interlocal Agreement collectively, the “**Interlocal Agreement**”);

**WHEREAS**, the SEOPW CRA generated an Assessment of Need (the “**AON**”) to substantiate the extension of the life of the SEOPW CRA until March 31, 2042;

**WHEREAS**, the SEOPW CRA adopted the 2018 Redevelopment Plan Updated (the “**Amended Redevelopment Plan**”) prepared by E.L. Waters and Company, LLC;

**WHEREAS**, on June 26, 2018 the Board of Commissioners of the SEOPW CRA adopted resolution CRA-R-18-0030 approving the AON;

**WHEREAS**, on September 24, 2018 the Board of Commissioners of the SEOPW CRA adopted Resolution CRA-R-18-0040 approving the Amended Redevelopment Plan;

**WHEREAS**, the City Commission approved the AON and the Amended Redevelopment Plan and the extension of the life of the SEOPW CRA to March 31, 2042;

**WHEREAS**, the Board of County Commissioners (the “**Board**”) has approved the AON and the Amended Redevelopment Plan and the extension of the life of the SEOPW CRA to March 31, 2042; and

**WHEREAS**, the County, the City and the SEOPW CRA desire to modify and amend the Interlocal Agreement and extend the life of the SEOPW CRA to March 31, 2042, as hereinafter provided.

**NOW, THEREFORE**, the County, the City and the SEOPW CRA agrees as to follows:

1. **Recitals**. The Recitals to this Amendment are true and correct and incorporated herein and made a part of this Amendment.

2. **Defined Terms**. Defined terms utilized in this Amendment but not defined herein shall have the meaning ascribed to said terms in the Interlocal Agreement.

3. **Extension of Life of SEOPW CRA**. The life of the SEOPW CRA is hereby extended from March 31, 2030 until March 31, 2042.

4. **Redevelopment Plan**. All references in the Interlocal Agreement to the Redevelopment Plan shall be deemed reference to the Amended Redevelopment Plan.

5. **Streetcar Project**. The City and the SEOPW CRA hereby release the County from any obligations under the 2007 Interlocal Agreement to make a \$20 Million contribution to the City to be applied toward the funding of the Streetcar Project.

6. **Priority Projects**. The County, the City and the SEOPW CRA acknowledge and agree that, subject to compliance with all applicable laws, including Part III, Chapter 163, Florida Statutes, the following projects identified in the Amendment Redevelopment Plan, among other projects in the Redevelopment Area, shall be partially funded by SEOPW CRA utilizing tax increment revenues (the “**Incentive Agreement Projects**”):

- a. Overtown Cultural and Entertainment District.
- b. Miami World Center Project, generally located between 11<sup>th</sup> Street on the North, the FEC Railway to the South, NE 2<sup>nd</sup> Avenue to the East and N. Miami Avenue to the West.
- c. The Marriott Marquis Conference Center & Hotel, located at 800 N. Miami Avenue, (Folio 01-3137-025-0011).
- d. South Florida Regional Transportation Authority’s Tri-Rail Downtown Miami Link Station Improvements Project located within the All Aboard Florida Grand Central Station, which station is situated on various parcels located immediately west of NW 1<sup>st</sup> Avenue between Flagler and N.W. 8<sup>th</sup>

Streets, to be supported by a pledge of tax increment revenue to support a \$17,580,000.00 City bond issue.

- e. The World Literacy Crusade of Florida, Inc. a/k/a Mama Hattie's House.
- f. The redevelopment and modernization of County-owned public housing projects situated on a combined 33.7 acres of land located within the Redevelopment Area consisting of Culmer Place (580 NW 5<sup>th</sup> Avenue, Miami, FL), Culmer Gardens (610 NW 10<sup>th</sup> Street, Miami, FL), and Rainbow Village (2140 NW 3<sup>rd</sup> Avenue, Miami, FL), presently improved by 326 units of public housing in order to replace and expand the inventory of public housing and construct additional subsidized and market rate residential units, as well as the development of other uses, as appropriate.
- g. Existing affordable housing projects financed with existing CRA Bond issue.
- h. The development and rehabilitation of workforce housing and affordable housing projects.
- i. Development of between approximately 800 and 1,000 affordable housing units serving families earning between 30% and 140% of the County's Area Median Income as defined by the U.S. Department of Housing and Urban Development, as adjusted for household size, on non-County-owned sites located within the Redevelopment Area.
- j. Land acquisition and development activities consistent with the character and scale of development identified in the Overtown Entertainment and Cultural District, as it may be amended from time to time.
- k. Development and growth of local, small business enterprises within the Redevelopment Area through grants or low-interest loans to, among other things, improve the physical plant of local businesses, finance the acquisition of machinery and equipment, and provide limited guarantees against losses to increase access to credit from local financial institutions.
- l. Support the implementation of activities identified within Overtown Youth and Children's Coalition Master Plan.

7. **Redevelopment Area.** The County, City and SEOPW CRA acknowledge and agree that the redevelopment area (the "**Redevelopment Area**") consists of (i) that area initially approved by the County and as described on the map attached to County Ordinance No. 82-115 as Exhibit "A", (ii) that addition to the area approved by the County in Ordinance No. 86-4; and (iii) that addition to the area approved in Ordinance No. \_\_\_\_, all as more particularly shown on that map attached hereto as **Exhibit "A"**.



8. **Base Values.** The County, the City and SEOPW CRA agree that the assessed values of property for ad valorem tax purposes to be used in calculating the amount of tax increment revenues is: (a) with respect to that portion of the Redevelopment Area initially approved by the County and as described on the map attached to County Ordinance No. 82-115 as Exhibit "A", the value as of January 1, 1982, contained in the preliminary *ad valorem* assessment roll for 1982 prepared by the Property Appraiser of the County; (b) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No. 86-4, the value as of January 1, 1985 contained in the preliminary *ad valorem* assessment roll for 1985 prepared by the Property Appraiser of the County; and (c) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No.: \_\_\_\_\_, the value as of January 1, 20\_\_\_\_, contained in the preliminary *ad valorem* assessment rolls for 20\_\_ prepared by the Property Appraiser of the County.

9. **Annual Budget.** The County agrees to waive any claims it may have regarding approval of the annual SEOPW CRA budget for the fiscal years prior to fiscal year commencing October 1, 2018.

10. **Waiver of Administrative Fee.** The County agrees to waive the 1.5% Administrative Fee chargeable to SEOPW CRA for the life of the SEOPW CRA.

11. **Revenue Sharing.** Section 5 (e) of the 2007 Interlocal Agreement is hereby amended to delete Exhibit "C" attached to 2007 Interlocal Agreement and replace same with **Exhibit "B"** attached hereto made a part hereof. The County and the City acknowledge and agrees that tax increments revenues deposited in the SEOPW CRA trust fund and then the return of the balance of the Increment Revenues (45%) collected from the projects listed on Exhibit B for such year to each taxing authority which paid the increment in the proportion that the amount of such taxing authority bears to the total amount paid into the trust fund by all taxing authorities for that year. The County agrees to utilize the amount paid to the County pursuant to this Section 11 to provide financial support for the redevelopment and modernization of County-owned public housing projects described in Section 6(f) of this Amendment and to utilize the balance of such funds to support projects within the Overtown portion of the Redevelopment Area during the life of the SEOPW CRA. The City agrees to utilize the amount paid to the City pursuant to this Section 11 to support projects within the Overtown portion of the Redevelopment Area during the life of the SEOPW CRA.

12. **Overtown Urban Initiation Project Management Committee.** Sections 1,2, and 3 of the 1983 Interlocal Agreement are hereby deleted.

13. **City Contribution.** The County and the SEOPW CRA acknowledge and agree that the City has made all required contributions required by the City under Section 4 of the 1983 Interlocal Agreement.

14. **SEOPW Projects.**

A. The County and the City acknowledge and agree that the SEOPW CRA has complied with its obligations under Sections 2 (a) and (b) of the 2010 Amendment with respect to the Camillus House Project and the Alonzo Mourning Charities, Inc. affordable housing Project. The

SEOPW CRA acknowledges that Section 2(c) of the 2010 Amendment regarding Mama Hattie’s House has not yet been developed and is included in the list of Incentive Agreement Projects.

B. The County and the City acknowledge and agree that each of the SEOPW CRA Development Projects, including the Incentive Agreement Projects, do not require approval of any and all plans for development before contracts are entered into for constructions of each respective SEOPW CRA Developments, including without limitation, the Incentive Agreement Projects.

15. **Reverter Lawsuit.** The County, the City and the SEOPW CRA acknowledge that the Reverter Lawsuit has been resolved, Block 45 has reverted to the County and that Block 36 and Block 56 are no longer subject to revert to the County.

16. **Composition of SEOPW CRA Board of Commissioners.** Commencing as of the first day of the extended term of the SEOPW CRA (i.e. April 1, 2030), the SEOPW CRA Board of Commissioners shall be expanded from five (5) commissioners to nine (9) commissioners. Five (5) of the commissioners shall be members of the City Commission. Two (2) commissioners will be citizens appointed by the member of the County Board whose district includes Overtown, with the approval of each appointment by the City Commissioner whose district includes Overtown. Two (2) commissioners will be citizens appointed by the City Commissioner whose district includes Overtown with the approval of such appointment by the member of the County Board whose district includes Overtown. Each such appointment shall be for a term of two (2) years. Should any appointed member not complete their respective term, the City Commissioner or the member of the County Board who appointed such member shall appoint the replacement citizen with the approval of the other as provided above for the balance of such term. Members of the County Board shall not be appointed to the SEOPW CRA Board of Commissioners.

17. **CRA Indebtedness.** The SEOPW CRA may elect to issue bonds and/or incur other indebtedness required to finance, as necessary and appropriate, its contribution to the SEOPW CRA Projects including the Incentive Agreement Projects, provided however, in no event shall any bonds issued and/or indebtedness incurred mature later than March 31, 2042. Prior to the issuance of any bonds and/or indebtedness by the SEOPW CRA, the County shall have the right to review all related documents and agreements and may approve such bond issuance or indebtedness, pursuant to the provisions of the Interlocal Agreement as amended by this Amendment and applicable law, including Section 163.358(3), Florida Statutes.

18. **CAP ON ADMINISTRATIVE EXPENSES.** The SEOPW CRA agrees that administrative expenses of the SEOPW CRA shall not exceed 20% of its overall fiscal budget.

19. **Procurement Requirements.** The SEOPW CRA confirms to the County and the City that SEOPW CRA has adopted procurement procedures to be utilized by the SEOPW CRA for procurement.

20. **Community Benefits.**

A. The SEOPW CRA agrees that all agreements with entities or contractors receiving grants of \$1,000,000.00 or more from the SEOPW CRA for new or rehabilitated commercial and

residential developments entered into after the Effective Date within the Redevelopment Area shall, to the extent allowed by applicable law, include the following provisions:

- (i). Require hiring from the labor workforce for such project from residents of the Redevelopment Area that are unemployed or under employed, to extent feasible.
- (ii). Require compliance with the wage requirements of Section 2-8.9 of the Code of Miami-Dade County, Florida (the “**Code**”) or pay higher wages and benefits, as are feasible.

B. The SEOPW CRA agrees to include in all community benefit agreements with entities or contractor receiving grants of \$1,000,000.00 or more executed after the Effective Date to require such entities or contractors to comply with the following Miami-Dade County ordinances contained in the Code, as same may be amended, as if expressly applicable to such entities:

- (i). Small Business Enterprises (Section 2-8.1.1.1.1 of the Code)
- (ii). Community Business Enterprises (Section 2-10.4.01 of the Code)
- (iii). Community Small Business Enterprises (Section 10-33.02 of the Code)
- (iv). Conflict of Interest and Code of Ethics Ordinance (Section 2-11.1 of the Code)
- (v). Living Wage Ordinance (Section 2-8.9 of the Code)

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

22. **Recovery of Grant Funds.** The SEOPW CRA shall include in all contracts and grant agreements executed from and after the Effective Date a “clawback” provision that will require the SEOPW CRA to “clawback” or rescind and recover funding from any entity or contractor to which it provides funding which does not substantially comply with the provisions of its agreement with SEOPW CRA by demanding repayment of such funds, in writing, including recovery of penalties or liquidated damages, to the extent allowed by law, as well as attorney’s fees and interest, and pursuing collection or legal action, to the fullest extent allowable by law, if feasible.

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

24. **Affordable and Mixed Income.** The County acknowledge and agrees that the SEOPW CRA Amended Redevelopment Plan includes a housing component that serves an income mix of extremely low, very low, low, moderate, and workforce housing up to 140 percent (140%) of the area mean income , as defined by the U.S. Department of Housing and Urban Development and the County acknowledges that the Amended Redevelopment Plan gives priority to rehabilitation, conservation or redevelopment of housing for extremely low, very low, low or moderate income persons over funding of non-housing projects.

25. **Annual Budget.** The SEOPW CRA agrees to include in its annual fiscal budget a description of expenditures made by the SEOPW CRA for affordable housing projects during the previous fiscal year and a statement of anticipated expenditures for affordable housing project in upcoming fiscal years, if applicable.

26. **Ethics Training.** The SEOPW CRA agrees that all members of the Board of Commissioners of the SEOPW CRA, staff of the SEOPW CRA, members of advisor boards of the SEOPW CRA and staff such advisor boards shall be required to complete a minimum of four (4) hours of ethics training to be conducted by the Miami-Dade County Commission on Ethics and Public Trust.

27. **Conflicts.** In the event of any conflicts between the Interlocal Agreement, and the terms of this Amendment, this Amendment shall control.

28. **Ratification.** Except as modified by this Amendment, the Interlocal Agreement is ratified and reaffirmed.

29. **Effective Date.** The effective date of this Amendment shall be the date this Amendment is last executed by the County, the City and the SEOPW CRA (the “**Effective Date**”)

30. **Time of the Essence.** Time is of the essence in the performance of this Amendment.

31. **Third-Party Beneficiaries.** There are no third-party beneficiaries to this Amendment. The parties expressly acknowledge that that it is not their intent to create or confer

any obligations on or upon any third-party by this Amendment. None of the parties intend to directly or indirectly benefit a third person by this Amendment, and no third party shall be entitled to assert a claim against any of the parties based upon this Amendment. Nothing herein shall be construed by any agency or political subdivision of the State of Florida to confer upon any third party or parties the right to sue on any matter arising out of this Second Amendment.

32. **Severability.** If one of more provisions of this Amendment shall be held contrary to any provision of law or be held invalid, then such provision or provisions shall be null and void and shall be separate from, and have no effect on, the remaining provisions which shall continue to be legal and valid.

33. **Counterparts.** This Amendment may be signed in counterparts.

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

City of Miami,  
a municipal corporation of the  
State of Florida

Miami-Dade County,  
a political subdivision of the  
State of Florida

By: \_\_\_\_\_  
Emilio T. Gonzalez, City Manager

By: \_\_\_\_\_  
Mayor, Carlos A. Giménez

ATTEST:

By: \_\_\_\_\_  
Todd B. Hannon, City Clerk

By: \_\_\_\_\_  
Deputy Clerk

Southeast Overtown Park West  
Community Redevelopment Agency,  
a public body corporate and politic

By: \_\_\_\_\_  
Cornelius Shiver, Executive Director

APPROVED AS TO FORM AND LEGAL  
SUFFICIENCY FOR  
MIAMI-DADE COUNTY;

ATTEST:

By: \_\_\_\_\_  
Todd B. Hannon, City Clerk

By: \_\_\_\_\_  
Terrance A. Smith  
Assistant County Attorney

Date: \_\_\_\_\_

APPROVED AS TO FORM AND  
CORRECTNESS FOR CITY OF MIAMI:

By: \_\_\_\_\_  
Victoria Mendez, City Attorney

Date: \_\_\_\_\_

APPROVED AS TO FORM AND  
CORRECTNESS FOR SEOPW CRA:

By: \_\_\_\_\_  
William R. Bloom, SEOPW CRA  
Special Counsel

Date: \_\_\_\_\_

**Exhibit “A”**

Map of Redevelopment Area

**Exhibit "B"**

Name

Ten Museum Place	1040 Biscayne Boulevard
900 Biscayne	900 Biscayne Boulevard
Marlin Blue	824 Biscayne Boulevard
600 Biscayne	666 Biscayne Boulevard 215 NE 6 Street
Marquis	1100 Biscayne Boulevard
Marquis West	127 NE 11 Street
Paramount Park	700 Biscayne
Logik Tower	530 NW 1 <sup>st</sup> Court
Block 56	161 NW 6 <sup>th</sup> Street Folio 01-0105-060-1010 Folio 01-0105-060-1030 Folio 01-0105-060-1040





## AGENDA ITEM SUMMARY FORM

File ID: #5681

**Date:** 03/28/2019

**Requesting Department:** Southeast Overtown/Park West CRA

**Commission Meeting Date:** 05/09/2019

**Sponsored By:**

**District Impacted:** District 5

**Type:** Resolution

**Subject:** Accept Need Study - Southeast Overtown/Park West Redevelopment Plan

### Purpose of Item:

A request for the City of Miami Board of Commissioners to approve the attached Resolution accepting Southeast Overtown/ Park West Community Redevelopment Agency's Assessment of Need Study finding that it is necessary and in the best interest of public health, safety, morals and welfare of the residents of the City of Miami and Miami-Dade County to extend the life of the Southeast Overtown/Park West Community Redevelopment Agency from 2030 to 2042.

### Background of Item:

On June 26, 2018 the Southeast Overtown/Park West Community Redevelopment Agency Board of Commissioners approved and accepted the Southeast Overtown/Park West Community Redevelopment Agency's Assessment of Need Study.

### Budget Impact Analysis

Item has NO budget impact  
Item is NOT Related to Revenue  
Item is NOT funded by Bonds

### Total Fiscal Impact:

N/A

### Reviewed By

Southeast Overtown/Park West CRA and Legal Sufficiency	Completed	Cornelius Shiver	Approved as to Form
Office of Management and Budget	Luis Hernandez-Torres	04/03/2019 1:43 PM	Completed 04/08/2019 8:18 AM
Office of Management and Budget	Christopher M Rose	Budget Analyst Review	Completed 04/08/2019 3:03 PM
City Manager's Office	Nzeribe Ihekweba	Budget Review	Completed 04/16/2019 3:45 PM
City Manager's Office	Nikolas Pascual	Assistant City Manager Review	Completed 04/19/2019 3:46 PM
Legislative Division	Valentin J Alvarez	City Manager Review	Completed 04/23/2019 10:22 AM
Office of the City Attorney	Valentin J Alvarez	Legislative Division Review	Completed 04/23/2019 9:47 AM
Office of the City Attorney	Victoria Méndez	Deputy Attorney Review	Skipped 04/24/2019 5:28 PM
City Commission	Maricarmen Lopez	Approved Form and Correctness Meeting	Completed 05/09/2019 9:00 AM
Office of the Mayor	Mayor's Office	Signed by the Mayor	Completed 05/20/2019 2:37 PM
Office of the City Clerk	City Clerk's Office	Signed and Attested by the City Clerk	Completed 05/20/2019 3:12 PM
Office of the City Clerk	City Clerk's Office	Rendered	Completed 05/20/2019 3:12 PM





**City of Miami**  
**Legislation**  
**Resolution**

City Hall  
3500 Pan American Drive  
Miami, FL 33133  
www.miamigov.com

**Enactment Number: R-19-0175**

**File Number: 5681**

**Final Action Date:5/9/2019**

A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ACCEPTING THE ASSESSMENT OF NEED/FINDING OF NECESSITY, ATTACHED AND INCORPORATED AS EXHIBIT "A"; AND MAKING FINDINGS THAT THERE EXIST ONE OR MORE SLUMS OR BLIGHTED AREAS IN WHICH THERE IS A SHORTAGE OF HOUSING AFFORDABLE TO RESIDENTS OF LOW OR MODERATE INCOME, INCLUDING THE ELDERLY; THAT THERE IS A NEED FOR REHABILITATION AND DEVELOPMENT OF HOUSING AFFORDABLE TO RESIDENTS OF LOW OR MODERATE INCOME, INCLUDING THE ELDERLY, AND THAT IT IS IN THE BEST INTEREST AND PUBLIC HEALTH, SAFETY, AND GENERAL WELFARE OF THE RESIDENTS OF THE CITY OF MIAMI AND MIAMI-DADE COUNTY THAT THE LIFE OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY ("SEOPW CRA") BE EXTENDED AS PROVIDED HEREIN; FURTHER DIRECTING THE EXECUTIVE DIRECTOR TO TRANSMIT A COPY OF THE ASSESSMENT OF NEED STUDY/FINDING OF NECESSITY REPORT TO THE MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS FOR LEGISLATIVE ACTION.

WHEREAS, the Southeast Overtown/Park West Community Redevelopment Agency ("SEOPW CRA") is responsible for carrying out community redevelopment activities and projects within its Redevelopment Area, in accordance with the 2009 Southeast Overtown/Park West Redevelopment Plan; and

WHEREAS, the City of Miami ("City") and Miami-Dade County ("County") sought to create the CRA, pursuant to Section 163.356, Florida Statutes; and

WHEREAS, pursuant to Resolution No. 82-755, adopted on July 29, 1982, the City Commission approved the CRA's Redevelopment Plan; and

WHEREAS, pursuant to Resolution No. R-1677-82, adopted on December 7, 1982, the County's Board of County Commissioners ("County Commission") issued its approval of the CRA's Redevelopment Plan; and

WHEREAS, on December 31, 2007, the City, the County, and the SEOPW CRA entered into an Interlocal Agreement to provide for, among other things, the expansion of the SEOPW CRA's Redevelopment Area and the extension of the SEOPW CRA's life to 2030; and

WHEREAS, Chapter 163.355, Florida Statutes, requires finding of necessity by a county or municipality, supported by data and analysis, which makes a legislative finding that conditions in the area meet the criteria of a slum area or a blighted area as defined by Sections 163.340(7) or (8), Florida Statutes; and

WHEREAS, pursuant to Section 163.355(1), Florida Statutes, one or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to

residents of low or moderate income, including the elderly, exist in such county or municipality; and

WHEREAS, pursuant to Section 163.355(2), Florida Statutes, the rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality; and

WHEREAS, pursuant to Resolution No. R-611-15, adopted on June 30, 2015, the County Commission established a policy requiring, at the sole expense of the SEOPW CRA, the preparation and submission of an assessment of need study that demonstrates that slum or blight still exists within a designated community redevelopment area whenever a Community Redevelopment Agency seeks approval from the Board of County Commissioners to extend its life and that of the Community Redevelopment Area; and

WHEREAS, E.L. Waters and Company, LLC and the SEOPW CRA have prepared an Assessment of Need/Finding of Necessity, attached and incorporated as Exhibit "A," in accordance with Chapter 163.355, Florida Statutes, and County Resolution No. R-611-15 ("Assessment"); and

WHEREAS, the Assessment supports the findings that within the Redevelopment Area, there is the following: (1) prevailing poverty and unemployment, (2) disadvantaged housing conditions, (3) public safety issues (Higher Crime and Health Disparities), (4) predominance of defective streets and sidewalks, (5) faulty lots layout and (6) vacant, damaged, and abandoned buildings; and

WHEREAS, on June 26, 2018, the SEOPW CRA Board of Commissioners adopted Resolution CRA-R-18-0030 accepting the Assessment and making findings that there exists one or more slums or blighted areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, that there is a need for rehabilitation and development of housing affordable to residents of low or moderate income, including the elderly, and it is in the best interest and welfare of the residents of the City and County that the life of the Southeast Overtown/Park West Community Redevelopment Agency be extended until 2042; and

WHEREAS, the City Commission wishes to accept the Assessment, attached and incorporated as Exhibit "A," and direct the Executive Director to transmit a copy of the same to the County Commission to make a legislative finding that the conditions in the Redevelopment Area meet the criteria described in Chapter 163.340(7) or (8), Florida Statutes;

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

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The City Commission accepts the Assessment, attached and incorporated as Exhibit "A."

Section 3. The City Commission finds that the Redevelopment Area constitutes a slum or blighted area, as defined in Section 163.340, Florida Statutes.

Section 4. The City Commission finds one or more slum or blighted area in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exists.

Section 5. The City Commission finds that the rehabilitation and development of housing affordable to residents of low or moderate income, including the elderly is necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City and the County.

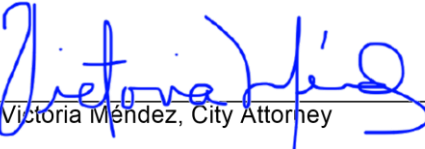
Section 6. The City Commission finds that the Assessment supports the findings that within the Redevelopment Area, there is the following: (1) prevailing poverty and unemployment, (2) disadvantaged housing conditions, (3) public safety issues (Higher Crime and Health Disparities), (4) predominance of defective streets and sidewalks, (5) faulty lots layout and (6) vacant, damaged, and abandoned buildings.

Section 7. The City Commission finds that is necessary and in the interest of the public health, safety, morals, and welfare of the residents of the City and the County to extend the life of the CRA to and including 2042.

Section 8. The Executive Director is directed to transmit a copy of this Resolution and the Assessment to the County Commission to make a legislative finding that the conditions in the Redevelopment Area meet the criteria described in Chapter 163.340(7) or (8), Florida Statutes, and to the County Mayor and Clerk of the County Commission.

Section 9. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.<sup>1</sup>

APPROVED AS TO FORM AND CORRECTNESS:

  
Victoria Mendez, City Attorney 4/24/2019

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<sup>1</sup> If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.



## AGENDA ITEM SUMMARY FORM

File ID: #5682

**Date:** 03/28/2019

**Requesting Department:** Southeast Overtown/Park West CRA

**Commission Meeting Date:** 05/09/2019

**Sponsored By:**

**District Impacted:** District 5

**Type:** Resolution

**Subject:** Amend Redevelopment Plan

### Purpose of Item:

A request for the City of Miami Board of Commissioners to approve the attached Resolution accepting the Southeast Overtown/ Park West Community Redevelopment Agency's Amended 2018 Southeast Overtown/Park West Community Redevelopment Plan in efforts to extend the life of Southeast Overtown/Park West Community Redevelopment Agency from 2030 to 2042.

### Background of Item:

On September 24, 2018 the Southeast Overtown/Park West Community Redevelopment Agency Board of Commissioners accepted the Southeast Overtown/Park West Community Amended 2018 Southeast Overtown/Park West Community Redevelopment Plan.

### Budget Impact Analysis

Item has NO budget impact  
Item is NOT Related to Revenue  
Item is NOT funded by Bonds

### Total Fiscal Impact:

N/A

### Reviewed By

Southeast Overtown/Park West CRA		Cornelius Shiver	Approved as to Form
and Legal Sufficiency	Completed	04/03/2019 1:44 PM	
Office of Management and Budget	Luis Hernandez-Torres	Budget Analyst Review	Completed 04/08/2019 11:23 AM
Office of Management and Budget	Christopher M Rose	Budget Review	Completed 04/08/2019 3:04 PM
City Manager's Office	Nzeribe Ihekwa	Assistant City Manager Review	Completed 04/16/2019 3:53 PM
Legislative Division	Valentin J Alvarez	Legislative Division Review	Completed 04/19/2019 10:57 AM
City Manager's Office	Nikolas Pascual	City Manager Review	Completed 04/19/2019 3:47 PM
Office of the City Attorney	Valentin J Alvarez	Deputy Attorney Review	Skipped 04/22/2019 10:32 AM
Office of the City Attorney	Victoria Méndez	Approved Form and Correctness	Completed 04/25/2019 10:14 AM
City Commission	Maricarmen Lopez	Meeting	Completed 05/09/2019 9:00 AM
Office of the Mayor	Mayor's Office	Signed by the Mayor	Completed 05/20/2019 2:38 PM
Office of the City Clerk	City Clerk's Office	Signed and Attested by the City Clerk	Completed 05/20/2019 3:11 PM
Office of the City Clerk	City Clerk's Office	Rendered	Completed 05/20/2019 3:11 PM





# City of Miami

## Legislation

## Resolution

City Hall  
3500 Pan American Drive  
Miami, FL 33133  
www.miamigov.com

Enactment Number: R-19-0176

File Number: 5682

Final Action Date: 5/9/2019

A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ACCEPTING THE AMENDED 2018 SOUTHEAST OVERTOWN/PARK WEST REDEVELOPMENT PLAN ("AMENDED 2018 PLAN"), ATTACHED AND INCORPORATED AS EXHIBIT "A," PREPARED BY E.L. WATERS AND COMPANY, LLC.; DIRECTING THE EXECUTIVE DIRECTOR OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY TO TRANSMIT THE AMENDED 2018 PLAN AND THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY'S RECOMMENDATION FOR APPROVAL TO THE MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS FOR REVIEW, CONSIDERATION, APPROVAL, AND ACCEPTANCE.

WHEREAS, the Southeast Overtown/Park West Community Redevelopment Agency ("SEOPW CRA") is a community redevelopment agency created pursuant to Chapter 163, Florida Statutes, and is responsible for carrying out community redevelopment activities and projects within its Redevelopment Area in accordance with the 2009 Southeast Overtown/Park West Redevelopment Plan ("Plan"); and

WHEREAS, Section 163.361(1), Florida Statutes, governs modifications to community redevelopment plans and provides that "If any time after the approval of a Community Redevelopment Plan... it becomes necessary to amend such plan, the governing body may amend such plan upon the recommendation of the agency"; and

WHEREAS, the Miami-Dade County ("County") Board of County Commissioners ("County Commission"), a Constitutional Home Rule Charter County, constitutes the governing body of the SEOPW CRA, as that term is defined by Section 163.340(3), Florida Statutes; and

WHEREAS, the SEOPW CRA was created by the City of Miami ("City") due to the needs of the community and the City to have an adopted Community Redevelopment Plan and Agency in the Southeast Overtown/Park West area; and

WHEREAS, on February 27, 2017, the SEOPW CRA Board of Commissioners, pursuant to Resolution No. CRA-R-17-0011, authorized the Executive Director to enter into an agreement with E.L. Waters and Company, LLC. to update the Amended 2009 Redevelopment Plan, prepared by Dover, Kohl & Partners and City's Planning Department; and

WHEREAS, the Amended 2018 Plan prepared by E. L. Waters and Company, LLC ("Amended 2018 Plan"), attached and incorporated as Exhibit "A," addresses the requirements of Section 163. 362, Florida Statutes, including, without limitation, general design standards, zoning and planning changes, land uses, demolition and removal of structures, improvements, redevelopment, rehabilitation, and identification of funding through possible public and/or public/private partnerships; and



WHEREAS, on September 24, 2018, the SEOPW CRA Board of Commissioners, pursuant to Resolution CRA-R-18-0040, accepted the Amended 2018 Plan and directed the Executive Director to transmit the Amended 2018 Plan and the SEOPW CRA's Recommendation for Approval to Miami City Commissioners for review and consideration; and

WHEREAS, the consideration and approval of the Amended 2018 Plan has been considered at a public hearing on a proposed modification of any community redevelopment plan, after public notice thereof, by publication in a newspaper having a general circulation in the area of operation of the SEOPW CRA; and

WHEREAS, the Miami City Commission wishes to accept and approve the Amended 2018 Plan;

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

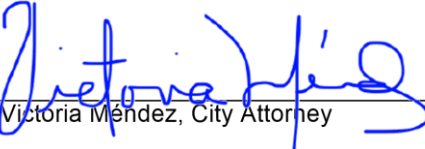
Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Miami City Commission hereby approves and accepts the Amended 2018 Plan, attached and incorporated as Exhibit "A".

Section 3. The Miami City Commission hereby authorizes the SEOPW CRA's Executive Director to present and transmit the Amended 2018 Plan to the County Commission for their review, consideration, approval, and acceptance, and to the County Mayor and Clerk of the County Commission.

Section 4. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.<sup>1</sup>

APPROVED AS TO FORM AND CORRECTNESS:

  
Victoria Méndez, City Attorney 4/25/2019

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<sup>1</sup> If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.



## AGENDA ITEM SUMMARY FORM

File ID: **#5683**

**Date:** 03/28/2019

**Requesting Department:** Southeast Overtown/Park West CRA

**Commission Meeting Date:** 06/13/2019

**Sponsored By:**

**District Impacted:** District 5

**Type:** Resolution

**Subject:** Execute Amendment - 1983 Interlocal Agreement - SEOPW CRA

### Purpose of Item:

A request for the City of Miami Board of Commissioners to approve the attached Resolution accepting the execution of the Amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County and the Southeast Overtown/Park West Community Redevelopment Agency with the City of Miami and Miami and Miami-Dade County in efforts to the extend the life of Southeast Overtown/Park West Community Redevelopment Agency from 2030 to 2042.

### Background of Item:

On March 7, 2019 the Southeast Overtown/Park West Community Redevelopment Agency Board of Commissioners approved and accepted the execution of the amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County and the Southeast Overtown/Park West Community Redevelopment Agency with the City of Miami and Miami-Dade County.

### Budget Impact Analysis

Item has NO budget impact  
Item is NOT Related to Revenue  
Item is NOT funded by Bonds

### Total Fiscal Impact:

N/A

### Reviewed By

Southeast Overtown/Park West CRA and Legal Sufficiency	Completed	Cornelius Shiver	Approved as to Form
Office of Management and Budget	Luis Hernandez-Torres	04/03/2019 1:44 PM	
Office of Management and Budget	Christopher M Rose	Budget Analyst Review	Completed 04/08/2019 9:23 AM
City Manager's Office	Nzeribe Ihekweba	Budget Review	Completed 04/08/2019 3:05 PM
City Manager's Office	Nikolas Pascual	Assistant City Manager Review	Completed 04/16/2019 3:55 PM
Legislative Division	Valentin J Alvarez	City Manager Review	Completed 04/19/2019 3:48 PM
Office of the City Attorney	Valentin J Alvarez	Legislative Division Review	Completed 04/23/2019 11:42 AM
Office of the City Attorney	Victoria Méndez	Deputy Attorney Review	Skipped 04/23/2019 11:42 AM
City Commission	Todd B. Hannon	Approved Form and Correctness	Completed 04/25/2019 10:11 AM
City Commission	Maricarmen Lopez	Meeting	Completed 05/09/2019 9:00 AM
Office of the Mayor	Mayor's Office	Meeting	Completed 06/13/2019 9:00 AM
Office of the City Clerk	City Clerk's Office	Unsigned by the Mayor	Completed 06/20/2019 3:12 PM
Legislative Division	Valentin J Alvarez	Signed and Attested by the City Clerk	Completed 06/20/2019 3:54 PM
Office of the City Attorney	Victoria Méndez	Legislative Division Review	Completed 06/27/2019 11:57 AM
		Approved Form and Correctness with Modification(s)	Completed





**City of Miami**  
**Legislation**  
**Resolution**

City Hall  
3500 Pan American Drive  
Miami, FL 33133  
www.miamigov.com

**Enactment Number: R-19-0233**

**File Number: 5683**

**Final Action Date: 6/13/2019**

A RESOLUTION OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE THE SECOND AMENDMENT TO THE 1983 INTERLOCAL AGREEMENT, IN SUBSTANTIALLY THE FORM ATTACHED AS EXHIBIT "A," BETWEEN THE CITY OF MIAMI ("CITY"), MIAMI-DADE COUNTY ("COUNTY"), AND THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY ("SEOPW CRA"); FURTHER DIRECTING THAT THE SEOPW CRA EXECUTIVE DIRECTOR TO TRANSMIT THE SECOND AMENDMENT TO THE COUNTY FOR REVIEW, CONSIDERATION, AND APPROVAL.

WHEREAS, the Miami-Dade County Board of County Commissioners ("County Commission"), by Resolution No. R-01677-82 and Ordinance No. 82-115, approved the Southeast Overtown/Park West Redevelopment Plan ("1982 Plan") and tax increment financing, for the Southeast Overtown/Park West Redevelopment Area ("Original Redevelopment Area"); and

WHEREAS, on March 30, 1983, Miami-Dade County ("County"), formerly known as Metropolitan Dade County, and the City of Miami ("City"), executed the Intergovernmental Cooperation Agreement ("1983 Interlocal Agreement"); and

WHEREAS, on November 15, 1990, the County and the City entered into certain Amendments to the 1983 Interlocal Cooperation Agreement ("First Amendment") amending certain terms and provisions of the 1983 Interlocal Agreement; and

WHEREAS, as of December 31, 2007, the County, the City, the Southeast Overtown Park West Community Redevelopment Agency ("SEOPW CRA") and the Omni Community Redevelopment Agency ("Omni CRA") entered into another Interlocal Agreement, between the City of Miami, Miami-Dade County, SEOPW CRA and Omni CRA to provide funding for major projects for the benefit of all parties ("2007 Interlocal Agreement"); and

WHEREAS, on January 22, 2010, the County and the SEOPW CRA entered into an Amendment to 1983 Interlocal Cooperation Agreement (the 2010 Amendment, together with the 1983 Interlocal Agreement, the First Amendment, and the 2007 Interlocal Agreement collectively, the "Interlocal Agreement"); and

WHEREAS, in furtherance of seeking the extension of the life of the SEOPW CRA from 2030 to 2042, the SEOPW CRA is required to prepare an Assessment of Need Study ("AON"), amend its current Redevelopment Plan, and amend the 1983 Interlocal Agreement with its two (2) taxing authorities, the City and the County; and

WHEREAS, the SEOPW CRA generated an Assessment of Need to substantiate the extension of the life of the SEOPW CRA until March 31, 2042; and

WHEREAS, the SEOPW CRA adopted the Amended Redevelopment Plan prepared by E.L. Waters and Company, LLC; and

WHEREAS, on June 26, 2018, the SEOPW CRA Board of Commissioners adopted resolution CRA-R-18-0030 approving the AON; and

WHEREAS, on September 24, 2018, the SEOPW CRA Board of Commissioners adopted Resolution CRA-R-18-0040 approving the Amended Redevelopment Plan; and

WHEREAS, on March 7, 2019, the SEOPW CRA Board of Commissioners adopted Resolution CRA-R-19-0005, accepting and adopting the execution of the amendment to the 1983 Interlocal Agreement, between the City, the County, and the SEOPW CRA; and

WHEREAS, the City Commission wishes to accept and adopt the Second Amendment to the 1983 Interlocal Agreement ("Second Amendment") between the City, County, and the SEOPW CRA;

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

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

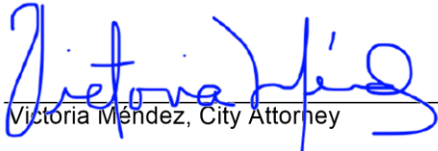
Section 2. The Second Amendment to the 1983 interlocal agreement, in substantially the form attached as Exhibit "A," is approved.

Section 3. The City Manager is authorized<sup>1</sup> to execute the Second Amendment to the 1983 Interlocal Agreement between the City, the County, and SEOPW CRA, in substantially the form attached as Exhibit" A."

Section 4. The City Commission further directs the SEOPW CRA Executive Director to transmit the Second Amendment to the County Commission for their further review, consideration, and approval, and to the County Mayor, and Clerk of the County Commission.

Section 5. This Resolution shall become effective immediately upon its adoption.<sup>2</sup>

APPROVED AS TO FORM AND CORRECTNESS:

  
Victoria Mendez, City Attorney 4/25/2019

<sup>1</sup> The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

<sup>2</sup> If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.

**AMENDMENT TO THE 1983 INTERLOCAL COOPERATION AGREEMENT BETWEEN THE CITY OF MIAMI, MIAMI-DADE COUNTY, AND SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY**

**THIS AMENDMENT (“Amendment”)** is made and entered into this \_\_\_ day of \_\_\_\_\_, 2019, by and between Miami-Dade County a political subdivision of the State of Florida (the “**County**”), the City of Miami, Florida, a municipal corporation of the State of Florida (the “**City**”) and the Southeast Overtown/Park West Community Redevelopment Agency, a public agency and body corporate created pursuant to Section 163.356, Florida Statutes (the “**SEOPW CRA**”).

**RECITALS**

**WHEREAS**, on March 30, 1983 the County, formerly known as Metropolitan Dade County, and the City executed that certain Intergovernmental Cooperation Agreement (the “**1983 Interlocal Agreement**”);

**WHEREAS**, on November 15, 1990 the County, formerly known as Metropolitan Dade County, and the City entered into that certain Amendments to Interlocal Cooperation Agreement (the “**First Amendment**”) amending certain terms and provisions of the 1983 Interlocal Agreement;

**WHEREAS**, as of December 31, 2007 the County, the City, the SEOPW CRA and the Omni Community Redevelopment Agency (the “**Omni CRA**”) entered into that certain Interlocal Agreement between the City of Miami, Miami-Dade County, SEOPW CRA and Omni CRA to Provide Funding for Major Projects for the Benefit of All Parties (the “**2007 Interlocal Agreement**”);

**WHEREAS**, on January 22, 2010 the County and the SEOPW CRA entered into that certain Amendment to 1983 Interlocal Cooperation Agreement (the “**2010 Amendment**”; together with the 1983 Interlocal Agreement, the First Amendment, and the 2007 Interlocal Agreement collectively, the “**Interlocal Agreement**”);

**WHEREAS**, the SEOPW CRA generated an Assessment of Need (the “**AON**”) to substantiate the extension of the life of the SEOPW CRA until March 31, 2042;

**WHEREAS**, the SEOPW CRA adopted the 2018 Redevelopment Plan Updated (the “**Amended Redevelopment Plan**”) prepared by E.L. Waters and Company, LLC;

**WHEREAS**, on June 26, 2018 the Board of Commissioners of the SEOPW CRA adopted resolution CRA-R-18-0030 approving the AON;

**WHEREAS**, on September 24, 2018 the Board of Commissioners of the SEOPW CRA adopted Resolution CRA-R-18-0040 approving the Amended Redevelopment Plan;

**WHEREAS**, the City Commission approved the AON and the Amended Redevelopment Plan and the extension of the life of the SEOPW CRA to March 31, 2042;

**WHEREAS**, the Board of County Commissioners (the “**Board**”) has approved the AON and the Amended Redevelopment Plan and the extension of the life of the SEOPW CRA to March 31, 2042; and

**WHEREAS**, the County, the City and the SEOPW CRA desire to modify and amend the Interlocal Agreement and extend the life of the SEOPW CRA to March 31, 2042, as hereinafter provided.

**NOW, THEREFORE**, the County, the City and the SEOPW CRA agrees as to follows:

1. **Recitals**. The Recitals to this Amendment are true and correct and incorporated herein and made a part of this Amendment.

2. **Defined Terms**. Defined terms utilized in this Amendment but not defined herein shall have the meaning ascribed to said terms in the Interlocal Agreement.

3. **Extension of Life of SEOPW CRA**. The life of the SEOPW CRA is hereby extended from March 31, 2030 until March 31, 2042.

4. **Redevelopment Plan**. All references in the Interlocal Agreement to the Redevelopment Plan shall be deemed reference to the Amended Redevelopment Plan.

5. **Priority Projects**. The County, the City and the SEOPW CRA acknowledge and agree that, subject to compliance with all applicable laws, including Part III, Chapter 163, Florida Statutes, the following projects identified in the Amendment Redevelopment Plan, among other projects in the Redevelopment Area, shall be partially funded by SEOPW CRA utilizing tax increment revenues (the “**Incentive Agreement Projects**”):

- a. Overtown Cultural and Entertainment District.
- b. Miami World Center Project, generally located between 11<sup>th</sup> Street on the North, the FEC Railway to the South, NE 2<sup>nd</sup> Avenue to the East and N. Miami Avenue to the West.
- c. The Marriott Marquis Conference Center & Hotel, located at 800 N. Miami Avenue, (Folio 01-3137-025-0011).
- d. South Florida Regional Transportation Authority’s Tri-Rail Downtown Miami Link Station Improvements Project located within the All Aboard Florida Grand Central Station, which station is situated on various parcels located immediately west of NW 1<sup>st</sup> Avenue between Flagler and N.W. 8<sup>th</sup> Streets, to be supported by a pledge of tax increment revenue to support a \$17,580,000.00 City bond issue.
- e. The World Literacy Crusade of Florida, Inc. a/k/a Mama Hattie’s House.

- f. The redevelopment and modernization of County-owned public housing projects situated on a combined 33.7 acres of land located within the Redevelopment Area consisting of Culmer Place (580 NW 5<sup>th</sup> Avenue, Miami, FL), Culmer Gardens (610 NW 10<sup>th</sup> Street, Miami, FL), and Rainbow Village (2140 NW 3<sup>rd</sup> Avenue, Miami, FL), presently improved by 326 units of public housing in order to replace and expand the inventory of public housing and construct additional subsidized and market rate residential units, as well as the development of other uses, as appropriate.
- g. Existing affordable housing projects financed with existing CRA Bond issue.
- h. The development and rehabilitation of workforce housing and affordable housing projects.
- i. Development of between approximately 800 and 1,000 affordable housing units serving families earning between 30% and 140% of the County's Area Median Income as defined by the U.S. Department of Housing and Urban Development, as adjusted for household size, on non-County-owned sites located within the Redevelopment Area.
- j. Land acquisition and development activities consistent with the character and scale of development identified in the Overtown Entertainment and Cultural District, as it may be amended from time to time.
- k. Development and growth of local, small business enterprises within the Redevelopment Area through grants or low-interest loans to, among other things, improve the physical plant of local businesses, finance the acquisition of machinery and equipment, and provide limited guarantees against losses to increase access to credit from local financial institutions.
- l. Support the implementation of activities identified within Overtown Youth and Children's Coalition Master Plan.

6. **Redevelopment Area.** The County, City and SEOPW CRA acknowledge and agree that the redevelopment area (the "**Redevelopment Area**") consists of (i) that area initially approved by the County and as described on the map attached to County Ordinance No. 82-115 as Exhibit "A", (ii) that addition to the area approved by the County in Ordinance No. 86-4; and (iii) that addition to the area approved in Ordinance No. \_\_\_\_, all as more particularly shown on that map attached hereto as **Exhibit "A"**.

7. **Base Values.** The County, the City and SEOPW CRA agree that the assessed values of property for ad valorem tax purposes to be used in calculating the amount of tax increment revenues is: (a) with respect to that portion of the Redevelopment Area initially approved by the County and as described on the map attached to County Ordinance No. 82-115 as Exhibit "A", the value as of January 1, 1982, contained the preliminary *ad valorem* assessment



roll for 1982 prepared by the Property Appraiser of the County; (b) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No. 86-4, the value as of January 1, 1985 contained in the preliminary *ad valorem* assessment roll for 1985 prepared by the Property Appraiser of the County; and (c) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No.: \_\_\_\_\_, the value as of January 1, 20\_\_ , contained in the preliminary *ad valorem* assessment rolls for 20\_\_ prepared by the Property Appraiser of the County.

8. **Annual Budget.** The County agrees to waive any claims it may have regarding approval of the annual SEOPW CRA budget for the fiscal years prior to fiscal year commencing October 1, 2018.

9. **Waiver of Administrative Fee.** The County agrees to waive the 1.5% Administrative Fee chargeable to SEOPW CRA for the life of the SEOPW CRA.

10. **Revenue Sharing.** Section 5 (e) of the 2007 Interlocal Agreement is hereby amended to delete Exhibit "C" attached to 2007 Interlocal Agreement and replace same with **Exhibit "B"** attached hereto made a part hereof. The County and the City acknowledge and agrees that tax increments revenues deposited in the SEOPW CRA trust fund and then the return of the balance of the Increment Revenues (45%) collected from the projects listed on Exhibit B for such year to each taxing authority which paid the increment in the proportion that the amount of such taxing authority bears to the total amount paid into the trust fund by all taxing authorities for that year. The County agrees to utilize the amount paid to the County pursuant to this Section 11 to provide financial support for the redevelopment and modernization of County-owned public housing projects described in Section 6(f) of this Amendment and to utilize the balance of such funds to support projects within the Overtown portion of the Redevelopment Area during the life of the SEOPW CRA. The City agrees to utilize the amount paid to the City pursuant to this Section 11 to support projects within the Overtown portion of the Redevelopment Area during the life of the SEOPW CRA.

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and all plans for development before contracts are entered into for constructions of each respective SEOPW CRA Developments, including without limitation, the Incentive Agreement Projects.

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16. **CAP ON ADMINISTRATIVE EXPENSES.** The SEOPW CRA agrees that administrative expenses of the SEOPW CRA shall not exceed 20% of its overall fiscal budget.

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- (i). Require hiring from the labor workforce for such project from residents of the Redevelopment Area that are unemployed or under employed, to extent feasible.
- (ii). Require compliance with the wage requirements of Section 2-8.9 of the Code of Miami-Dade County, Florida (the "**Code**") or pay higher wages and benefits, as are feasible.

B. The SEOPW CRA agrees to include in all community benefit agreements with entities or contractor receiving grants of \$1,000,000.00 or more executed after the Effective Date to require such entities or contractors to comply with the following Miami-Dade County ordinances contained in the Code, as same may be amended, as if expressly applicable to such entities:

- (i). Small Business Enterprises (Section 2-8.1.1.1.1 of the Code)
- (ii). Community Business Enterprises (Section 2-10.4.01 of the Code)
- (iii). Community Small Business Enterprises (Section 10-33.02 of the Code)
- (iv). Conflict of Interest and Code of Ethics Ordinance (Section 2-11.1 of the Code)

(v). Living Wage Ordinance (Section 2-8.9 of the Code)

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

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

22. **Affordable and Mixed Income.** The County acknowledge and agrees that the SEOPW CRA Amended Redevelopment Plan includes a housing component that serves an income mix of extremely low, very low, low, moderate, and workforce housing up to 140 percent (140%) of the area mean income, as defined by the U.S. Department of Housing and Urban Development and the County acknowledges that the Amended Redevelopment Plan gives priority to rehabilitation, conservation or redevelopment of housing for extremely low, very low, low or moderate income persons over funding of non-housing projects.

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24. **Ethics Training.** The SEOPW CRA agrees that all members of the Board of Commissioners of the SEOPW CRA, staff of the SEOPW CRA, members of advisor boards of the SEOPW CRA and staff such advisor boards shall be required to complete a minimum of four (4) hours of ethics training to be conducted by the Miami-Dade County Commission on Ethics and Public Trust.

25. **Conflicts.** In the event of any conflicts between the Interlocal Agreement, and the terms of this Amendment, this Amendment shall control.

26. **Ratification.** Except as modified by this Amendment, the Interlocal Agreement is ratified and reaffirmed.

27. **Effective Date.** The effective date of this Amendment shall be the date this Amendment is last executed by the County, the City and the SEOPW CRA (the "**Effective Date**")

28. **Time of the Essence.** Time is of the essence in the performance of this Amendment.

29. **Third-Party Beneficiaries.** There are no third-party beneficiaries to this Amendment. The parties expressly acknowledge that that it is not their intent to create or confer any obligations on or upon any third-party by this Amendment. None of the parties intend to directly or indirectly benefit a third person by this Amendment, and no third party shall be entitled to assert a claim against any of the parties based upon this Amendment. Nothing herein shall be construed by any agency or political subdivision of the State of Florida to confer upon any third party or parties the right to sue on any matter arising out of this Second Amendment.

30. **Severability.** If one of more provisions of this Amendment shall be held contrary to any provision of law or be held invalid, then such provision or provisions shall be null and void and shall be separate from, and have no effect on, the remaining provisions which shall continue to be legal and valid.

31. **Counterparts.** This Amendment may be signed in counterparts.

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

City of Miami,  
a municipal corporation of the

Miami-Dade County,  
a political subdivision of the

THIS DOCUMENT IS A SUBSTITUTION TO ORIGINAL. BACKUP ORIGINAL CAN BE SEEN AT END OF THIS DOCUMENT.

State of Florida

State of Florida

By: \_\_\_\_\_  
Emilio T. Gonzalez, City Manager

By: \_\_\_\_\_  
Mayor, Carlos A. Giménez

ATTEST:

By: \_\_\_\_\_  
Todd B. Hannon, City Clerk

By: \_\_\_\_\_  
Deputy Clerk

Southeast Overtown Park West  
Community Redevelopment Agency,  
a public body corporate and politic

By: \_\_\_\_\_  
Cornelius Shiver, Executive Director

APPROVED AS TO FORM AND LEGAL  
SUFFICIENCY FOR  
MIAMI-DADE COUNTY;

ATTEST:

By: \_\_\_\_\_  
Todd B. Hannon, City Clerk

By: \_\_\_\_\_  
Terrance A. Smith  
Assistant County Attorney

Date: \_\_\_\_\_

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APPROVED AS TO FORM AND  
CORRECTNESS FOR CITY OF MIAMI:

By: \_\_\_\_\_  
Victoria Mendez, City Attorney

Date: \_\_\_\_\_

APPROVED AS TO FORM AND  
CORRECTNESS FOR SEOPW CRA:

By: \_\_\_\_\_  
William R. Bloom, SEOPW CRA  
Special Counsel

Date: \_\_\_\_\_

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Exhibit "A"

Map of Redevelopment Area

Exhibit "B"

Name

Ten Museum Place	1040 Biscayne Boulevard
900 Biscayne	900 Biscayne Boulevard
Marlin Blue	824 Biscayne Boulevard
600 Biscayne	666 Biscayne Boulevard 215 NE 6 Street
Marquis	1100 Biscayne Boulevard
Marquis West	127 NE 11 Street
Paramount Park	700 Biscayne
Logik Tower	530 NW 1 <sup>st</sup> Court
Block 56	161 NW 6 <sup>th</sup> Street Folio 01-0105-060-1010 Folio 01-0105-060-1030 Folio 01-0105-060-1040



**SUBSTITUTED**

**AMENDMENT TO THE 1983 INTERLOCAL COOPERATION  
AGREEMENT BETWEEN THE CITY OF MIAMI, MIAMI-DADE  
COUNTY, AND SOUTHEAST OVERTOWN/PARK WEST COMMUNITY  
REDEVELOPMENT AGENCY**

**THIS AMENDMENT** ("**Amendment**") is made and entered into this \_\_\_ day of \_\_\_\_\_, 2019, by and between Miami-Dade County a political subdivision of the State of Florida (the "**County**"), the City of Miami, Florida, a municipal corporation of the State of Florida (the "**City**") and the Southeast Overtown/Park West Community Redevelopment Agency, a public agency and body corporate created pursuant to Section 163.356, Florida Statutes (the "**SEOPW CRA**").

**RECITALS**

**WHEREAS**, on March 30, 1983 the County, formerly known as Metropolitan Dade County, and the City executed that certain Intergovernmental Cooperation Agreement (the "**1983 Interlocal Agreement**");

**WHEREAS**, on November 15, 1990 the County, formerly known as Metropolitan Dade County, and the City entered into that certain Amendments to Interlocal Cooperation Agreement (the "**First Amendment**") amending certain terms and provisions of the 1983 Interlocal Agreement;

**WHEREAS**, as of December 31, 2007 the County, the City, the SEOPW CRA and the Omni Community Redevelopment Agency (the "**Omni CRA**") entered into that certain Interlocal Agreement between the City of Miami, Miami-Dade County, SEOPW CRA and Omni CRA to Provide Funding for Major Projects for the Benefit of All Parties (the "**2007 Interlocal Agreement**");

**WHEREAS**, on January 22, 2010 the County and the SEOPW CRA entered into that certain Amendment to 1983 Interlocal Cooperation Agreement (the "**2010 Amendment**"; together with the 1983 Interlocal Agreement, the First Amendment, and the 2007 Interlocal Agreement collectively, the "**Interlocal Agreement**");

**WHEREAS**, the SEOPW CRA generated an Assessment of Need (the "**AON**") to substantiate the extension of the life of the SEOPW CRA until March 31, 2042;

**WHEREAS**, the SEOPW CRA adopted the 2018 Redevelopment Plan Updated (the "**Amended Redevelopment Plan**") prepared by E.L. Waters and Company, LLC;

**WHEREAS**, on June 26, 2018 the Board of Commissioners of the SEOPW CRA adopted resolution CRA-R-18-0030 approving the AON;

**WHEREAS**, on September 24, 2018 the Board of Commissioners of the SEOPW CRA adopted Resolution CRA-R-18-0040 approving the Amended Redevelopment Plan;

**WHEREAS**, the City Commission approved the AON and the Amended Redevelopment Plan and the extension of the life of the SEOPW CRA to March 31, 2042;

# SUBSTITUTED

**WHEREAS**, the Board of County Commissioners (the "**Board**") has approved the AON and the Amended Redevelopment Plan and the extension of the life of the SEOPW CRA to March 31, 2042; and

**WHEREAS**, the County, the City and the SEOPW CRA desire to modify and amend the Interlocal Agreement and extend the life of the SEOPW CRA to March 31, 2042, as hereinafter provided.

**NOW, THEREFORE**, the County, the City and the SEOPW CRA agrees as to follows:

1. **Recitals**. The Recitals to this Amendment are true and correct and incorporated herein and made a part of this Amendment.

2. **Defined Terms**. Defined terms utilized in this Amendment but not defined herein shall have the meaning ascribed to said terms in the Interlocal Agreement.

3. **Extension of Life of SEOPW CRA**. The life of the SEOPW CRA is hereby extended from March 31, 2030 until March 31, 2042.

4. **Redevelopment Plan**. All references in the Interlocal Agreement to the Redevelopment Plan shall be deemed reference to the Amended Redevelopment Plan.

5. **Streetcar Project**. The City and the SEOPW CRA hereby release the County from any obligations under the 2007 Interlocal Agreement to make a \$20 Million contribution to the City to be applied toward the funding of the Streetcar Project.

6. **Priority Projects**. The County, the City and the SEOPW CRA acknowledge and agree that, subject to compliance with all applicable laws, including Part III, Chapter 163, Florida Statutes, the following projects identified in the Amendment Redevelopment Plan, among other projects in the Redevelopment Area, shall be partially funded by SEOPW CRA utilizing tax increment revenues (the "**Incentive Agreement Projects**"):

- a. Overtown Cultural and Entertainment District.
- b. Miami World Center Project, generally located between 11<sup>th</sup> Street on the North, the FEC Railway to the South, NE 2<sup>nd</sup> Avenue to the East and N. Miami Avenue to the West.
- c. The Marriott Marquis Conference Center & Hotel, located at 800 N. Miami Avenue, (Folio 01-3137-025-0011).
- d. South Florida Regional Transportation Authority's Tri-Rail Downtown Miami Link Station Improvements Project located within the All Aboard Florida Grand Central Station, which station is situated on various parcels located immediately west of NW 1<sup>st</sup> Avenue between Flagler and N.W. 8<sup>th</sup>

**SUBSTITUTED**

Streets, to be supported by a pledge of tax increment revenue to support a \$17,580,000.00 City bond issue.

- e. The World Literacy Crusade of Florida, Inc. a/k/a Mama Hattie's House.
- f. The redevelopment and modernization of County-owned public housing projects situated on a combined 33.7 acres of land located within the Redevelopment Area consisting of Culmer Place (580 NW 5<sup>th</sup> Avenue, Miami, FL), Culmer Gardens (610 NW 10<sup>th</sup> Street, Miami, FL), and Rainbow Village (2140 NW 3<sup>rd</sup> Avenue, Miami, FL), presently improved by 326 units of public housing in order to replace and expand the inventory of public housing and construct additional subsidized and market rate residential units, as well as the development of other uses, as appropriate.
- g. Existing affordable housing projects financed with existing CRA Bond issue.
- h. The development and rehabilitation of workforce housing and affordable housing projects.
- i. Development of between approximately 800 and 1,000 affordable housing units serving families earning between 30% and 140% of the County's Area Median Income as defined by the U.S. Department of Housing and Urban Development, as adjusted for household size, on non-County-owned sites located within the Redevelopment Area.
- j. Land acquisition and development activities consistent with the character and scale of development identified in the Overtown Entertainment and Cultural District, as it may be amended from time to time.
- k. Development and growth of local, small business enterprises within the Redevelopment Area through grants or low-interest loans to, among other things, improve the physical plant of local businesses, finance the acquisition of machinery and equipment, and provide limited guarantees against losses to increase access to credit from local financial institutions.
- l. Support the implementation of activities identified within Overtown Youth and Children's Coalition Master Plan.

7. **Redevelopment Area.** The County, City and SEOPW CRA acknowledge and agree that the redevelopment area (the "**Redevelopment Area**") consists of (i) that area initially approved by the County and as described on the map attached to County Ordinance No. 82-115 as Exhibit "A", (ii) that addition to the area approved by the County in Ordinance No. 86-4; and (iii) that addition to the area approved in Ordinance No. \_\_\_\_, all as more particularly shown on that map attached hereto as **Exhibit "A"**.

# SUBSTITUTED

8. **Base Values.** The County, the City and SEOPW CRA agree that the assessed values of property for ad valorem tax purposes to be used in calculating the amount of tax increment revenues is: (a) with respect to that portion of the Redevelopment Area initially approved by the County and as described on the map attached to County Ordinance No. 82-115 as Exhibit "A", the value as of January 1, 1982, contained in the preliminary *ad valorem* assessment roll for 1982 prepared by the Property Appraiser of the County; (b) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No. 86-4, the value as of January 1, 1985 contained in the preliminary *ad valorem* assessment roll for 1985 prepared by the Property Appraiser of the County; and (c) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No.: \_\_\_\_\_, the value as of January 1, 20\_\_\_\_ contained in the preliminary *ad valorem* assessment rolls for 20\_\_ prepared by the Property Appraiser of the County.

9. **Annual Budget.** The County agrees to waive any claims it may have regarding approval of the annual SEOPW CRA budget for the fiscal years prior to fiscal year commencing October 1, 2018.

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Miami-Dade County,  
a political subdivision of the  
State of Florida

By: \_\_\_\_\_  
Emilio T. Gonzalez, City Manager

By: \_\_\_\_\_  
Mayor, Carlos A. Giménez

ATTEST:

By: \_\_\_\_\_  
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Community Redevelopment Agency,  
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Cornelius Shiver, Executive Director

APPROVED AS TO FORM AND LEGAL  
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MIAMI-DADE COUNTY;

ATTEST:

By: \_\_\_\_\_  
Todd B. Hannon, City Clerk

By: \_\_\_\_\_  
Terrance A. Smith  
Assistant County Attorney

Date: \_\_\_\_\_



**SUBSTITUTED**

APPROVED AS TO FORM AND  
CORRECTNESS FOR CITY OF MIAMI:

By: \_\_\_\_\_  
Victoria Mendez, City Attorney

Date: \_\_\_\_\_

APPROVED AS TO FORM AND  
CORRECTNESS FOR SEOPW CRA:

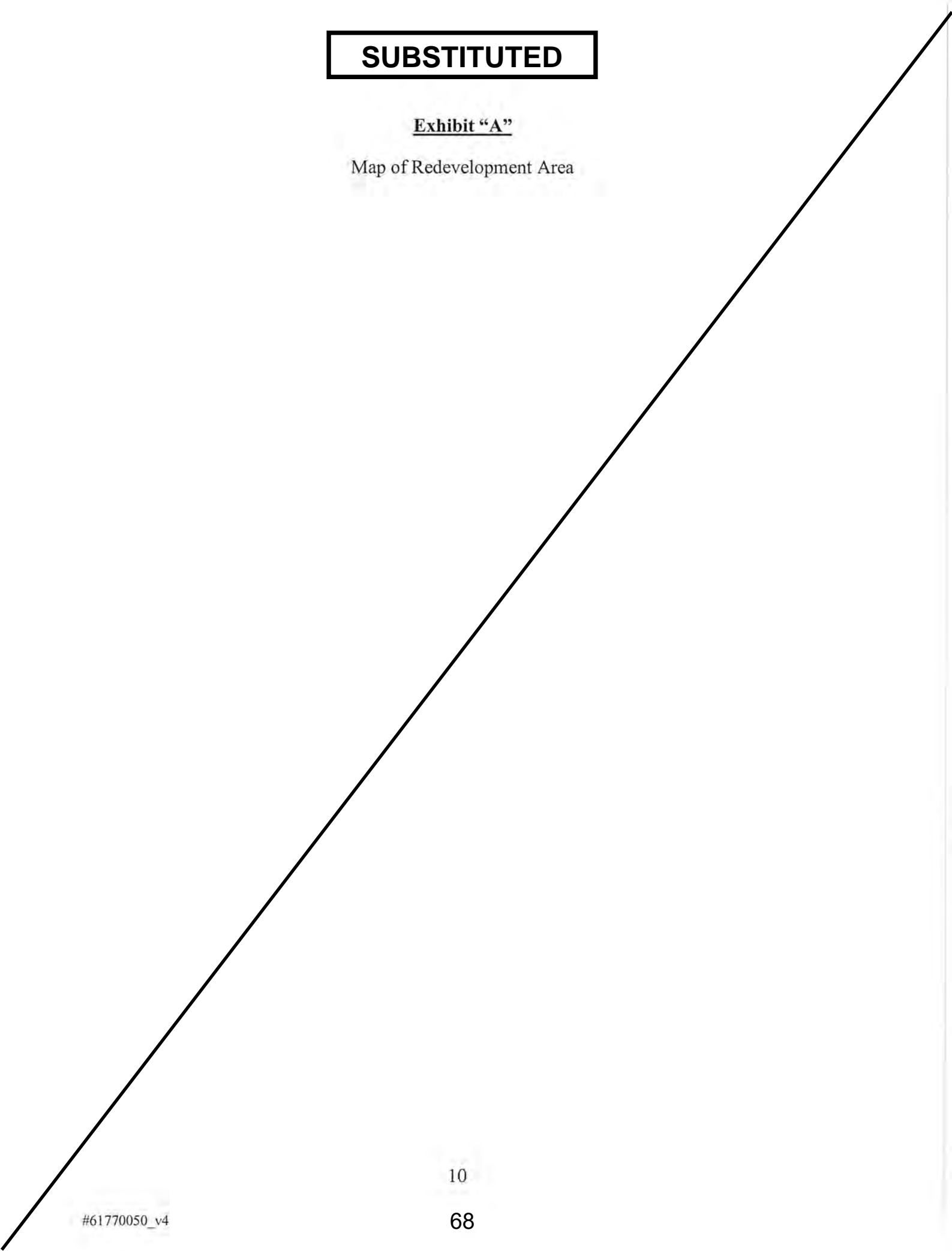
By: \_\_\_\_\_  
William R. Bloom, SEOPW CRA  
Special Counsel

Date: \_\_\_\_\_

**SUBSTITUTED**

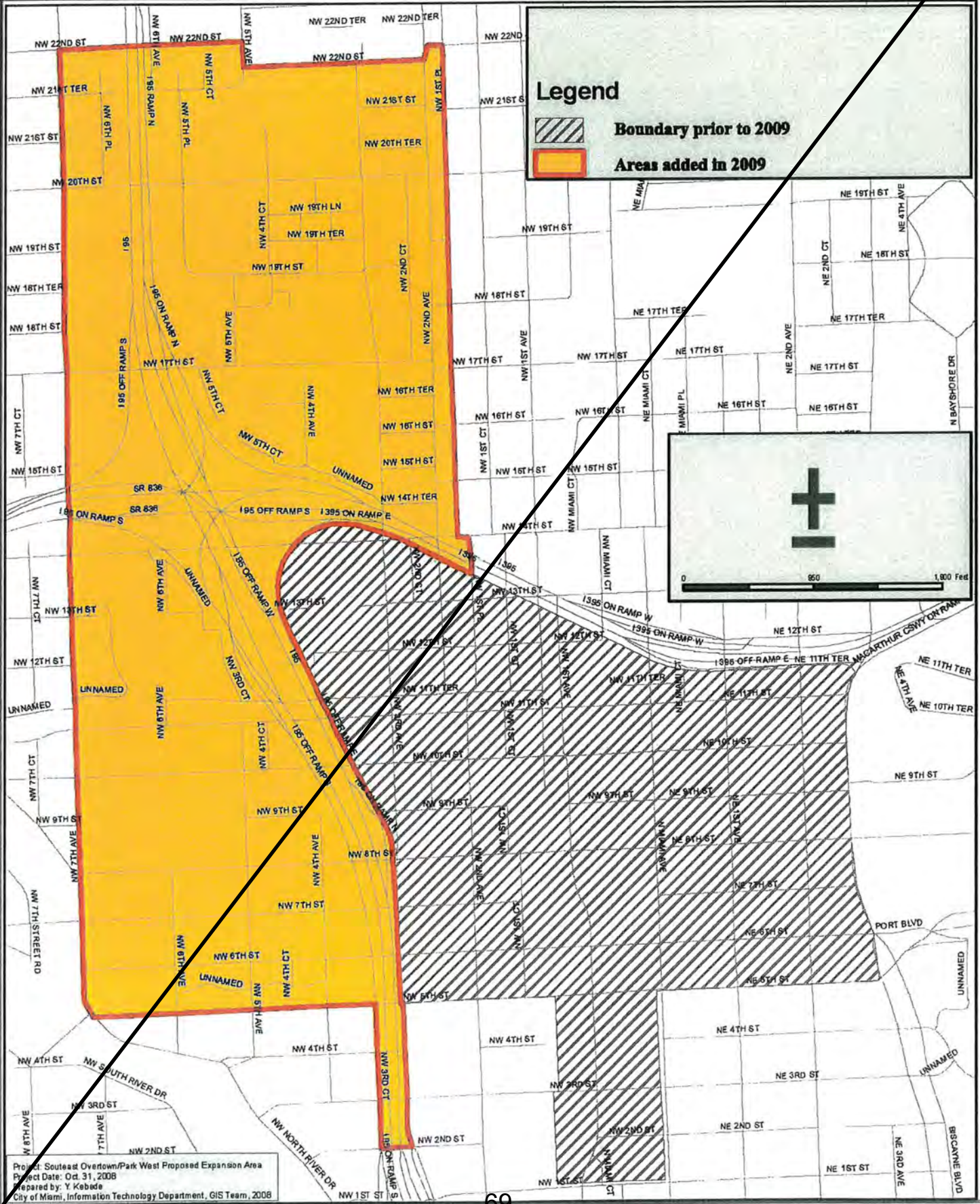
Exhibit "A"

Map of Redevelopment Area



**SUBSTITUTED**

# SOUTHEAST OVERTOWN/PARK WEST BOUNDARY MAP



**Legend**

- Boundary prior to 2009
- Areas added in 2009

0 600 1,800 Feet

Project: Southeast Overtown/Park West Proposed Expansion Area  
Project Date: Oct. 31, 2008  
Prepared by: Y. Kebede  
City of Miami, Information Technology Department, GIS Team, 2008

**SUBSTITUTED**

Exhibit "B"

Name

Ten Museum Place	1040 Biscayne Boulevard
900 Biscayne	900 Biscayne Boulevard
Marlin Blue	824 Biscayne Boulevard
600 Biscayne	666 Biscayne Boulevard 215 NE 6 Street
Marquis	1100 Biscayne Boulevard
Marquis West	127 NE 11 Street
Paramount Park	700 Biscayne
Logik Tower	530 NW 13 <sup>th</sup> Court
Block 56	161 NW 6 <sup>th</sup> Street Folio 01-0105-060-1010 Folio 01-0105-060-1030 Folio 01-0105-060-1040



# SUBSTITUTED



## Southeast Overtown/Park West Community Redevelopment Agency

### Legislation

#### CRA Resolution: CRA-R-19-0005

File Number: 5566

Final Action Date: 3/7/2019

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY, ACCEPTING AND ADOPTING THE EXECUTION OF THE AMENDMENT TO THE 1983 INTERLOCAL AGREEMENT BETWEEN THE CITY OF MIAMI, MIAMI-DADE COUNTY, AND THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY WITH THE CITY OF MIAMI AND MIAMI-DADE COUNTY.

WHEREAS, the Board of Commissioners of Miami-Dade County, by Resolution No. R-01677-82 and Ordinance No. 82-115, approved the Southeast Overtown/Park West Redevelopment Plan ("1982 Plan") and tax increment financing for the Southeast Overtown/Park West Redevelopment Area ("Original Redevelopment Area"); and

WHEREAS, on March 30, 1983, Miami-Dade County ("the County"), formerly known as Metropolitan Dade County, and the City of Miami ("the City") executed the Intergovernmental Cooperation Agreement (the "1983 Interlocal Agreement"); and

WHEREAS, on November 15, 1990, the County and the City entered into that certain Amendments to Interlocal Cooperation Agreement (the "First Amendment") amending certain terms and provisions of the 1983 Interlocal Agreement; and

WHEREAS, as of December 31, 2007, the County, the City, the Southeast Overtown Park West Community Redevelopment Agency ("SEOPW CRA") and the Omni Community Redevelopment Agency ("Omni CRA") entered into that certain Interlocal Agreement between the City of Miami, Miami-Dade County, SEOPW CRA and Omni CRA to provide funding for major projects for the benefit of all parties (the "2007 Interlocal Agreement"); and

WHEREAS, on January 22, 2010, the County and the SEOPW CRA entered into that certain Amendment to 1983 Interlocal Cooperation Agreement (the "2010 Amendment"; together with the 1983 Interlocal Agreement, the First Amendment, and the 2007 Interlocal Agreement collectively, the "Interlocal Agreement"); and

WHEREAS, in furtherance of seeking the extension of the life of the SEOPW CRA from 2030 to 2042, the SEOPW CRA is required to prepare an Assessment of Need Study (the "AON"), amend its current Redevelopment Plan, and amend the 1983 Interlocal Agreement with its two taxing authorities, the City of Miami and Miami-Dade County; and

WHEREAS, the SEOPW CRA generated an Assessment of Need to substantiate the extension of the life of the SEOPW CRA until March 31, 2042; and

WHEREAS, the SEOPW CRA adopted the Amended Redevelopment Plan prepared by E.L. Waters and Company, LLC; and

**SUBSTITUTED**

WHEREAS, on June 26, 2018, the Board of Commissioners adopted resolution CRA-R-18-0030 approving the AON; and

WHEREAS, on September 24, 2018, the Board of Commissioners adopted Resolution CRA-R-18-0040 approving the Amended Redevelopment Plan; and

WHEREAS, the Board of Commissioners wishes to accept and adopt the Amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County, and the Southeast Overtown/Park West Community Redevelopment Agency.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. The Board of Commissioners accepts and adopts the Amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County, and Southeast Overtown/Park West Community Redevelopment Agency.

Section 3. The Board of Commissioners hereby accepts and adopts that the Executive Director presents the Amendment to the 1983 Interlocal Agreement between the City of Miami, Miami-Dade County, and the Southeast Overtown/Park West Community Redevelopment Agency to the City of Miami Commission and Miami-Dade County Commission for further approval.

Section 4. This Resolution shall become effective immediately upon its adoption.

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

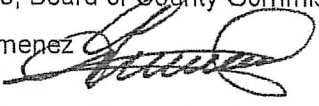
  
\_\_\_\_\_  
Cornelius Shiver, Executive Director                      3/11/2019

## 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

---

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:

#### **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

Maypr06615





# 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 11. Recommendations on Updates to the Goals and Objectives of the Agency
- Section 12. Conclusion
- Section 13. Appendix (separate volume)

## 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.



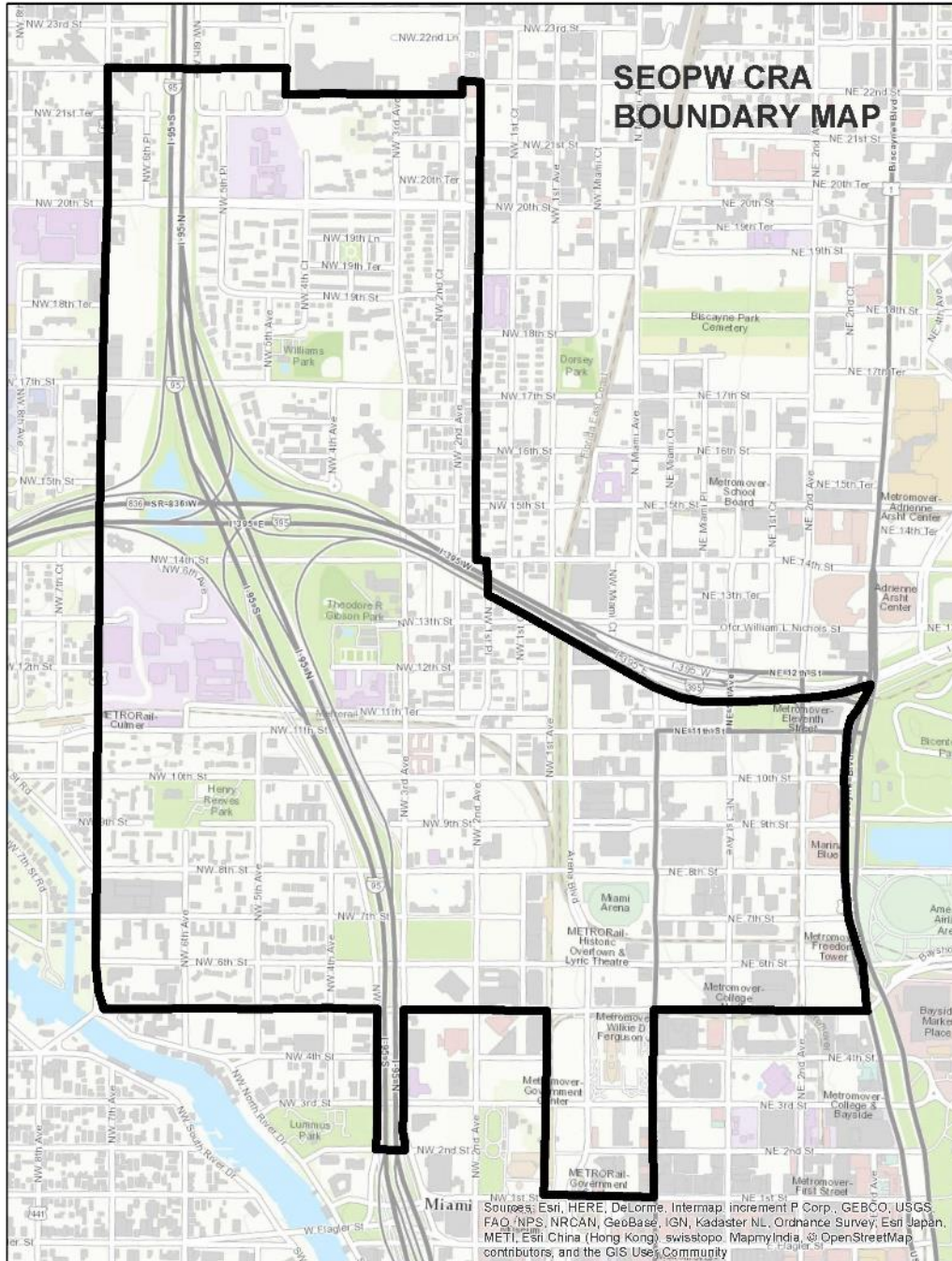
### **2.2 Legal Description of the Study Area**

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.





## **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

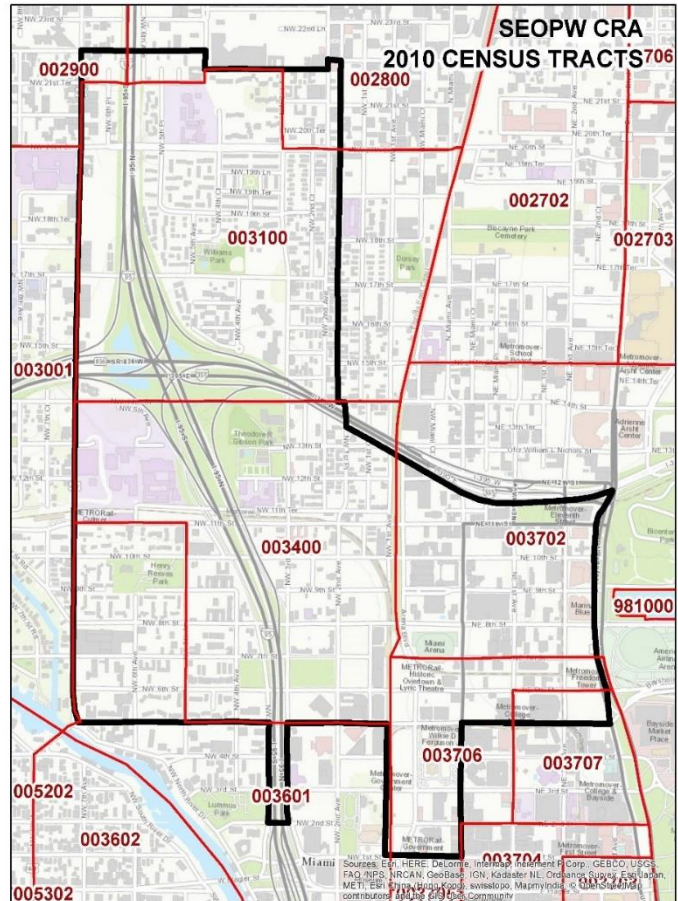
The Study Area is represented by two very distinctive neighborhoods, Overtown and Park West. The accompanying data are comprised from Census Tract 31, 34 and 36.01 for Overtown and data from Census Tract 37.02 and 37.06 for Park West.

#### 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

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

Source: Table 2

<b>INCOME IN 1999</b>	<b>Number</b>	<b>Percent</b>
<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

<b>POVERTY STATUS</b>	<b>Number</b>	<b>Percent</b>
Percent below poverty level	0	0

Source: Table 3

<b>OCCUPANCY STATUS</b>	<b>Number</b>	<b>Percent</b>
<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)**

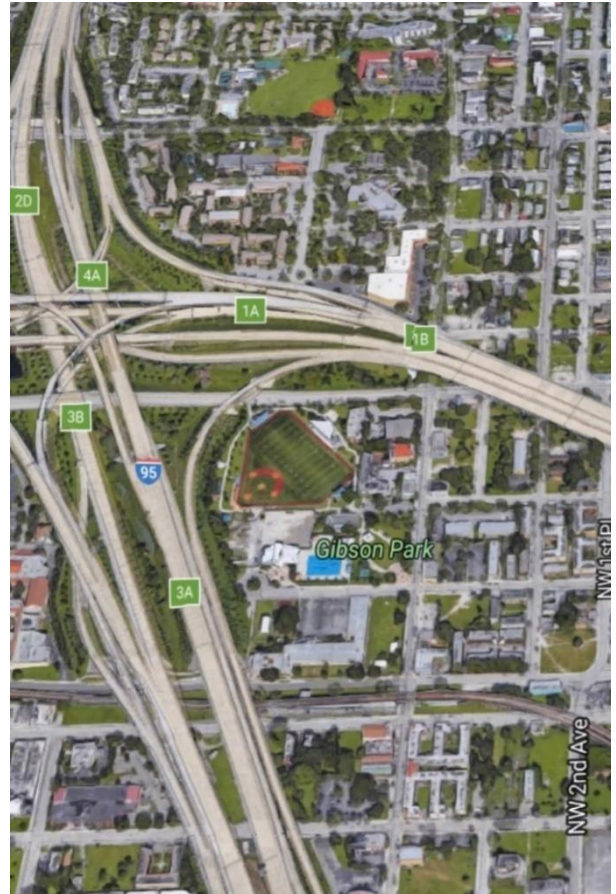
Crime remains a significant challenge to revitalization in the Study Area as both a cause and consequence of the slum and blight conditions. The illegal sale and use of narcotics and firearms, homicides, burglaries, robberies, auto theft, and other criminal activity remain ongoing issues that law enforcement 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.

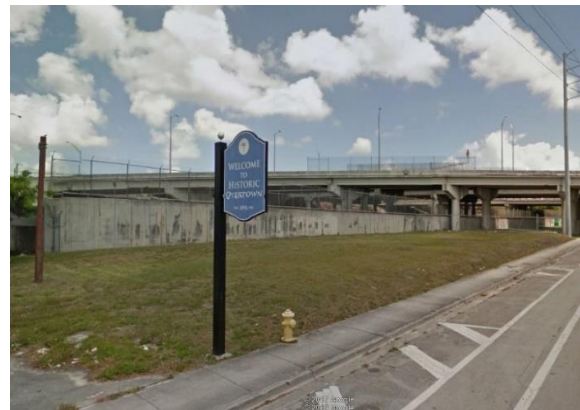
While the development of the interstate highways was vital to regional access and mobility, the effects on the Overtown neighborhood were detrimental. The result was to create barriers within the community. Some streets are completely cut short, ending in tall



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.

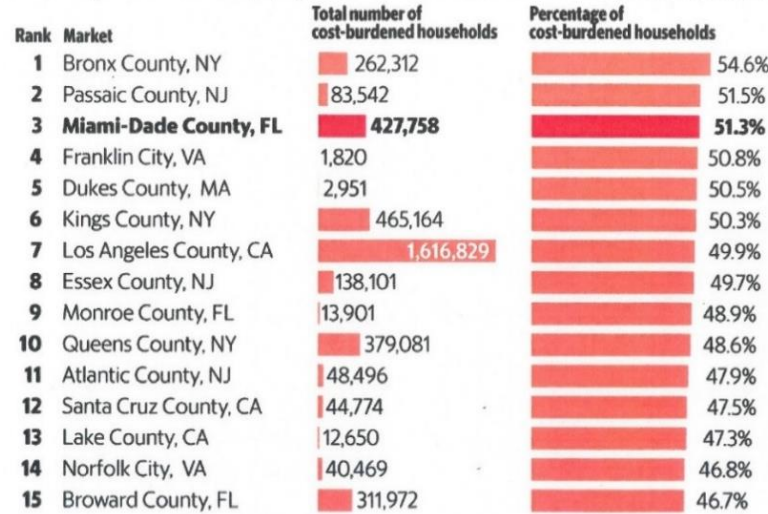
There is great disparity within the Study Area itself as 90% of the residents in Overtown are living below the poverty level, while only 10% of the residents in the Park West area live below the poverty level.

### **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

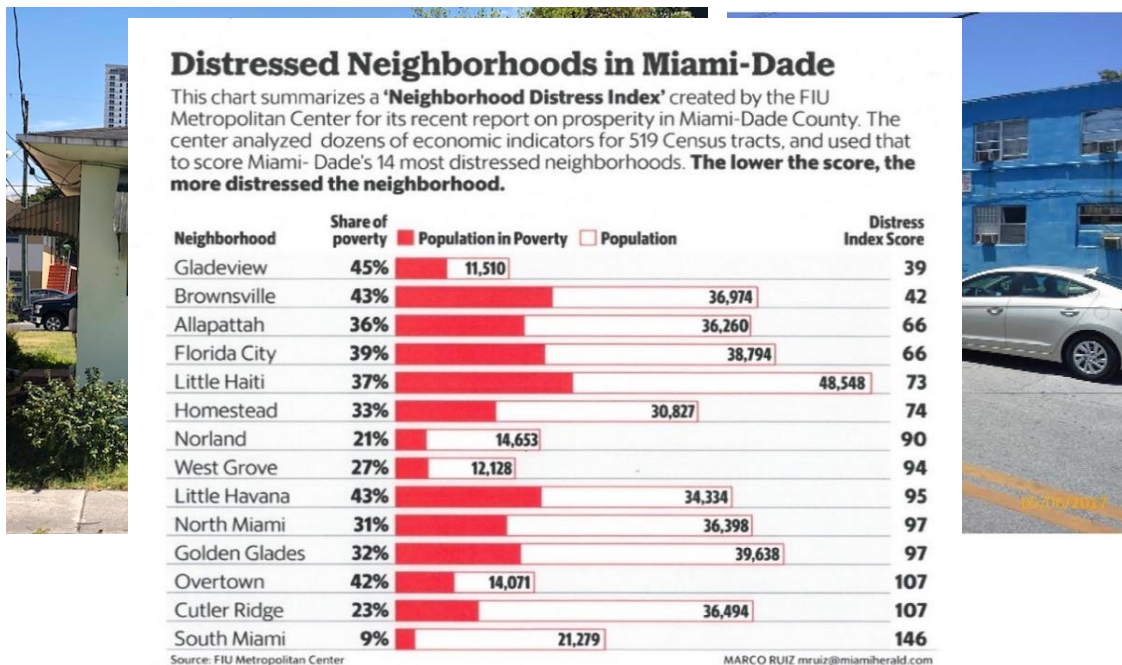
Percentage of households paying 30 percent or more of annual income toward housing.



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**

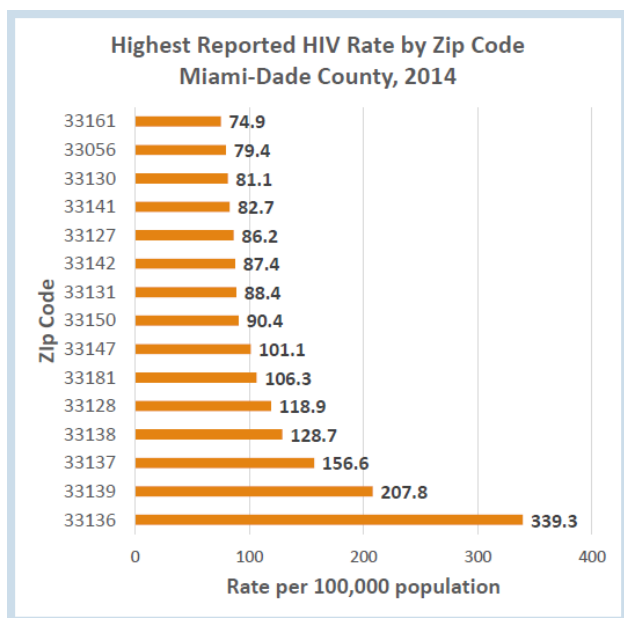
Overtown experiences high incidence of Chronic Diseases. The 2016 Miami-Dade County Infant Mortality Analysis also reports that Overtown has the highest reported HIV Rate by Zip Code in Miami-Dade County.

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**

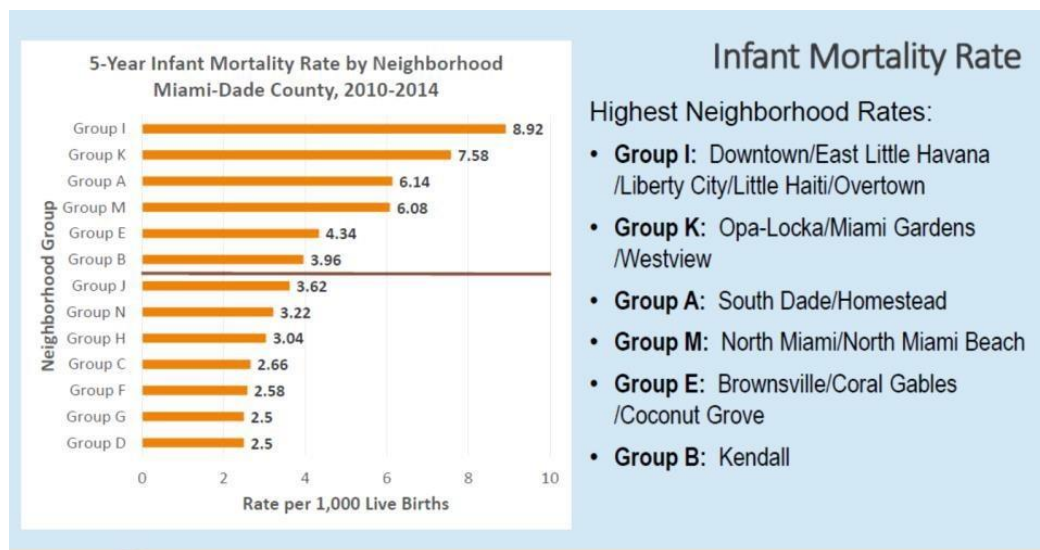
<sup>5</sup> <http://www.miamiherald.com/news/local/crime/article119381548.html>

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

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

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

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

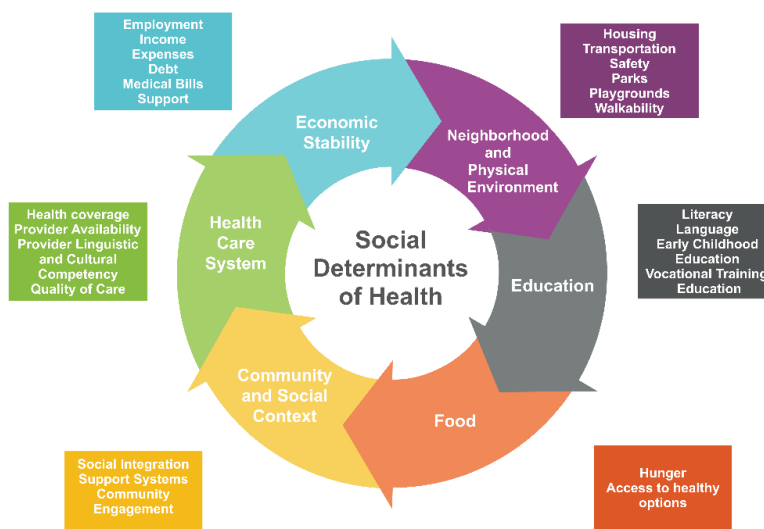
Chiang CL. The life table and its construction. In: Introduction to stochastic processes in biostatistics. New York: John Wiley & Sons; 1968: 189–214.

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=ZGVmYXVsdGRvbWFpbmxiYXVtc25vd3xneDozNjU3NmMwMjc0OTE3ZDI>



## 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



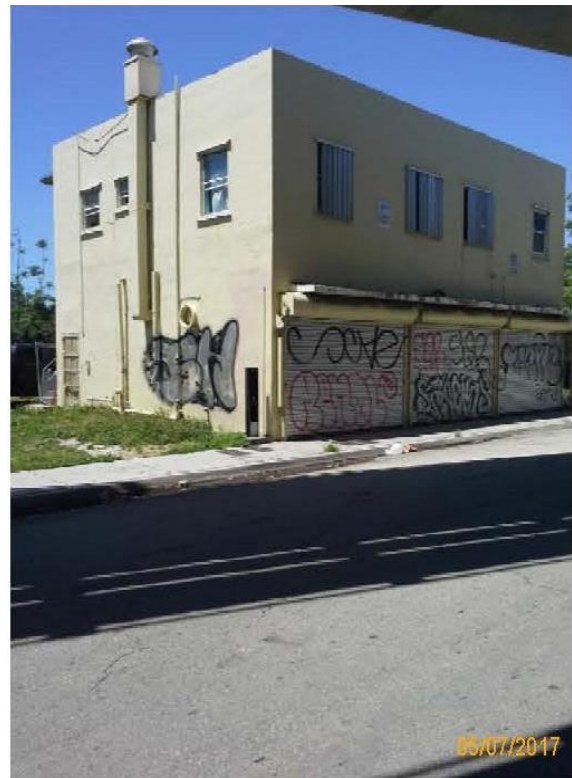
1129-1137 NW 2<sup>nd</sup> Ave

## 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>

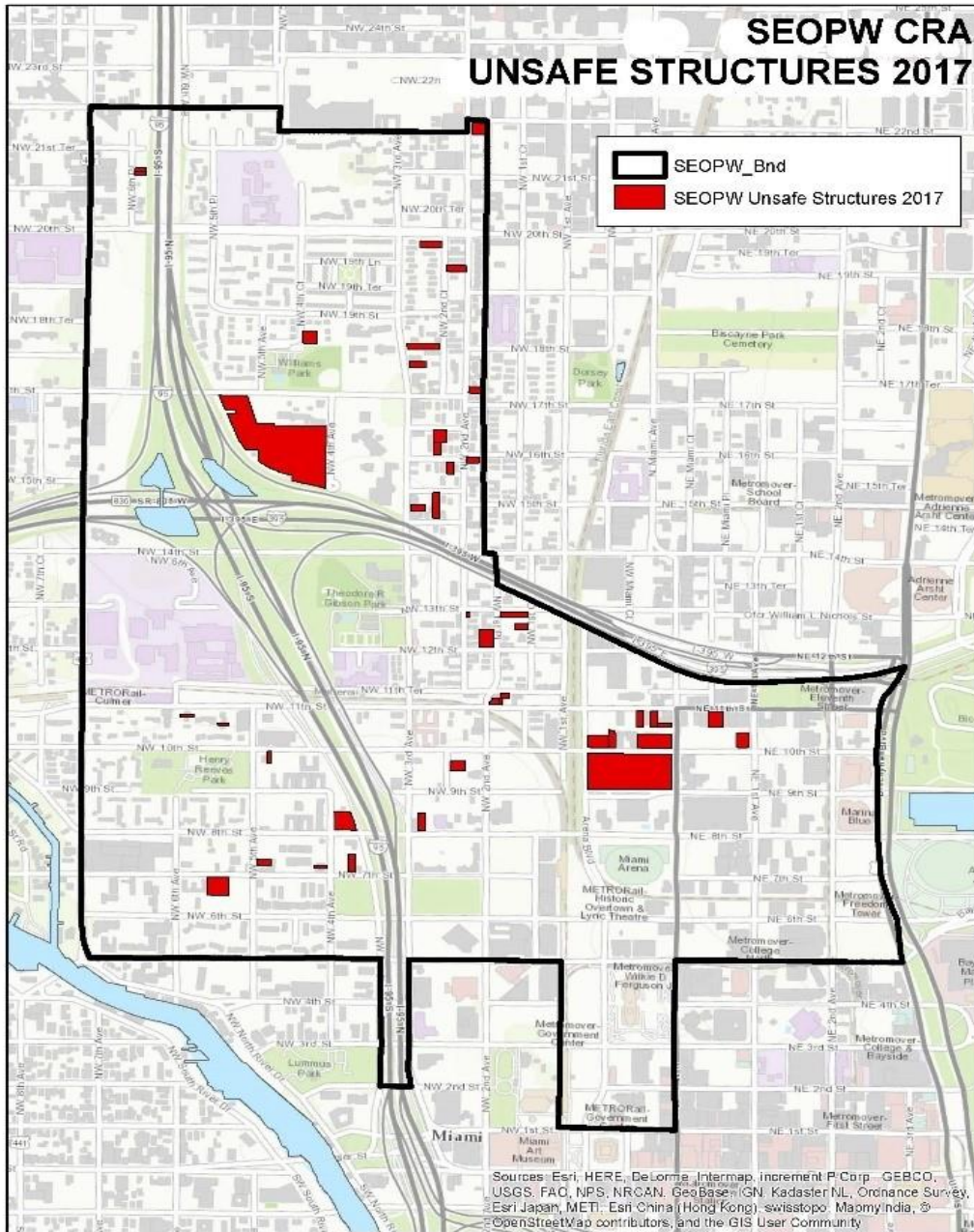


## 6.6 Property Violations

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



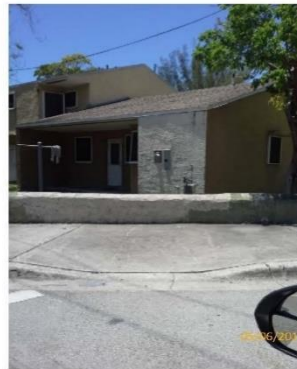
560 NW 5th Ave



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

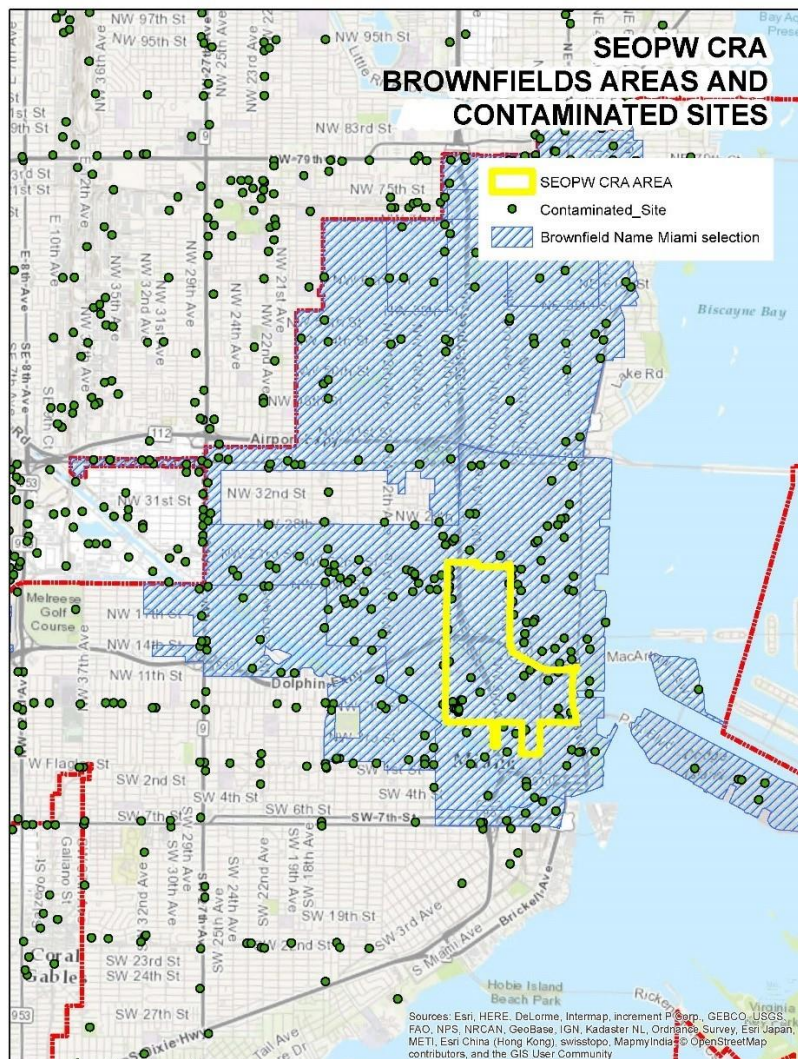


## 6.8 Unsanitary and Unsafe Conditions due to Environmental Contamination

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.

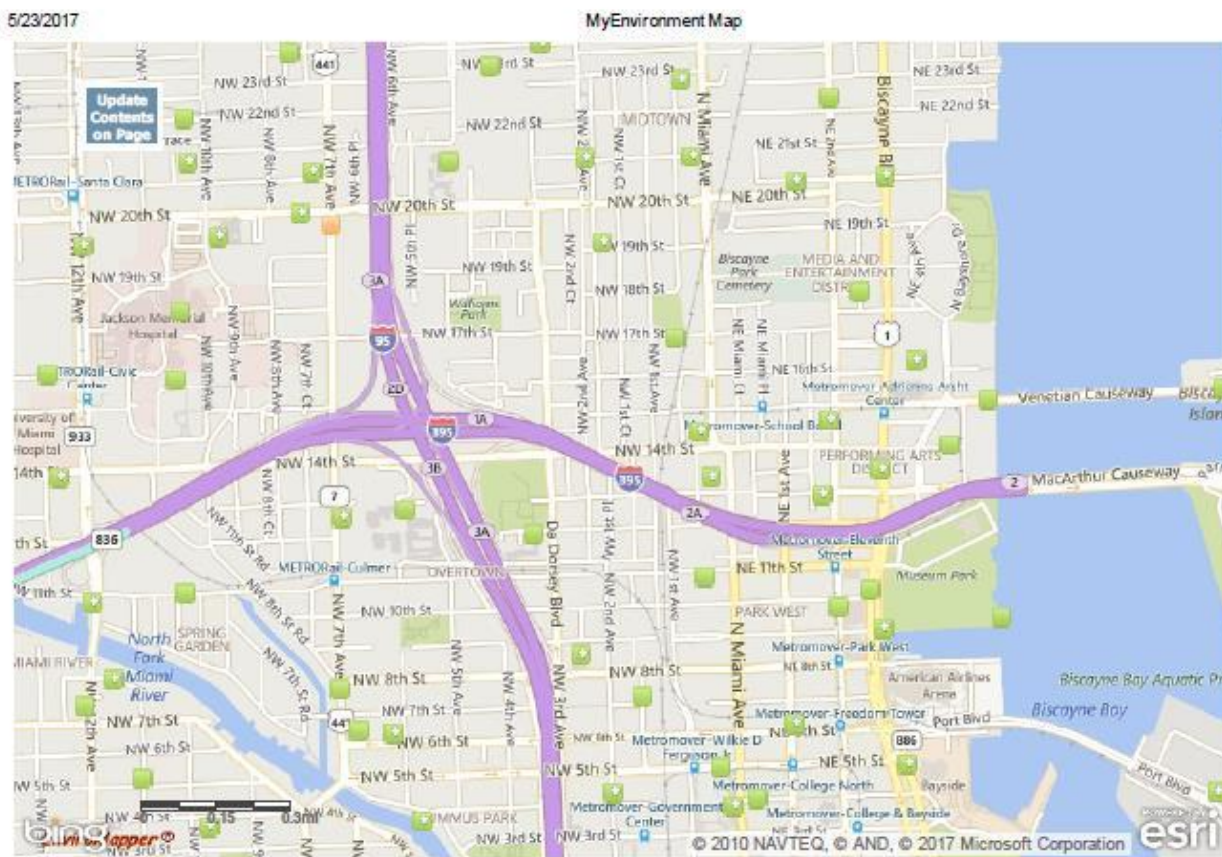
Development on Brownfield sites carries with it additional costs associated with developing, that private investors are not willing to support. Therefore, the Agency must incentivize development on Brownfield sites.

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**

**\$2,032,602**

**\$3,234,972**

% Per Area

**97%**

**1%**

**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**

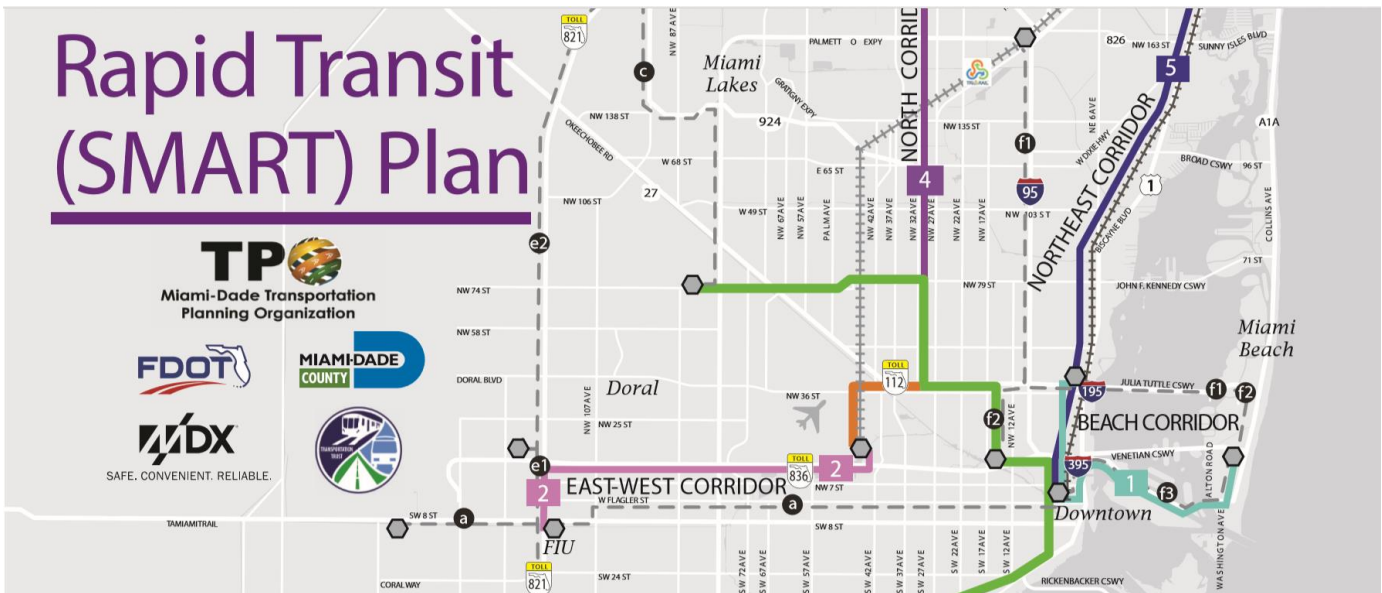
Miami World Center is a project funded by the CRA, and pursuant to the development agreement, is entitled to receive additional contributions under the extension of the life of the SEOPW CRA. The project is a phased mixed-use development which is anticipated to include, when completed, 300,000+ square 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 proposed extension.

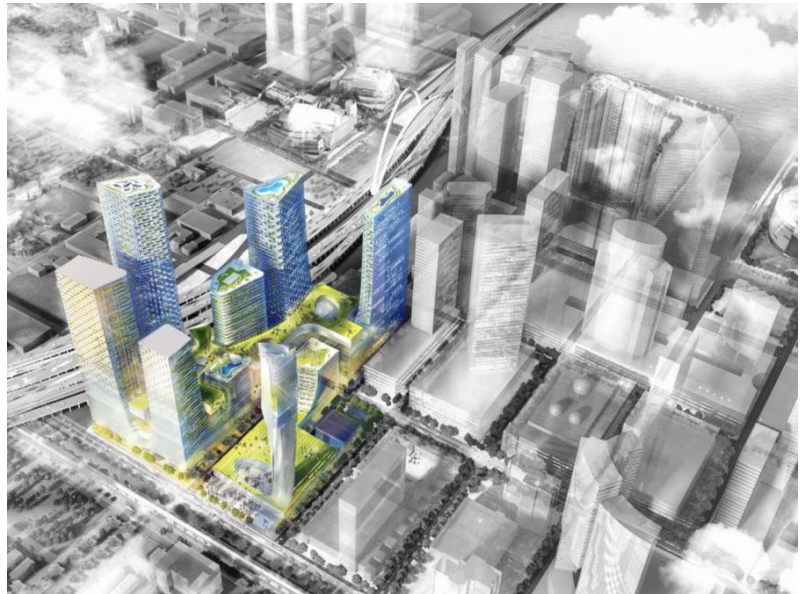


## **The Miami Innovation District**

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



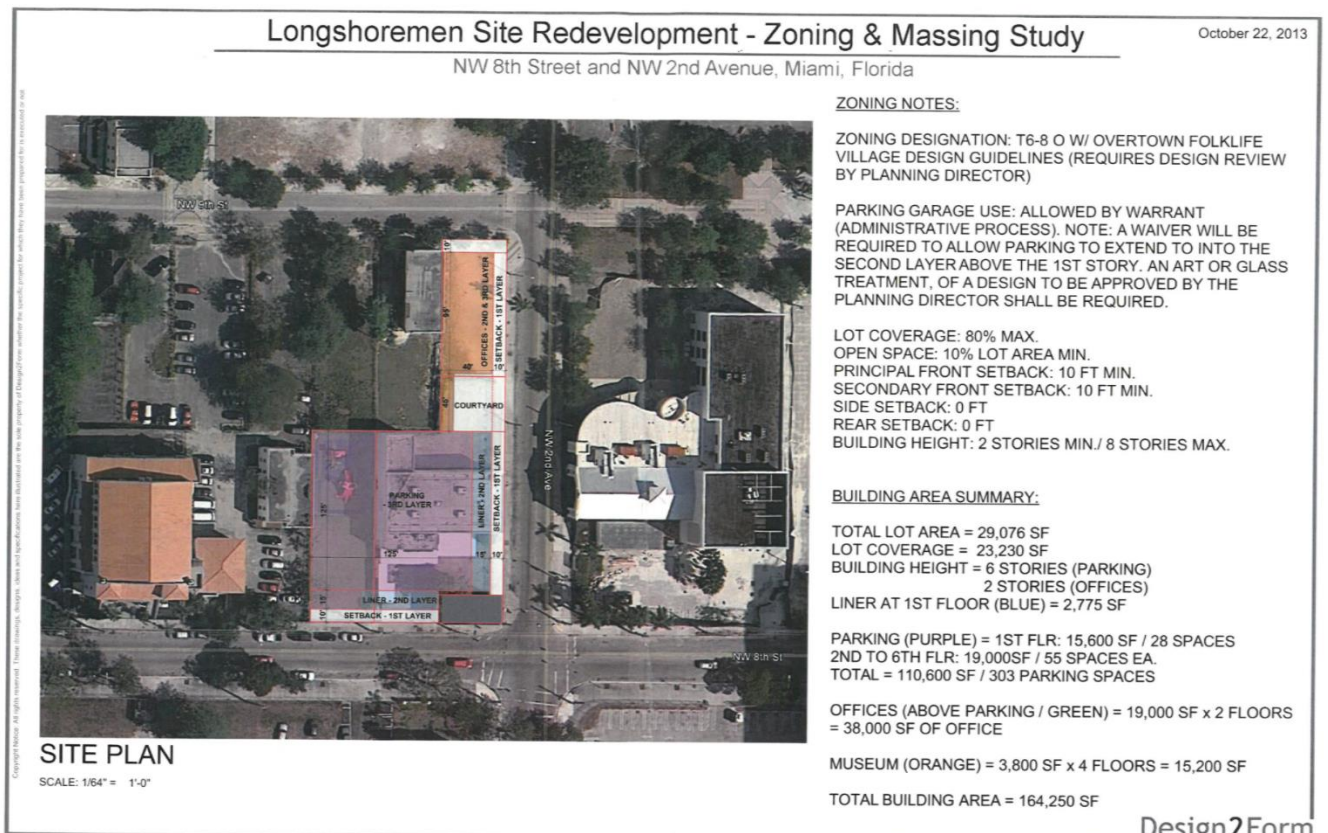
### Miami Innovation District- Map





## 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.



Design2Form

## **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**

- E.L. Waters and Company, LLC Planning Team.
- SEOPW CRA Staff.
- Miami-Dade County Department of Planning Research & Economic Analysis.



SOUTHEAST OVERTOWN / PARK WEST  
COMMUNITY REDEVELOPMENT AGENCY

2018  
REDEVELOPMENT PLAN  
UPDATE

E. L. WATERS AND COMPANY, LLC





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**Southeast Overtown/Park West Community Redevelopment Plan**  
September 2018

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## SECTION ONE: INTRODUCTION

## This Document

This is a 2018 update to the 2009 Amendment of the 1982 Southeast Overtown/Park West Community Redevelopment Plan (referred to as "Redevelopment Plan" or "Community Redevelopment Plan"), and was commissioned by the Southeast Overtown/Park West Community Redevelopment Agency ("CRA" or "SEOPW CRA"), and the CRA's governing bodies, the City of Miami ("City") and Miami-Dade County ("County") to provide an updated planning document for the redevelopment of the Park West and Overtown neighborhoods in accordance with the Community Redevelopment Act of 1969 ("Act").

The 1982 Redevelopment Plan has not been effective in the Redevelopment Area, due to the lack of financing ability by the CRA and private enterprises. The need to update the 1982 Plan and provide a financing strategy for the implementation of the CRA's activities in the Redevelopment Area has become imminent due to the continued existence of "Slum and Blight" within the Redevelopment Area boundaries. It is the intent of this extensive amendment of the 1982 Redevelopment Plan to address ways in which the CRA can maximize opportunities presented by current initiatives and trends and transform Southeast Over-

town/Park West into a thriving mixed-use neighborhood and commercial hub in the heart of downtown, as provided for by this revised Community Redevelopment Plan. This update reflects the extension of the CRA's term to include the remaining years allowed by Florida Statute 163.385(1) (A) to 2042.

## Topics Frequently Asked by Neighborhood Stakeholders

Every Redevelopment Area has certain urgent concerns and problems that the community wants addressed. While a number of these issues can be resolved through local government, some of these issues need to be remedied by members of the community.

Adopting Redevelopment Plans and creating community redevelopment agencies are not solutions in themselves, but only vehicles to get to solutions. There needs to be grass-root efforts to further stimulate interest in, education of, and visions for the revitalization of the redevelopment neighborhoods. Overtown and Park West stakeholders frequently ask questions about:

- Affordable housing for existing residents.
- Places to work and creation of new jobs for current residents in Overtown and

Park West.

- Quality of Life; Shopping, entertainment, restaurants and attractiveness of community.
- Public Safety.

## Historical Context

The Southeast Overtown/Park West Redevelopment Area encompasses one of the oldest residential and commercial areas of the City of Miami, although few structures of historic or cultural significance remain. Overtown and Park West each have their own historic past, but for practical reasons and proximity, their futures are linked together.

## OVERTOWN

"Overtown" is one of the oldest neighborhoods in Miami settled by Bahamians about the time that Miami was founded in the 1890s. They were not allowed to live in the other developing areas of Miami. Jobs available to Overtown residents were mostly associated with Henry Flagler's Florida East Coast (FEC) Railroad Company, the burgeoning tourist service industry, and agriculture. Like in many southern American towns, the African American community lived on the other side of the railroad tracks from most white families, closer to the citrus and pineapple farms. The name



“Overtown” came from people saying that they were going “over town” to this neighborhood. It was also referred to in the past as “Colored Town.”

The area grew and developed into a vibrant community. African Americans became business owners and established a viable economic community by constructing schools, homes, churches, hotels, apartments, theaters, night clubs and small neighborhood markets.

In the 1920’s and 1930’s, NW 2nd Avenue was known as “Avenue G,” and was a major corridor for entertainment, retail stores, and hotels. Dr. W.B.. Sawyer built the first African American owned hotel in the area in 1921.

The population continued to grow until the early 1960’s. Desegregation, urban renewal, the Neighborhood Development Program, and construction of the SR-836/I-395 and I-95 expressways significantly changed the character of the neighborhood and tragically, residents from Overtown were scattered and relocated. Economic, physical and social decay became pronounced and has progressively contributed to the decline in the area.

Various planning efforts have taken place over the last few decades. For a list of these planning studies, see Appendix A, entitled “Previous Plan Studies.”

## **PARK WEST**

Most of the area currently referred to as Park West was part of the original “Miami” Subdivision platted in 1896 by the principal developers of the early City of Miami, Mary and William Brickell, Julia Tuttle, Henry Flagler, and the Fort Dallas Land Company. While the initial development of Park West focused on residential projects, it soon established a commercial character, in the form of warehouses, associated with its downtown location and proximity to the Port of Miami, when formerly located at the site of present day Bicentennial Park. The name “Park West” derives from this area being located “west” of the “park.” Before 1964, this area was basically a warehouse and wholesale district related to the old port. When the port moved, so did the wholesale businesses and storage facilities. Few of the remaining businesses have any functional relation to the port now located on Dodge Island in Biscayne Bay. New warehouses and container storage areas are provided on Dodge Island and areas

west of the Miami International Airport.

## **21st Century Context**

The 1982 Southeast Overtown/Park West Redevelopment Area encompassed approximately 279 acres of land generally bounded by Biscayne Boulevard on the east; I-95 on the west; I-395 on the north; and NW 5th Street on the south. In 1986, the boundaries were expanded to include the areas bounded by NW 1st Street on the south, Metrorail right-of-way on the west, NW 5th Street on the north, and North Miami Avenue on the east. In 2009 this Plan expanded the SEOPW CRA boundary. In 2018 the plan is being updated to consider additional solutions that will potentially affect the continued existence of “Slum and Blight and the maximum amount of time allowed by law to rid the area of the conditions that contribute to the existence of “Slum and Blight”.

In preparation of this planning effort, an evaluation of the existing slum and blight conditions was conducted in the CRA areas. This evaluation revealed that slum and blight conditions persist throughout, providing further justification for extending the SEOPW CRA term.

Addressing and improving these conditions is a key purpose of this plan. A summary of the evaluation of slum and blight conditions are set forth in Appendix G, entitled "Assessment of Need Study.

Despite its challenges, Southeast Overtown/Park West is advantageously situated between Downtown Miami and the Omni area, Motion Picture/Media ("Media") District, and the Entertainment District, and is near Miami Beach, Miami International Airport, and the regional transportation system. What happens in the larger context will, therefore, shape and be shaped by what happens in Southeast Overtown/Park West.

Located directly north of Overtown and Park West, the Omni Media and Entertainment Districts are still undergoing a rapid transformation into a regional epicenter of the cultural and performing arts.

North East 14th Street just east of the CRA and next door to what is to become the new Miami Innovation district is the regional Adrienne Arsht Center for the Performing Arts of Miami-Dade County a regional center for the theatrical performing arts. The center includes a 2,200-seat symphony hall, a 2,480-seat ballet/opera

house, a 200-seat black box theater, and ancillary support and educational services. The completion of this exciting complex has served as a strong catalyst for redevelopment, a phenomenon that has been further enhanced by a concerted effort to attract media, arts, and entertainment related businesses and facilities to the neighborhood.

South of Overtown and Park West, Downtown Miami's central business district is a flourishing center of international business, finance, telecommunications, government and trade. With over 131,000 workers, 4,000+ hotel rooms, and attractions, such as the Bayside Marketplace, the American Airlines Arena, and the Miami-Dade Cultural Center, Downtown Miami is a dynamic destination that has the potential to positively impact adjacent neighborhoods such as Southeast Overtown/Park West. Despite its dynamism, Downtown Miami once lacked the residential component that was necessary to transform it into a true 24-hour city center. With the latest development boom of 2011-til now, several new residential and mixed-use development projects have been constructed along Biscayne Boulevard and the core of the Park West area of the SEOPW CRA. Most of these developments are viewed as market rate

and luxury rate properties with limited accommodation for the middle class or working-class citizens desiring an urban residence. With its advantageous location and untapped redevelopment potential, Southeast Overtown/Park West presents perhaps the best opportunity to develop a livable downtown core.

The City of Miami is proactively planning its neighborhoods, and there are several current initiatives that will have a direct impact on the Southeast Overtown/Park West Redevelopment Area. Planning efforts, such as the "Baylink Draft Environmental Impact Statement" (DEIS), "Bicentennial Park Master Plan," "Downtown Transportation Master Plan," and "Overtown Greenprint Plan" are integral to the redevelopment of the area, and coordination between these efforts is key. Some of the more specific planning projects include: the Flagler Marketplace development in Downtown Miami; redevelopment of the Omni Mall into a retail, entertainment and office complex; redevelopment of the Overtown Cultural and Entertainment District as the cornerstone of the planned Folklife Village in Southeast Overtown. This plan presents the best opportunity to integrate these initiatives into a cohesive vision for the area.

## The Potential: A Livable City

Well-located at the confluence of the Americas, Miami has emerged as the Western Hemisphere's international trading center and one of the world's most vibrant and dynamic metropolises. Founded in 1896, Miami quickly established itself as one of the nation's premier tourist destinations with its world-renowned climate and natural beauty. Tourism defined the economy for much of the last century and remains a major industry. Nonetheless, the last thirty years have seen an unprecedented diversification of Miami's economy, as its strategic location, excellent transportation linkages, and culturally diverse population have led to its ascent as the "gateway to Latin America" and one of the nation's true international business centers. Greater Miami today is a cosmopolitan metropolis of over two million people, and a leading center of finance, trade, tourism and telecommunications.

Despite these advantages, Miami has lacked one of the most important characteristics of great world cities — a walkable, mixed-use center that is a desirable place to work, play and live. Bathed in decorative neon light, the Downtown Miami skyline

beckons at night, which belies the fact that its streets are virtually deserted. Few of the approximately 131,000 people who work in downtown actually live there. At the close of each business day, they disperse to points north, east, south and west of Miami. While in the recent past, it is true that many would choose a suburban location regardless, it is also true that Downtown Miami has a shortage of affordable housing and neighborhood services that would make it a viable alternative for those who would otherwise find it a desirable place to both live and work.

In the past few decades, Miami has made a concerted effort to take advantage of the new economic realities of globalization and the rise of information technology. Its location provides a competitive advantage, as does a relatively well-developed privately initiated and funded technology infrastructure. While that may not have been enough, recent studies indicate that the businesses and workers of the new economy seek out and thrive in mixed-use environments that foster accessibility, social interaction, and the exchange of ideas.

This has resulted in a reversal of trends of the 1970's and 1980's, which saw econom-

ic activity centers move from city centers to suburban office parks and "edge cities" that sprang up overnight. In contrast, the economic activity centers of the new economy are increasingly located in central city neighborhoods like San Francisco's Multimedia Gulch, the Digital Harbor in Baltimore, and downtown San Jose.

With its strategic location and untapped redevelopment potential, the Southeast Overtown/Park West neighborhood presents the best opportunity for the development of a thriving, mixed-use economic and activity center in Miami's downtown. This plan charts a course to fully realizing Southeast Overtown/Park West's possibilities.

## History of the CRA

On July 29, 1982, the Miami City Commission, by Resolution No. 82-755, approved the Southeast Overtown/Park West Community Redevelopment Plan. On December 7, 1982, the Board of County Commissioners of Miami-Dade County, by Resolution No. R-1677-82, approved the Southeast Overtown/Park West Community Redevelopment Plan. On March 31, 1983, the City and the County executed an Interlocal



Agreement which provided for the delegation of redevelopment powers to the City and the establishment of the redevelopment trust fund to receive tax increment revenues. In 1985 the Park West area was included in the CRA's then-existing boundaries. During the summer of 2002, the SEOPW CRA Board proposed to expand the boundaries to include some of the areas of Overtown west of Interstate 95 and areas surrounding NW 3rd Avenue north of Interstate 395. This boundary expansion was later adopted by the Miami City Commission on July 28, 2002, pursuant to Ordinance No. 12247. Notwithstanding, no action was taken by the Board of County Commissioners of Miami-Dade County on this boundary expansion.

On December 31, 2007, the City, the County, the SEOPW CRA, and the Omni Redevelopment District Community Redevelopment Agency entered into an Interlocal Agreement to provide for, among other things, the expansion of the Southeast Overtown/Park West Redevelopment Area and the extension of its life. Pursuant to the Interlocal Agreement, the parties agreed that the CRA would cause a Finding of Necessity report to be prepared in which the conditions of slum and blight within the Redevelopment Area would be documented, and to cause an update to the 2009 Amendment to the Redevelop-

ment Plan to be prepared.

### **Extending the Life of the CRA**

Section 163.361(3)(a), Florida Statutes, provides that the CRA may recommend a change in the boundaries or extend the time set forth in the Redevelopment Plan if it becomes necessary to amend or modify the Redevelopment Plan. The advantages to extending the term of the SEOPW CRA is to continue its efforts to rid Slum and Blight in the area as evidenced by the Assessment of Need Study of 2018 and use the SEOPW CRA's resources to incentivize and facilitate redevelopment in the more disadvantaged areas of the CRA.

### **Revisions from the Original CRA Redevelopment Plan**

*The Southeast Overtown/Park West Community Redevelopment Plan, Revised December 1982* (sometimes referred to as "the '82 Plan") was prepared for two primary reasons:

- 1) To establish the need for a CRA; and
- 2) To guide the SEOPW CRA's redevelopment activities.

This document is the extensive 2018 amendment to the Southeast Overtown/Park West Community Redevelopment Plan. This document replaces the previous

2009 amendment to the Redevelopment Plan and the "82 Plan" and is hereafter referred to as the "Community Redevelopment Plan amendment and update" or "Redevelopment Plan Update"

### **Findings of Necessity**

Section 163.355, state that "[n]o county or municipality shall exercise the community redevelopment authority . . . , until after the governing body has adopted a resolution, supported by data and analysis, which makes a legislative finding that the conditions in the area meet the statutory definition of "slum" and "blight."

In 1969, the Board of County Commissioners of Miami-Dade County, by Resolution No. R-1117-69 approved the Central Miami Renewal Plan ("CMRP"). The CMRP examined the area south of NW 20th Street; west of the FEC Railroad, with an extension to NE. 2nd Avenue; east of I-95; and north of the Miami River. It was amended on January 20, 1981, to include the areas bounded on the west and south by the FEC tracks; on the east by Biscayne Boulevard; and on the north by I-395, as well as the area bounded on the south by I-395; on the east by Biscayne Boulevard; on the north by NW 17th Street in part, and the City of Miami Cemetery in part; and on the west by the FEC tracks.

While the areas were found to meet the definition of “slum” and “blight,” only a portion of this area was included in the original SEOPW CRA Redevelopment Area. Most of the conditions described in the 1982 Plan are still prevalent today in the existing Redevelopment Area, in that, there is still a decline in population, marginal retail facilities, and an excessive amount of vacant and underdeveloped properties. Most of the multi-family buildings, single family houses, and duplexes suffer from structural deterioration. Most of retail buildings are vacant, making the vacancy rate of commercial uses greater than fifty percent.

In June 2018, in accordance with Section 163.355, and as required by the Interlocal Agreement dated December 31, 2007, the SEOPW CRA caused an Assessment of Need Study (Assessment) (“2018 Assessment”) to be prepared in which the area was examined to determine whether conditions of slum and blight were present.

The 2018 Assessment provided evidence of the following:

- Predominance of defective or inadequate street layout, parking facilities, roadways, and public transportation;
- Faulty lot layout in relation to size,
- Adequacy, accessibility, or usefulness;
- Unsanitary or unsafe conditions due to

environmental contamination;

- Site and structural deterioration;
- Existence of crime; and
- Physical and economic conditions conducive to disease, infant mortality, poverty, and crime because of the predominance of dilapidated, deteriorating, antiquated and obsolescent buildings and the existence of conditions that endanger life and property by fire and other causes. The 2018 Assessment concluded that the existence of slum and blight conditions within the Redevelopment Area, if left unattended, would persist. These conditions will lead to an economic and social liability to the City of Miami and could consume additional County and municipal resources to address the myriad of issues outlined above, while reducing the local tax base.

### **Assessment of Need Study**

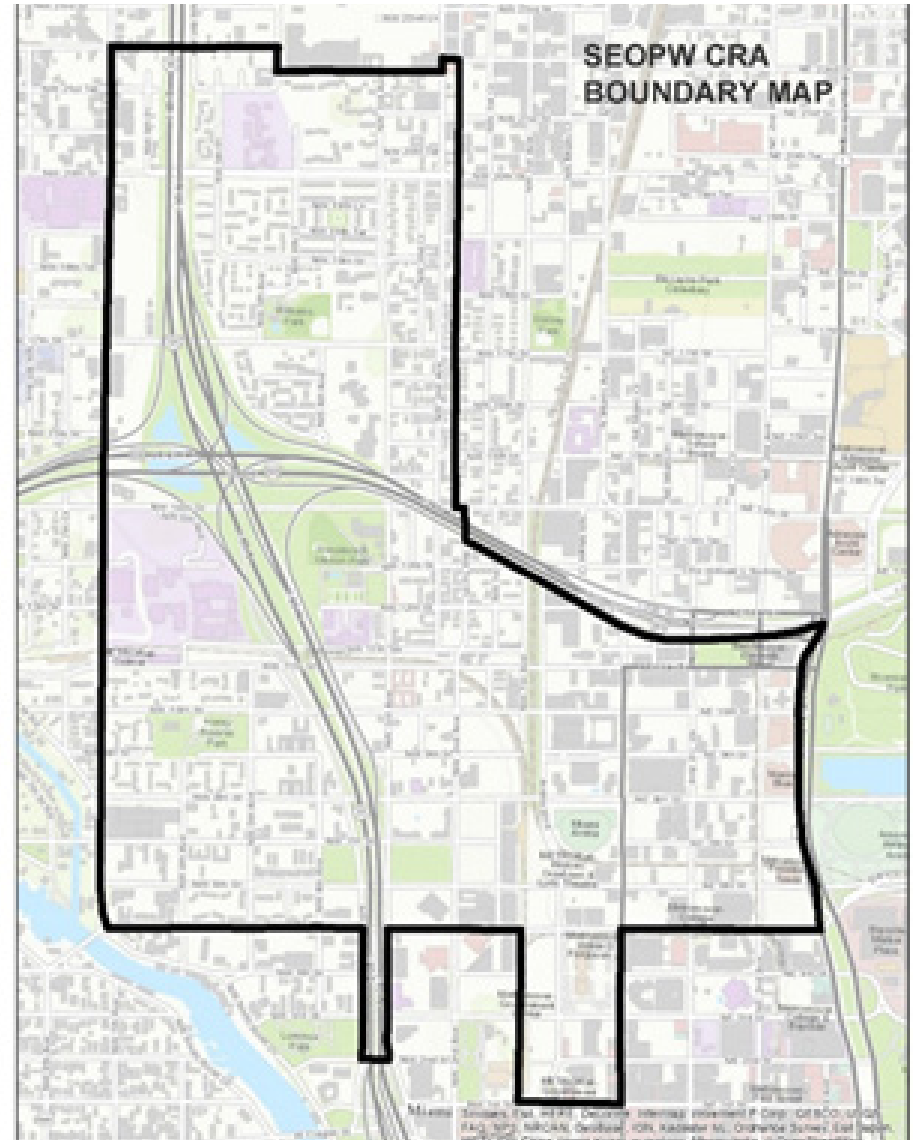
On June 26, 2018, the CRA board accepted and adopted an Assessment of Need Study. This Assessment of Need Study (Assessment) prepared pursuant to Miami-Dade County Resolution No. R-611-15, which established the guidelines policy for the preparation and submission of an assessment whenever a Community Redevelopment Agency “CRA” petitions to extend the life of the CRA.

## Legal Boundary Description

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

The legal description of the Study Area is physically defined as beginning near the southeast 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.







## SECTION TWO: GOALS AND PRINCIPLES

## Redevelopment Goals

The redevelopment goals set forth in this 2018 updated Redevelopment Plan serve as parameters for the SEOPW CRA Board and staff members when making decisions, taking actions, and strategizing for projects and programs for the Redevelopment Area. They guide the agency's public policy, appropriation of funds, and priorities in eliminating the conditions of slum and blight within the Redevelopment Area.

The goals are:

1. Preserve Historic Buildings and Cultural Heritage; by incorporating the Cultural Arts as a critical component of Economic Development through public private partnerships .
2. Expand the Tax Base using Public-Private principles; by following the current land use policies for sound real estate acquisitions, assemblage, development, and creating viable commercial corridors within the SEOPW CRA through Public-Private Partnerships.
3. Provide and Retain Housing Affordability; working with the City of Miami, Miami-Dade County and the private sector to encourage and create a sound balance of very low-income housing, affordable, workforce and mixed-income housing within the CRA.
4. Create jobs within the community; by targeting commercial and cultural ventures that will provide life sustainable jobs to residents in the Overtown community.
5. Promote and Market the Community –as a Cultural and Entertainment Destination rich in history with a distinctive and strong sense of place that is attractive to families and individuals of all backgrounds making the SEOPW area a unique community.
6. Improve the Quality of Life for residents; creating housing, recreation and work environments where healthy outcomes are the result of a planned and sustainable effort designed to improve the quality of life for Overtown residents in the CRA.
7. Promote Entrepreneurship and Technology Innovations; by working with the private sector to encourage the creation of opportunities through new technology for service delivery, and public & private partnerships that will assist in helping small businesses build capacity.
8. Ensure that Transit connects to the Employment Centers of Miami Dade County and Parking is efficient.
9. Foster safe community initiatives to provide for public safety through Community Policing Innovations.

This Redevelopment Plan identifies fourteen guiding principles. The numbering of goals and principles in this plan is not intended to imply a prioritization of importance. All goals and principles are of equal importance to the revitalization of the SEOPW Community Redevelopment Agency. The matrix on the next page shows that all the Guiding Principles work toward more than one goal. Following the Matrix, each of the Guiding Principles are further explained.



<b>GOALS AND GUIDING PRINCIPLES</b>	Goal #1 Preserve Historic Buildings & Community Heritage	Goa1#2 Expand the Tax Base using Public- Private Principles	Goal#3 Provide and Retain Housing Affordability	Goa1#4 Create Jobs within the Community	Goal#5 Promote & Market the Community as a Cultural & Entertainment Destination	Goal#6 Improve the Quality of Life for Residents	Goa1#7 Promote Entrepreneurship and Technology Innovations	Goal #8 Ensure Strategic Transportation Routes & Effective Parking	Goal # 9 Foster Safe Community Initiatives
Principle 1: Livable Community	*	*	*	*		*	*	*	*
Principle 2: Access to Affordable Housing	*		*					*	*
Principle 3: Variety of Housing Options	*	*	*	*		*			*
Principle 4: Job Variety	*	*		*		*	*		*
Principle 5: Walkable Streets	*	*				*		*	*
Principle 6: Promotion of Cultural Events and Business	*	*		*	*	*	*		*
Principle 7: Access to Green Space/Parks	*					*		*	*
Principle 8: Historic Preservation	*	*			*	*			*
Principle 9: Buildings Reflect Cultural Heritage	*	*			*	*		*	*
Principle 10 Attractive Streets & Buildings foster strong identity	*	*				*		*	*
Principle 11: 24-Hour Environment	*	*		*		*	*	*	*
Principle 12: Neighborhood Centers	*	*				*		*	*
Principle 13: Revised Zoning reflected in designs	*	*						*	*
Principle 14 Restore distinctive community identity	*				*	*	*	*	*

*Note: The names of the Guiding Principles below have been reduced to a few key words to save space.*

## Guiding Principles

All actions affecting the Redevelopment Area by a government entity, agency, service provider, or private property owner are to be judged according to the Guiding Principles and the Land Use Regulations described in Section 3. If any new projects or efforts are being proposed that are not identified in Section 4, then their relevance should be judged by the goals and the following principles.

### **Principle 1: The community must be livable. Land uses, and transportation systems must be coordinated with each other.**

The most important combination to make a community livable is to have land uses and transportation systems working together in concert. Ideally, a successful neighborhood will offer the opportunity to reside, work, and carry out the other activities of daily life (i.e., shopping, recreation, entertainment, religious and cultural events, education, etc.) all within an area of comfortable walking distance. To achieve this, a thoughtful mix of residential, employment, commercial and community-serving uses should be promoted by the City and CRA in a densely developed and well-designed urban fabric. Neighborhood-serving commercial uses, such as pharmacies, grocery

stores, bank branches, dry cleaners, restaurants, day care facilities, and entertainment establishments (i.e. bowling alleys, cinemas, etc.) should be incorporated into the neighborhood fabric to serve the population and reduce automobile dependency. Also, civic buildings and community-serving uses such as schools, libraries, police stations, fire stations, and parks should be provided and located in such a manner as to create community focal points and strengthen neighborhood identity. Great cities are built up from groups of such neighborhoods.

Transportation modes must be balanced and varied too, so that one can choose to walk, drive, take a taxi, or ride a bike, a bus, or community transit in the form of Metro-rail or Metromover.

Overtown and Park West can be thought of as a group of neighborhoods. To reposition Southeast Overtown/Park West as a livable area, a mixture of housing types, service establishments, and employment centers must be provided within each of these neighborhoods.

Though no two neighborhoods are exactly alike, neighborhoods are traditionally about one-quarter mile from center to edge, for several reasons. This is thought by scholars to be a dimension within which residents can come to know many of their neighbors

well and form a detailed “mental map” of their daily territory. This helps explain why the ten-minute walk diameter can be observed in historical settlements from many time periods, and in cultures all around the world.

Perhaps more importantly today, most people are willing to walk distances approximately ten minutes away before choosing another mode of transportation, provided they are presented with a pedestrian-friendly, safe environment. To reduce unnecessary car trips and dependence on the automobile, the most livable neighborhoods in modern cities include an array of residential, business, retail, and neighborhood-serving uses within that ten-minute area. While today’s technology offers multiple means of transportation, “walkability” remains a key component of the vibrant and healthy neighborhood and an important determinant of neighborhood boundaries.

Superimposing a ten-minute walking diameter on Southeast Overtown/Park West, and a review of historic development patterns, reveals that the area is comprised of five distinct neighborhoods: Park West/Downtown, Overtown, including the Overtown Cultural Entertainment District, Overtown Communities, Historic Overtown Business Corridor and Overtown Culmer Community.

Determining how to improve infrastructure services and the provision of uses in each of these smaller neighborhoods is the most effective strategy for improving the area. The vision of this Redevelopment Plan is, therefore, to improve the Redevelopment Area by transforming it into a group of healthy mixed-use neighborhoods and connecting those neighborhoods with a variety of transportation options.

**Principle 2: The neighborhood must retain access to affordable housing even as the neighborhood becomes more desirable to households with greater means.**

Based on comments and discussions made at various community meetings in Overtown and Park West, it is quite clear that there is consensus among existing residents, former residents, CRA and City staff, and elected officials that Overtown must retain affordable housing, and our priority to affordable housing and job opportunities must be given to existing and former residents of Overtown. The SEOPW CRA's Housing Policy is stated in this Redevelopment Plan and can be found in Section 6.

**Principle 3: There must be variety in housing options.**

Affordable housing in Downtown Miami and the neighborhoods of Southeast Overtown/Park West is extremely limited. The existing inventory consists of two main options,

lower-priced substandard houses and apartments and luxury rate housing. This lack of residential alternatives inhibits efforts to foster a 24-hour downtown and limits options for those who would otherwise choose to reside in a center city location.

A mix of market rate and affordable housing units and types, including rental units, ownership units, multi-family units, single-family units, and accessory apartments, is necessary to accommodate the diversity and lifestyles of existing and future residents.

The Overtown and Park West of the future will take advantage of their urban character and infrastructure and provide an attractive array of residential choices for current and new residents. The neighborhoods must ensure the integration of different economic sectors to stimulate a positive shaping of the urban space.

**Principle 4: There must be variety in employment opportunities.**

Employment options should be located within the neighborhoods to accommodate those who wish to reduce dependence on the automobile and long commutes. As with access to affordable housing, there appears to be consensus in the community that employment opportunities be made available to existing residents of Overtown as a high priority.

**Principle 5: Walking within the neighborhood must be accessible, safe, and pleasant.**

Streets have many responsibilities. They act as a system for movement, providing mobility and ways to move around the City. Even more importantly, their right-of-way serves as the "front door" to private properties. The character and design of the street, and thus the resulting "curb appeal," have a direct correlation to the type and quality of development projects, real estate values, and economic potential that exist in a community.

Providing a range of choices for moving safely and comfortably throughout the neighborhood is an integral function of the city street network. Neighborhood streets should therefore be designed to accommodate several transportation choices, including walking, bicycles, mopeds, automobiles, and mass transit. The provision of a continuous, two-way street grid in Southeast Overtown/Park West will increase accessibility and reduce congestion, while the provision of wide shaded sidewalks, walkable block sizes, on-street parking, bicycle paths, and transit services increases the range of choices for moving to, from, and within the Redevelopment Area. Creating pedestrian-friendly streets encourages the development of street-level businesses and natural surveillance.

development of street-level businesses and natural surveillance.

**Principle 6: Local cultural events, institutions, and businesses are to be promoted.**

For Southeast Overtown/Park West to achieve its full potential, it is necessary to address and improve the neighborhood economy and expand the economic opportunities of present and future residents and businesses. This entails both the support and enhancement of existing businesses and local entrepreneurs and the attraction of new businesses that provide needed services and economic opportunities. New economy business centers are characterized by concentrations of competing but complementary businesses that are driven by the advantages of co-location. Redevelopment efforts should actively identify opportunities for Southeast Overtown/Park West to capitalize on this trend.

**Principle 7: The City and County must provide access to small parks and green spaces of an urban character.**

Access to public parks and green spaces is a key element of quality of life in urban neighborhoods, as natural environments provide essential respite in an urban environment. Therefore, it is vital that a series of green spaces and parks, preferably linked by greenways, be developed with-

in each neighborhood and that existing green spaces and parks be enhanced to provide a genuine amenity to the quality of life for existing and future residents. These green spaces, parks, and greenways will be an important element in developing and maintaining community aesthetics and identity, providing recreational and social opportunities for residents and visitors, and attracting new residents and businesses.

**Principle 8: Older buildings that embody the area's cultural past should be restored.**

Older buildings in the Redevelopment Area are physical reminders of the community's heritage and enhance the experience of giving it a richness that cannot easily be obtained once the buildings are lost. Unfortunately, far too many of the historic buildings identified in the 1982 Plan have been demolished despite the efforts of The Black Archives History and Research Foundation of South Florida, Inc. and other local initiatives.

**Principle 9: New and rehabilitated buildings must respond to our climate and reflect the community's cultural heritage.**

Established neighborhoods are distinguished by architecture that is indicative of their history, climate, and function.

Successful redevelopment efforts capitalize on these elements rather than imposing development that is disconnected from what has come before. South Beach provides an excellent example of this concept in action; its redevelopment was predicated on its rich architectural heritage and history, and as a result, has been wildly successful. The five (5) neighborhoods that comprise Southeast Overtown / Park West Redevelopment Area boast unique features and architecture that reflect their history and function. The redevelopment of these neighborhoods should occur within the context of these histories and new development should acknowledge the past traditions and further their future. Whenever possible, buildings of architectural merit should be adapted to new needs and creatively reused.

**Principle 10: Streets and buildings must be attractive.**

Neighborhoods are defined by their public realm, the spaces between buildings. The streets, sidewalks, parks, greenways, and civic uses bring the community together and link it to the outside world fostering a distinctive community. A vibrant and engaging public realm serves as the neighborhood's canvas and lifeblood, a means for inspiring and captivating residents and visitors.

Sound urban design, attractive buildings, and streetscapes are essential to having streets that are both functional and visually attractive. Looks are important to current residents who will feel community pride when receiving pleasant comments about where they live. Looks are important to attracting investors to make other improvements to the neighborhood.

To have attractive, pedestrian-friendly urban streets, buildings must be set close together, and building heights and road widths must be compatible. Building walls with their windows and doors, that open to the street, should come together to form a continuous facade.

Maintenance of public streets and spaces must occur in a consistent manner. Private property owners must do their part too, paint buildings when they start to peel or fade and clean up yards or vacant properties. If the owners are not inspired to make improvements or repairs when the need becomes visually obvious, then it is Code Enforcement's job to deliver a citation to them.

**Principle 11: 24-hour environments should be encouraged.**

A common feature of prosperous metropolitan cores is a "24-hour environment": a broad and diverse offering of cultural, entertainment, and recreational options that attract and engage residents and visitors on weekends and after the workday ends. This environment encourages social interaction and is a catalyst for economic vitality and attracting businesses and residents. Southeast Overtown and Park West provide an excellent opportunity to create the 24-hour environment that Downtown Miami lacks.

**Principle 12: Identifiable neighborhood centers are to be established in a distributed pattern within Overtown and Park West.**

Cohesive neighborhoods have strong centers, identifiable from their concentration of higher density residential, commercial, and civic uses, and/or a signature public open space such as a park, square or plaza. The neighborhood center helps ensure the provision of various uses within a walkable

area and is essential to the establishment of neighborhood identity. Neighborhood centers should be developed in each of the five neighborhoods that comprise the Redevelopment Area.

**Principle 13: The zoning and other development regulations should promote walkability, connectivity, mixed-use and density of housing products and commercial space.**

The current code adopted in 2009, Miami 21 focuses on a method of regulating development to achieve a specific urban form. This form would allow the SEOPW CRA to have development that takes into consideration the relationship between streets, pedestrians and public space. This would yield the results envisioned in this Community Redevelopment Plan.

**Principle 14: Restore a sense of community and unify the area culturally.**

The SEOPW CRA needs to do whatever is in its power to bring back the vitality that once gave Overtown its character, sense of place, and cultural distinctiveness.





## SECTION THREE: LAND USE REGULATIONS, TRANSPORTATION AND PARKING

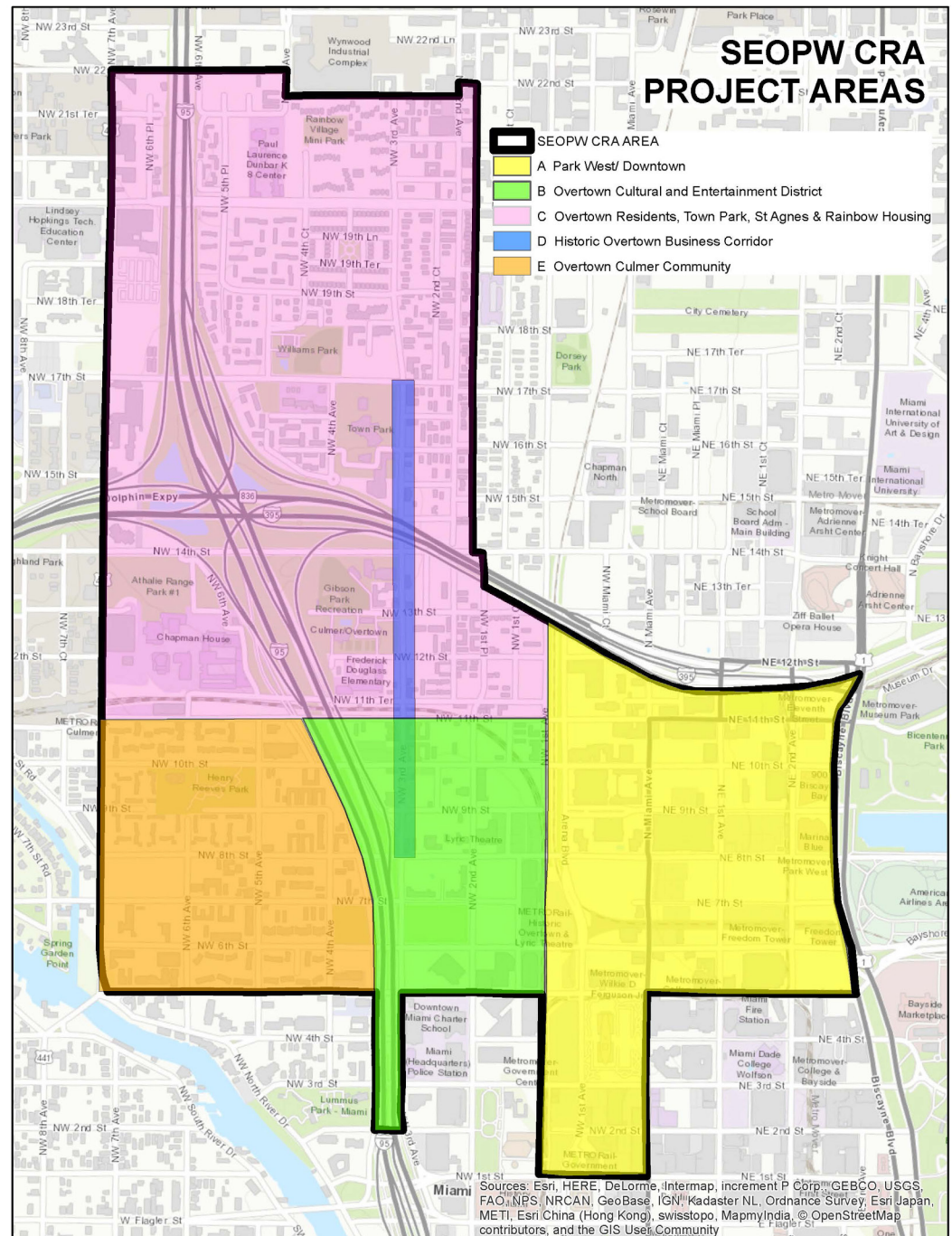


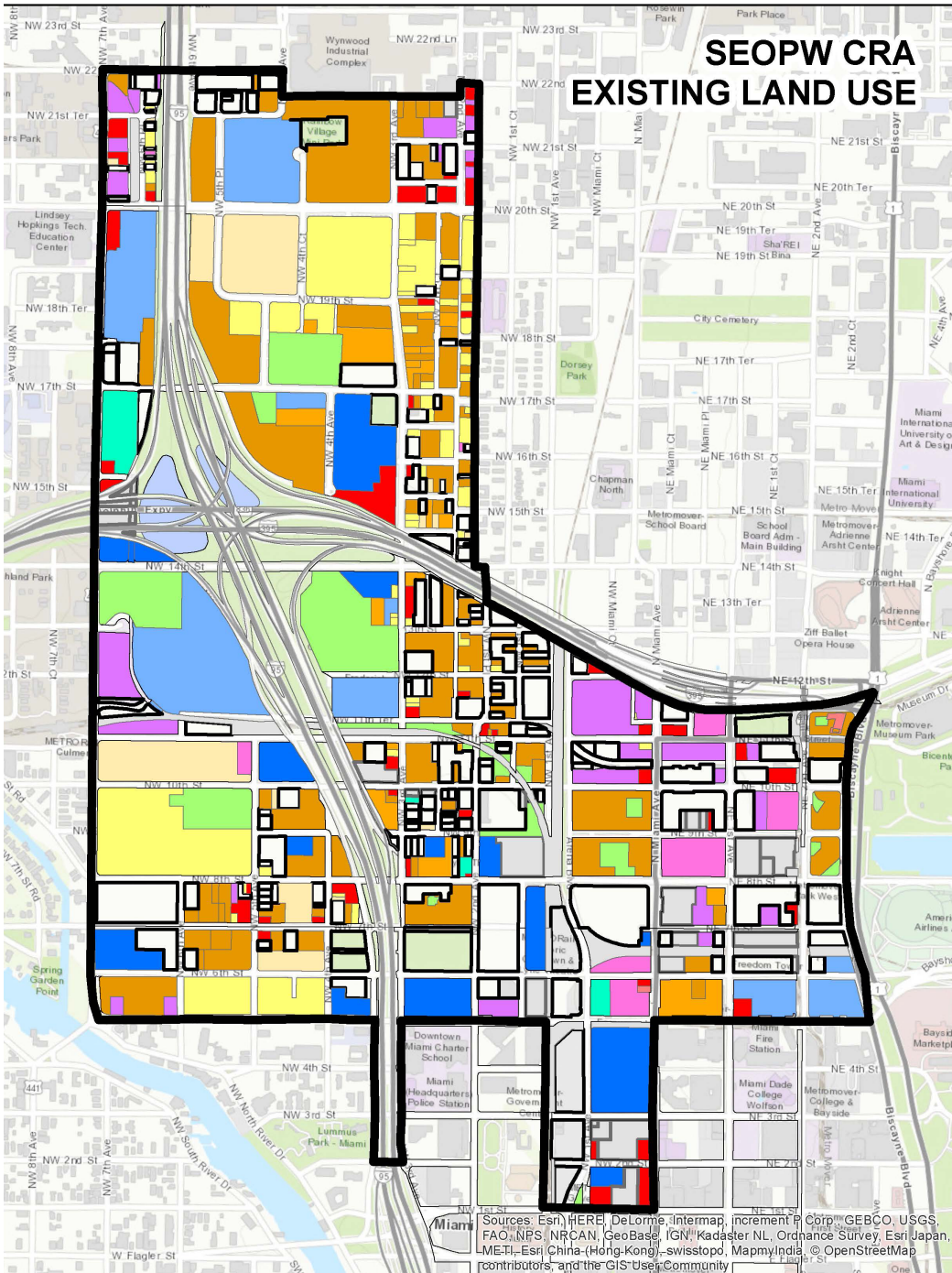
## Project Area Diagram

The Project Area Diagram to the right shows the basic framework used to shape the Redevelopment Plan. Several public and private groups have studied the same areas either prior to or in parallel with this Redevelopment Plan. Many concepts set forth in these plans have been incorporated or consolidated into the diagrams that follow and have contributed to shape this Community Redevelopment Plan. These plans include the following:

- The Overtown Greenway Plan
- The Overtown Greenprint Plan
- Miami Downtown Transportation Master Plan
- Miami: The Downtown Master Plan
- The Historic Overtown Folklife Village Plan
- Bicentennial Park Plan
- Biscayne Blvd Special Area Plan
- Performing Arts Center Site Plan

A summary of the many ideas raised by various planning efforts over the last few decades is provided in Appendix A, entitled "Previous Planning Work for the Area".





## Land Uses & Residential Units

As described throughout this Redevelopment Plan, the intent is to mix land uses within the Redevelopment Area as much as possible. The exceptions will be where there are large areas of government offices and facilities or where there are concentrations of single-family detached houses. A wide range of residential types is sought with this Redevelopment Plan. Measures must be put in place to retain affordability while encouraging market rate housing in the area

### SEOPW CRA EXISTING LAND USE EXISTING LAND USE DESCRIPTION

- Single-Family, Med-Density (2-5 DU/Gross Acre).
- Single-Family, High Density (Over 5 DU/Gross Acre, other than Townhouses, Duplexes and Mobile Homes\*)
- Residential predominantly (condominium/ rental apartments with lower floors Office and/or Retail. \*
- Residential SF--government-owned or government subsidized multi-family residential or elderly housi\*
- Two-Family (Duplexes).
- Townhouses.
- Residential MF-- government-owned or government subsidized multi-family residential or elderly hous\*
- Multi-Family, Low-Density (Under 25 DU/Gross Acre).
- Multi-Family, High Density (Over 25 DU/Gross Acre).
- Private Recreational Facilities Associated with private Residential Developments, except marinas/ya\*
- Municipal Operated Parks
- Sales and Services (Spot commercial, strip commercial, neighborhood shopping centers/plazas). Exclu\*
- Hotel/Motel
- Public Schools, Including Playgrounds (K-12, Vocational Ed., Day Care and Child Nurseries).
- Private Schools, Including Playgrounds (K-12, Vocational Ed., Day Care and Child Nurseries).
- Colleges and Universities, Including Research Centers, Public and Private.
- Cultural (auditoriums, convention centers, exhibition centers, museums, art galleries, libraries).
- Governmental/Public Administration (Other than Military or Penal).
- Penal and Correctional.
- Communications (Radio, TV, Cable, and Phone), excluding Antenna Arrays.
- Electric Power (Generator and Substation, and Service Yards).
- Houses of Worship and Religious.
- Office Building.
- Office and/or Business and other services (ground level) / Residential (upper levels). Low-density \*
- Other Industrial Extensive, non-noxious.
- Other Industrial Intensive, non-noxious.
- Social Services, Fraternal, Charitable (Shriners, Elks, Moose, Lions Club).
- Sports Stadiums, Arenas, and Tracks.
- Railroads - Terminals, Trackage, and Yards.
- Parking - Public and Private Garages and Lots.
- Paved Highways, Expressways and Ramps.
- Highways and Expressways right-of-way and associated open and landscaped areas excluding paved expr\*
- Private Drives.
- Street right-of-way and entrance features both public and private, and utility easements.
- Streets and Roads, except Expressways and Private Drives.
- Vacant, Major Approved Projects
- Vacant, Non-Protected, Government-Owned or controlled.
- Vacant, Non-Protected, Privately-Owned.
- Other inland water bodies (Lakes, Ponds, Watercourses other than rivers and canals), including road\*



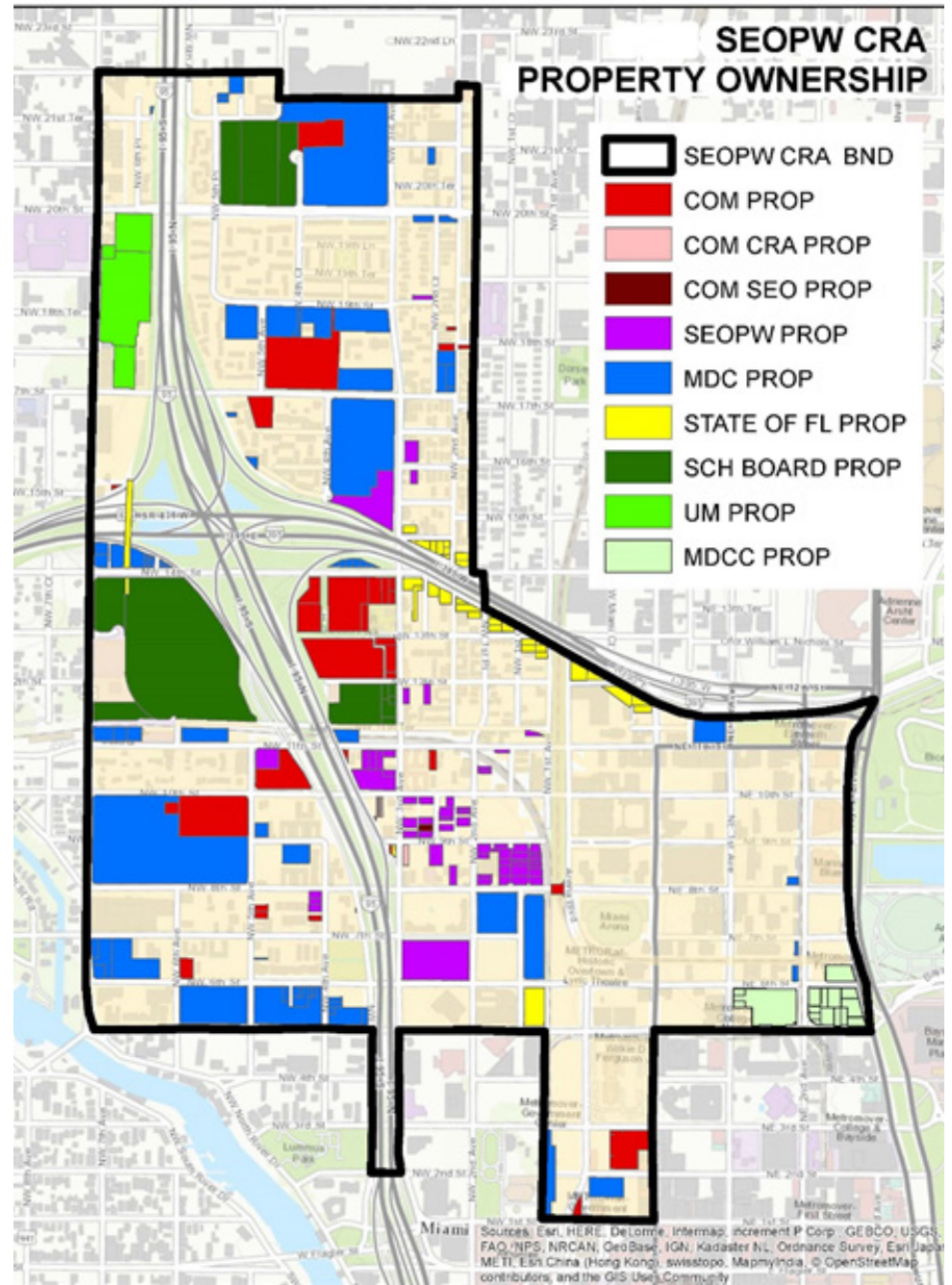
## Publicly-Owned Land

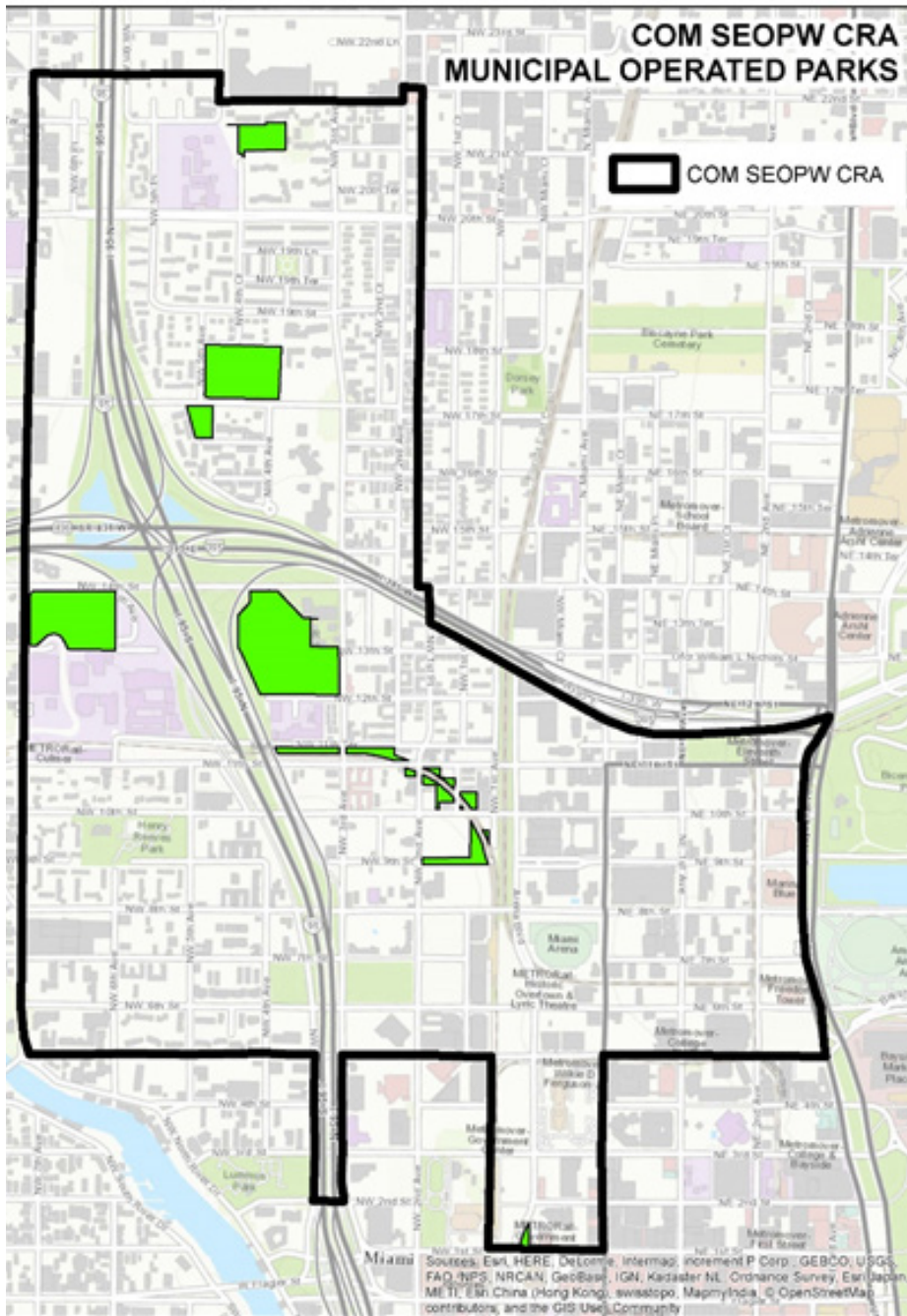
Each of the properties shown on the map to the right, either owned by the CRA, City of Miami, County or State agencies, are considered suitable for public improvements or public-private redevelopment initiatives. This map shows a “snapshot” of the current ownership and should not be viewed as an end result. (To obtain a copy of the most updated property ownership map, contact the City of Miami’s Planning Department). Additional properties may need to be purchased and some currently owned may need to be sold to reach the goals of this Redevelopment Plan.

Properties that would be ideal for the CRA to purchase are purposefully not identified in the plan, to avoid costly problems in time and money associated with land speculation. These problems have already hindered the CRA’s performance over the past twenty years.

### Required CRA Actions:

1. Continue to evaluate and negotiate future land purchases to meet the goals of the Redevelopment Plan.
2. Evaluate and advertise public-private development opportunities, utilizing the land owned by the CRA in furtherance of the goals set forth herein.
3. Coordinate with other private and public entities for the development of surplus real property within the Redevelopment Area that will further the goals set forth herein.





### Open Spaces: parks, plazas, and green spaces, and greenways.

Urban dwellers do not have the luxury of large amounts of private open space in their rear gardens and back yards. Instead, urban living highlights the enjoyment of pedestrian-friendly streets and public spaces (parks, squares, greens, greenways, and plazas). Creating and maintaining high-quality public spaces is necessary for the Redevelopment Area to achieve its potential. Of the five neighborhoods that have been identified, only Overtown, west of the Interstate, has adequate open space. The acquisition of land to create these public spaces and the necessary construction and maintenance is possible through a variety of means.

### Required CRA Actions:

1. Acquire more land for publicly accessible green space for active and passive recreational use.
2. Coordinate with the City of Miami's Planning & Zoning Departments to improve public safety with natural surveillance; requiring that neighboring buildings front all public spaces with doors and windows.
3. Coordinate with the City of Miami's Parks Department on the installation and maintenance of public spaces.
4. Require development projects within the Redevelopment Area to maintain green spaces within project scope.



## **Ways to acquire more land:**

### **Land Swaps**

The City and CRA can directly exchange properties with property owners. For example, if property that is in a good location for a park is privately owned, and the CRA owns land that is a suitable development site, then the CRA could swap land with the private property owner. The community gets a park where it makes sense and the original owner gets a good development opportunity.

### **Revolving fund for public lands**

The County, City, and CRA can create a revolving fund for public lands. For example, suppose the CRA needed to consolidate several properties to make an adequately large green space. It already owns or recently purchased a few of the parcels, but one or two remaining owners hold out and refuse to sell. To avoid the need to use eminent domain, the CRA could give up and decide to sell the land recently purchased. The revenue from the sale could be put into a fund and used later in another location for acquiring land for green space. This may require specific transaction controls.

### **Purchase the land outright**

The CRA Board can, as it has in the past, purchase the land outright for a fair market value. Assistance can be sought from the

County, City, State, and the Trust for Public Land to expedite the purchase of land. Matching grants can be pursued.

### **Land Pooling**

Land pooling is the consolidation of small landholdings for their unified planning, servicing, subdivision and redistribution. This method for land assemblage provides many opportunities including the shared cost and returns of land subdivision between the landowners in an equitable way at no cost to the CRA and the orderly design of the subdivision layout for the planned urban land use. This process would counter excessive land speculation and ensure an adequate supply of land for development purpose.

### **Ask for donations**

The CRA can ask property owners to donate their land for public use. The old expression still holds true, "It doesn't hurt to ask."

Proper maintenance of public spaces  
New public spaces are best maintained through taxing districts applied to the neighborhood and adjacent properties. These plazas and green spaces will be relatively small in comparison to other City of Miami parks. Maintenance, including grass, tree, and shrub planting, landscape mowing and clipping, emptying of garbage cans, litter cleanup, and pressure cleaning paved surfaces should be

provided by the City of Miami. These services can also be provided by locally owned businesses through an incentive program. Recreational facilities and functions should also be provided as part of City or County programs.

The CRA can also coordinate with local churches, civic groups, or organizations that are willing to donate the time and resources to maintain public spaces.

### **Successful Small Urban Parks & Squares:**

The following are qualities that make small parks and squares safe and usable:

1. Design matters more than acreage or uses or luxury.
2. Natural surveillance is essential.
3. Enliven the place with regular activity.
4. Shape the public space with carefully placed trees and buildings surrounding its edges.
5. Open and frame the views into and from within the space.
6. Pedestrian access is all-important.
7. Calm the traffic, beautifully.
8. Provide shade.
9. Provide flexible open space for diverse functions; do not fill up the park with excess equipment.
10. Reserve places for symbols of civic pride and uniqueness.
11. Plan for sustained care and maintenance.

## Transportation System: SMART Plan, Brightline and Tri-Rail Plans

Successful urban environments are supported by a variety of mobility choices, thereby affording residents the freedom to move about comfortably, whether on foot, bicycle, via transit or automobile. In contrast, areas designed primarily around the automobile do not provide the level of mobility and access necessary to create vibrant places with an active street life. Part of the challenge of redeveloping Park West and Overtown is poor mobility and access. Mobility is the ability to travel over distances. Access is the ability to get to a destination—to get to the door. This condition has been created through a combination of barriers such as the Interstate Highways and the elevated Metrorail, and further compounded by the system of one-way streets. The one-way streets discourage motorists from comfortably circulating within the area. These streets also create “straight- aways” that encourage motorists to speed and make it unsafe for pedestrians to cross streets.

Although rail cargo and the elevated transit facilities of Metrorail and the Metromover are positive features in the neighborhood, there are some specific

negative effects that these have on adjacent properties and streets. The physical plan attempts to suggest ways to diminish these negative effects and maximize the positive ones through the location of buildings and public spaces.

### Required CRA Actions:

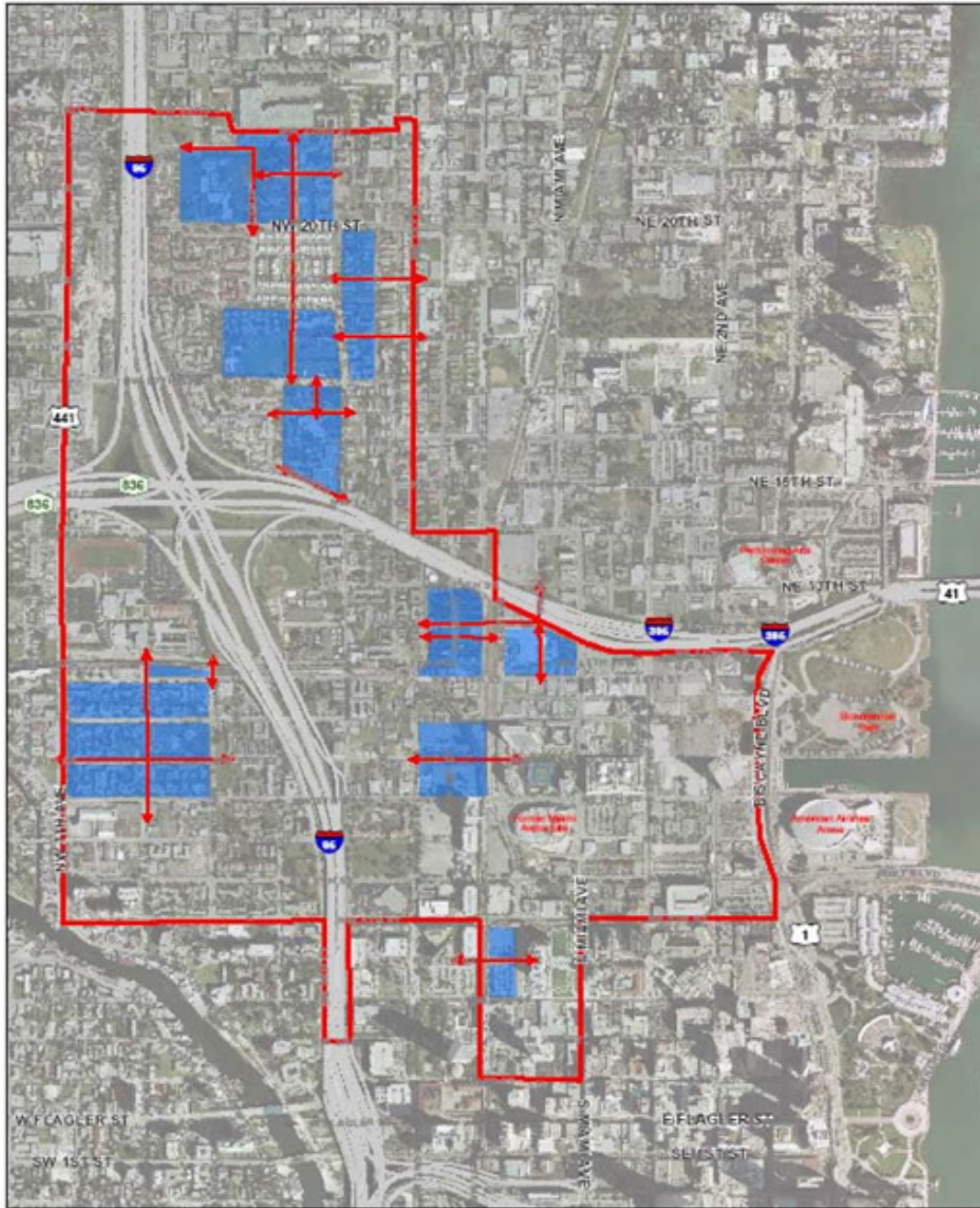
Restoring the urban fabric and mitigating some of the negative impacts of previous transportation improvements are possible through a set of changes carried out in concert. These include:

1. Advocate, fund, and/or facilitate the re-establishment of the traditional urban network of streets and restoration of missing links in the street grid.
2. Advocate, fund, and/or build pedestrian- friendly street improvements.
3. Promote the return of two-way streets.
4. Advocate, facilitate, and construct on-street parking.
5. Assist with solutions to any noise, access, and privacy problems associated with properties along the rail and transit routes.
6. Develop pedestrian compatible community transit system to link all Southeast Overtown, Park West, and the nearby Central Business District and Omni area.

7. Explore the possibility of a pedestrian zone adjacent to the Overtown Metrorail Station to enhance intermodal transfers. Re-establishing the traditional urban network of streets.

Throughout the Redevelopment Area, the traditional urban block structure has been altered. In several locations, streets have been eliminated, and the network compromised. This has created super-blocks, some of which are 1,100 feet long or even longer. These blocks are unusually large and do not fit with the established grain and size of the original street system and blocks, making navigation needlessly difficult. Super-blocks limit both vehicular and pedestrian access, causing an unnecessary waste of time and fuel for motorists and longer distances to travel for pedestrians. Newly created or connected streets should generally do the following:

1. Be designed as two-way streets with on-street parking;
2. Be of a similar right-of-way width to the segments of existing streets with which connections are being re-established; and,
3. Provide pedestrian-friendly street improvements in this section.



## Reestablishing the Traditional Urban Network of Streets

There are some locations within the Redevelopment Area where streets are fenced off or blocked by highways, rail lines, and the Metrorail. If for some reason vehicular access cannot be achieved in these locations, then every effort needs to be made to at least open them up for safe pedestrian access.

In contrast to the large super-blocks, there are several locations where existing blocks are extremely small. On a very limited basis, it may be advisable to close some of the intermediate streets to form blocks of a size more conducive to infill development. This should be evaluated on a case-by-case basis and not adopted as an overall policy. The merits of enlarging a block include:

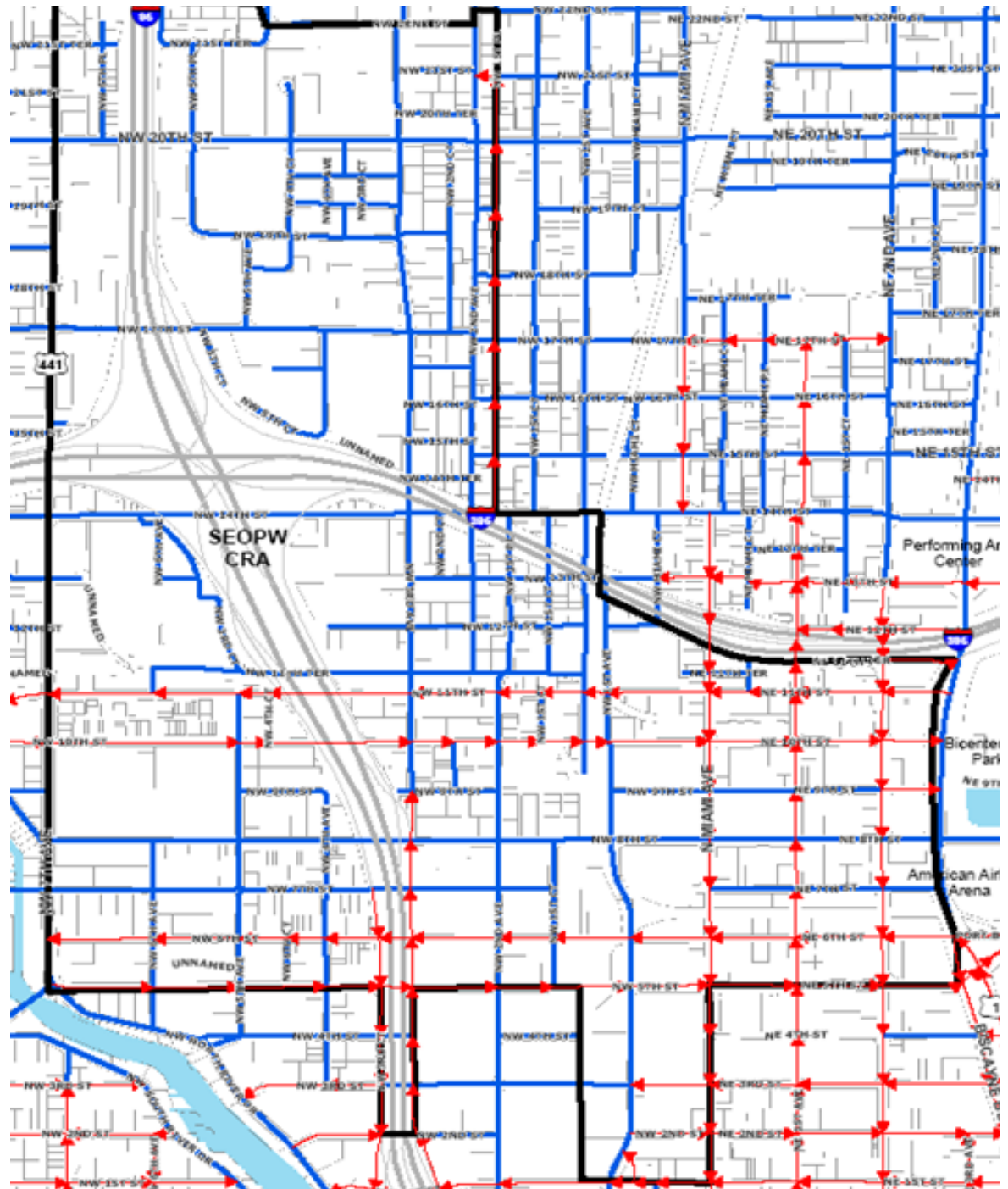
- Selling the rights-of-way and using the proceeds toward the purchase of public green space or for rights-of-way needed elsewhere.
- Increasing the legibility of the major streets.
- Directing and organizing routes of travel without diminishing the primary street system.
- Providing a larger development site for contemporary buildings that may need more room for mid-block parking.

<<< Map showing locations where the street grid should be opened.

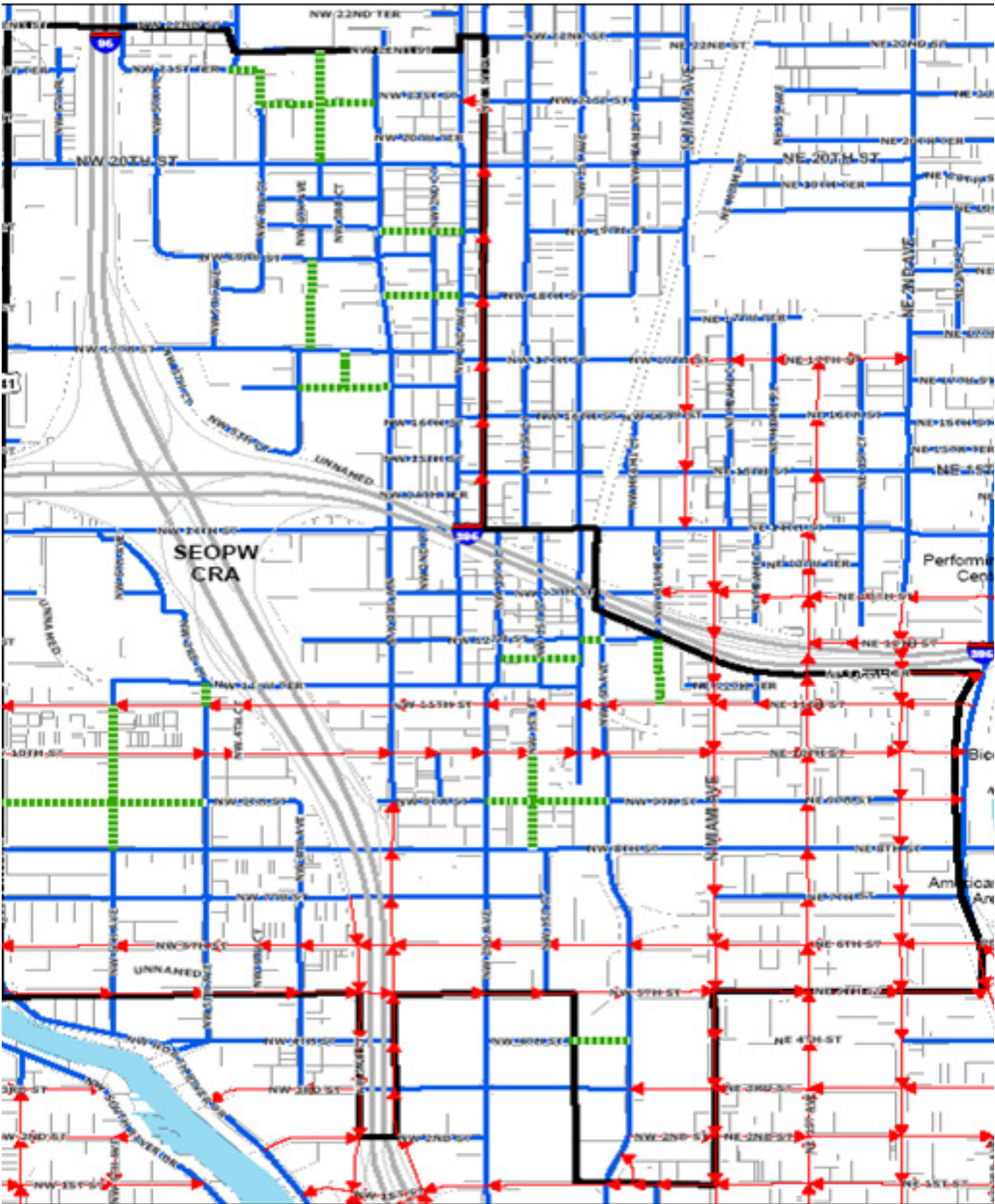


Existing Street Grid  
Showing Two-way Streets (No Arrows) and  
One-way Street (With Arrows)

- TWO-WAY STREETS
- ONE-WAY STREETS



Suggested Changes to the Street Grid





## Pedestrian Friendly Street Improvements

In an urban setting, street level businesses need a comfortable pedestrian environment, as they are reliant on a walk-in customer base. Strategies to make streets pedestrian friendly include:

- Create a two-way street system. Two-way streets have calmer traffic than one-way streets, because drivers are more cautious when adjacent to oncoming traffic.
- Provide on-street parking to create a safety buffer between pedestrians on the sidewalk and moving vehicles, and assist ground level retail, restaurants, and businesses.
- Create narrow travel lanes to discourage speeding, and conserve the much-needed space for on-street parking and wider sidewalks.
- Maintain and create small curb radii, which will require motorists to slow down when turning at intersections.
- At neighborhood centers and intermodal pedestrian zones provide a rough road surface (bricks or cobble stones, etc.) that discourage speeds beyond 20 mph)

Creating continuity on the streets is also a top priority. Sidewalks should be designed to encourage ground level businesses and

pedestrian activity from block to block. In particular:

- Create wide sidewalks that allow pedestrians to walk side-by-side as well as pass each other and allow outdoor dining to be part of the street scene.
- Shade pedestrian paths. This is an absolute necessity in the South Florida climate. While shade trees should be installed wherever practical, in general shade trees are not as effective in providing shade as projecting elements on buildings such as awnings and colonnades. Therefore, these features should be facilitated by zoning and mandated as part of CRA-funded projects.
- Minimize crosswalk distance to limit the amount of time when pedestrians are walking in the travel lanes.

### Promoting the Return of Two-Way Streets

The existing street system within the Re-development Area contains a multitude of one-way streets. These are unfavorable to the future success of the area for several reasons. One-way streets increase the speed of traffic, thereby reducing pedestrian activity. Retail has great difficulty thriving on one-way streets— not only is their drive-by volume cut in half, but each street is traversed primarily by either the morning

or the evening commuters, and therefore, hours of high visibility are limited.

Creating a two-way street system will alleviate these problems and help to orient those traveling within the street system. Conversion to two-way streets must be treated as a priority.

All three scenarios in the Downtown Transportation Master Plan include improving the streets into a two-way street system. The Downtown Transportation Master Plan's study area is east of I-95. Areas of Overtown west of I-95 are currently set up as one-way streets. To extend and complete the system of two-way streets, the following streets should be converted as well: 10th Street, 11th Street, 5th Street, and 6th Street between I-95 and NW 7th Avenue.

### Rail and Transit Routes

#### Rail:

The Brightline rail line that runs along NW 1st Avenue north to Ft Lauderdale and West Palm Beach serves a useful purpose, but the tracks themselves form a formidable barrier physically separating the Park West and Overtown neighborhoods.

To diminish the physical separation between Overtown and Park West, more

pedestrian friendly crossings are needed at 8th, 10th, and 11th Streets. Preferably these crossings will be for both pedestrians and vehicles; however, priority should be given to pedestrian crossings.

### **Transit Routes**

In November 2002, the People’s Transportation Plan (“PTP”) was approved by the voters of Miami-Dade County. The new transportation Plan added numerous rapid transit corridors to the existing Metrorail system, which currently serves only a limited area, linking the remainder of the greater metropolitan region.

Having the convenience of Metrorail in Overtown is advantageous for the residents; however, the physical structure of the elevated rail has a negative impact on the neighborhood with the following problems:

- The elevated tracks further break up the neighborhood into little pieces by separating neighbors and commercial streets.
- The space underneath the rail lines is generally unlit and unsupervised, making it unsafe, especially at night
- The noise from the trains makes the adjacent properties less desirable as places to live.
- Although the appearance isn’t unsightly, it isn’t beautiful either.

## **Strategic Miami Rapid Transit Plan “SMART PLAN”**

A key idea from the SMART PLAN initiative would be for the CRA to seek a partnership with Miami Dade County under the Transportation initiative to explore the funding opportunities and options for linking the EAST-WEST Corridor and/or the Beach Corridor through Park West to the Overtown/Downtown transportation hub.

### **Required CRA Actions:**

The CRA needs to immediately consider and approve these transportation projects as intermodal projects and seek the

support for these projects from the Miami City Commission, the Board of County Commissioners of Miami-Dade County, and the Miami-Dade Transportation Planning Organization (“TPO”),

A map has been included in this Redevelopment Plan for reference. The details of the routes, systems, and parking garage locations may change as the system is closer to implementation.





## **Parking**

Having more than enough spaces in surface parking lots can fragment the urban environment and look unsightly, while having too few spaces can frustrate residents and patrons. However, if individual property owners maximize the amount of parking that can be created on each private lot, and meet 1970s-style parking ratio expectations, the result would be at best a blighted, unsuccessful aspiring suburb rather than a pleasant, walkable urban environment. More commonly, high parking requirements make small-scaled infill developments too difficult and costly.

Therefore, the CRA should promote a balanced strategy that seeks to use space efficiently and facilitate a system-wide approach. Parking should be treated among matters of public infrastructure rather than just as a private endeavor on private properties. The CRA should not enter the business of parking but can help implement projects that can be managed privately or by the Miami Parking Authority.

### **Required CRA Actions:**

1. Advocate, fund, and/or build on-street parking spaces in any future redevelopment efforts within public rights-of-way.
2. Support a reform of off-street parking

regulations to be adopted by the City of Miami to reduce the unnecessary burden on private developers. To jumpstart redevelopment, new businesses in existing buildings should be exempt from parking requirements to reduce their startup costs and therefore their financial risks.

### **Providing and Retaining On-Street Parking**

On-street parking provides motorists with access to street level businesses. These businesses can capture the attention of both pedestrians and drive-by motorists. On-street parking also creates a comfortable pedestrian environment by buffering pedestrians from vehicles in the travel lanes. Sidewalks automatically become active with pedestrians because of people getting in and out of their cars parked in the on-street spaces.

Existing on-street parking throughout the Redevelopment Area should be maintained. The potential for adding on-street parking to streets where it is not currently provided should be explored when roadway improvements occur over time. All new and improved streets within the Redevelopment Area should be designed to include on-street parking.

### **Off-street Parking**

In overly car-dependent regions such as South Florida, each development will com-

monly attempt to provide for their own parking on-site with a parking structure or parking lot. In urban areas, some of the negative effects of storing large quantities of cars on each site are:

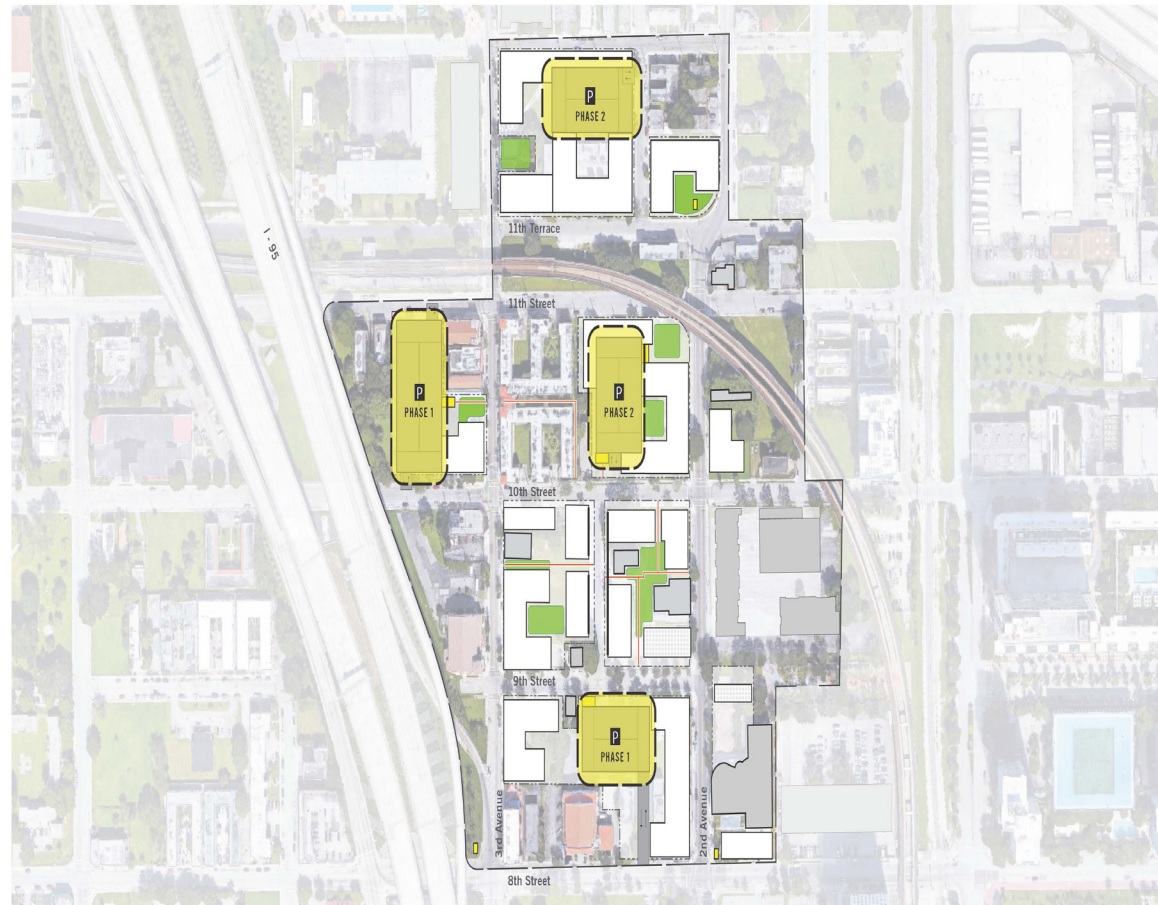
- Experiencing gaps between buildings, from parking lots, when walking down a sidewalk is disruptive for retail environments. Shoppers are easily turned off by these gaps and will often stop shopping or pause and turn around if it looks like there are not any worthwhile destinations down the street.
- Parking structures greatly increase the costs to develop a building. This makes market rate and workforce housing, for example, more difficult to find in central urban areas, where such housing is primarily needed. Luxury apartment dwellers more easily absorb the cost of the parking garages.
- Development that includes parking structures require larger parcels to create functional structures and financially viable projects. This generally requires the projects to be large in scale, and therefore harder to finance and harder to fit within the fabric of the neighborhood.



•Parking structures associated with one building do not necessarily create a “shared” situation, which can reduce the overall needed parking spaces. The concept of shared parking means that at night an apartment resident can use the same parking space used by an office employee during the day. In the suburban model, office buildings and residential buildings are not typically designed to share parking; nor is the building management company in the business of managing parking.

Without shared parking, the inefficient result is that more money is spent, and more land is utilized for parking than is necessary.

#### FRAMEWORK PLAN / PARKING SUMMARY





### **Making shared parking work**

As shared parking facilities are built, and the area becomes more developed, livable, interesting, and walkable, with daily needs and services present, some households may opt to do without an automobile or share fewer cars among family members. Developers of new buildings will not have to provide as much of their own parking as they did in the past. The CRA can do its part by participating in public-private ventures to build shared parking facilities. This will take the burden off local property owners interested in redeveloping or improving their properties and buildings.

### **Reducing the Impact of Parking Garages:**

To diminish the visual and negative impact of parking garages, these guidelines should be followed:

- No blank walls of parking garages or walls with openings to the parking garage should directly face public streets.
- A "liner" of habitable space with a minimum depth of twenty feet should be constructed between the street and the garage portion of the building. Ground floors of garages may contain lobby entrances, entrances to parking, and should also contain retail space. Recommended liner building depths are thirty to forty feet for residential and office, fifty to sixty feet for retail. First floor residential uses should

be raised a minimum of two feet above the average sidewalk grade.

- Gates or payment kiosks should be at least forty feet from the sidewalk if the entrance is on a street.
- Wherever possible, entrances to the parking garage should be from an alley or side street.
- For safety reasons, garages should be well lit during all hours of operation and patrolled by security officers.

## **Land Development Regulations**

Since the first adoption of the Southeast Overtown Park West Redevelopment Plan in 1982 and amended in 1985 and 2007, the City of Miami has adopted three (3) Zoning Ordinances:

1. Zoning Ordinance 9500 adopted in 1982 introduced the mixed-use concept in land development.
2. Zoning Ordinance 11000 adopted in 1990 replaced Zoning Ordinance 9500 to simplify the Ordinance and clarify parking and set back requirements for residential developments. The new ordinance increased parking requirements for new developments, such as apartments, doubled the minimum lot size to address additional parking for businesses. It allowed developers to raze adjacent properties to provide the additional parking needs of their developments. It also increased setbacks requirements for front yards of new homes from 10ft. to 20 ft.

Zoning Ordinance 11000 introduced

the concept of zoning bonuses to allow an increase in the size of projects by 25%, paying a fee of \$6.67 for each extra square foot toward a city fund to assist in financing subsidized housing. Through these incentives projects were developed in the SEOPW Redevelopment Area. Zoning Ordinance 11000 has been amended several times to address the new demands of the market.

3. MIAMI 21 Zoning Ordinance- "New Urbanism", adopted in 2009 has created opportunities for walkable, neighborhood-based development to provide an alternative to urban sprawl. The new code as amended promotes walkability; connectivity; mixed-used and diversity, i.e. mixture of shops, offices, apartments; mixed-housing; quality architecture and urban design within the SEOPW Redevelopment Area.

The SEOPW CRA shall continue to adhere to the Miami Comprehensive Neighborhood Master Plan and Miami 21 Zoning Code as amended from time-to-time. The new Miami 21 Zoning Code is a form-based code that allows more flexibility in

design and development. The majority of the SEOPW Redevelopment Area is currently zoned T-5 and T-6 Urban Center Zones.

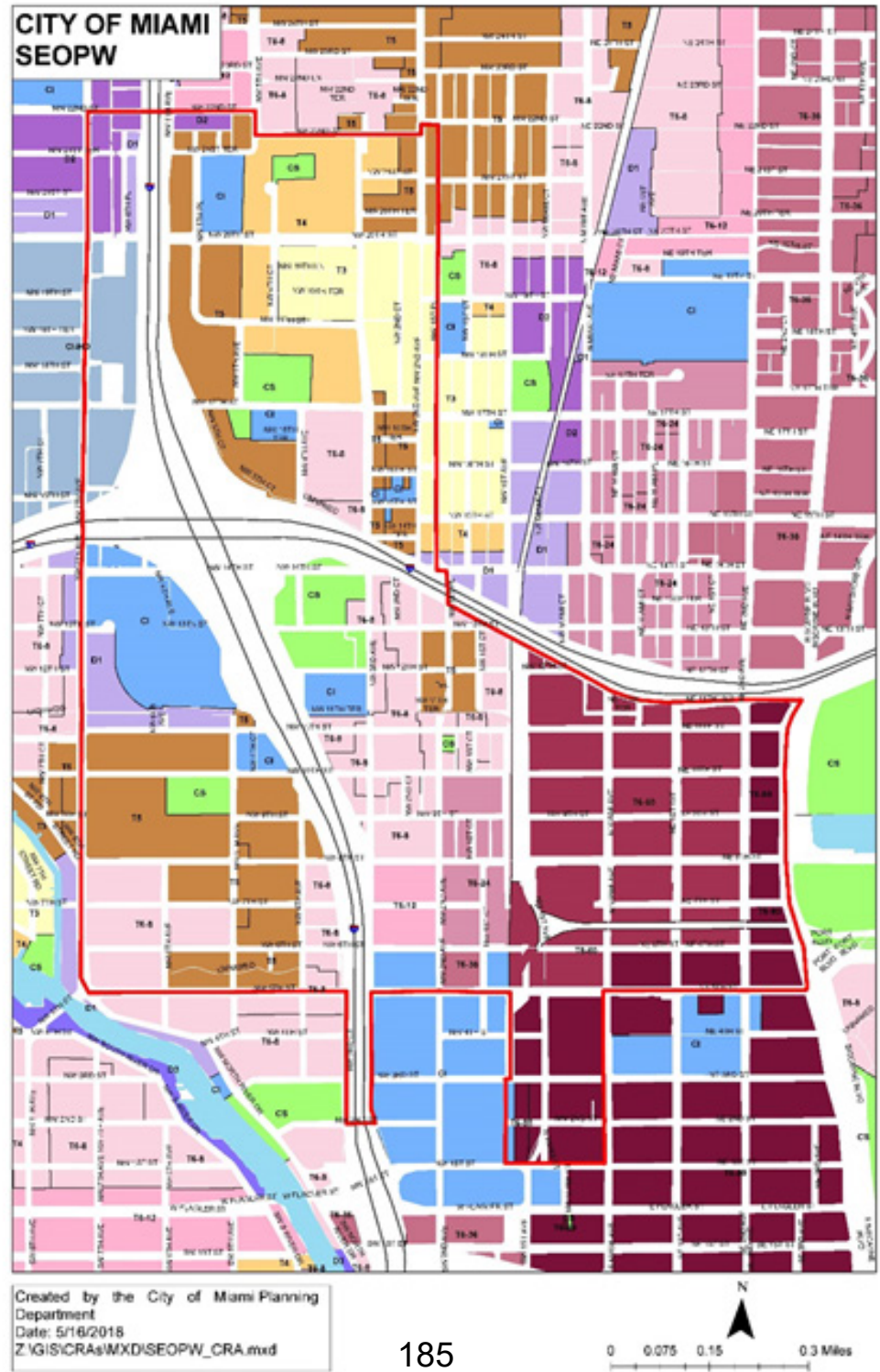
The T-5 zones emphasis is on limited mixed-use and multi-family residences. The T-5 creates a small-town center feel and encourages pedestrian activity with the options for tourist-driven businesses and small lodging.

In the T-6 zones mixed-use development is highly encouraged. T-6 zones has the greatest number and variety of uses such as, single, and multi-family, entertainment establishments, general commercial, office, hotel permitted by Right.

The Land Development code will allow development to occur with reasonable certainty and encourage the development community to deliver a variety of building types to provide housing, entertainment and services needed to support the future development of the SEOPW CRA.

See the following ZONING MAP

# Zoning Map





## Physical Plan

The Physical Plan shows the physical and geographic conditions of public and private buildings. The plan identifies civic buildings, private buildings, streets, highways, and mass transit lines. Various colors for areas between buildings identify parks and open spaces, parking locations, sidewalks, street trees, and yards.



**Within the Miami 21 Zoning Code, each transect zone regulates the following:**

- **Building disposition**—where the building sits in relation to the lot or parcel
- **Building Configuration**—how the building is molded (its shape and form)
- **Function and intensity**—Uses allowed in each transect zone and the percentage of the building that may accommodate that use and/or varying degrees of that use
- **Landscape Standards**
- **Parking standards**
- **Standards that integrate individual property with the public realm**—Such as pedestrian orientation, landscape standards, parking liners, building frontages, etc.
- **A successional (sequential) relationship between transects**—Prior and subsequent transects are related and increase in their intensity, ensuring a smooth succession of environments.

**These elements help regulate the creation of a human environment, rather than simply regulating use.**

## Changes to I-395

This Public Private Partnership (P3) project is a partnership between FDOT and the Miami-Dade Expressway Authority (MDX) and involves three projects that will be constructed concurrently by the AW-dMG Joint Venture to minimize impacts to the public. The three projects include:

### I-395 Improvements

The limits on I-395 are from the SR 836 / I-95 / I-395 (Midtown) Interchange to the MacArthur Causeway, approximately 1.4 miles long. The project will completely reconstruct the existing interstate and create a signature bridge that will span 1,025 feet over NE 2 Avenue and State Road (SR) 5/ Biscayne Boulevard redefining the Miami skyline with its six sweeping arches. The signature bridge with its high vertical clearance will transform the area beneath I-395 into 55 acres of vibrant open communal spaces for the enjoyment of Overtown residents, nearby communities and visitors. The project will add additional capacity to I-395 with a total of three through lanes in each direction and provide separate connector ramps for traffic to and from I-95. The existing I-395 eastbound off-ramps at NE 2 Avenue will be moved west to North Miami Avenue, and the westbound on-ramps at NE 1 Avenue will be shifted to the west to North Miami Avenue. NW 2 Avenue will also be

reconnected under I-395 providing residents greater access.

### SR 836 Improvements

The limits on SR 836 are from NW 17 Avenue to the Midtown Interchange. This project is a continuation of MDX's work program to modernize the SR 836 corridor. The improvements on SR 836 include the construction of a Viaduct (elevated bridge) that begins just east of the toll gantry at NW 17 Avenue, rising over the center of SR 836 allowing drivers to bypass the I-95 Interchange touching down at I-395 west of I-95. The Viaduct will have two lanes in each direction and will allow drivers continuing east to Watson Island, Port of Miami and Miami Beach to entirely bypass the Midtown interchange and its ramps. The existing SR 836 roadway and bridges will serve as a collector distributor system to allow drivers to enter and exit from the existing local roads and I-95. This collector distributor system will reduce the existing weaving movements resulting in enhanced safety and better traffic operations on SR 836. In addition, the existing eastbound SR 836 ramp to northbound I-95 will be widened to include an additional lane greatly reducing the congestion that drivers currently experience.

### I-95 Concrete Replacement Project

The limits for the improvements on I-95 are from NW 8 Street to NW 29 Street and include the total replacement of the con-

crete pavement for both the northbound and southbound travel lanes. The AW-dMG team has also added a seventh lane in the northbound direction to receive the additional lane from eastbound SR 836 ramp to northbound I-95 and enhance the flow of traffic through the Midtown Interchange. This portion of the project will also enhance safety, rideability and durability of I-95 along the project limits.







## SECTION FOUR: PROJECTS AND PROGRAMS

## Projects Areas and Program Initiatives: An Overview

This section is organized into two primary subsections, "Project Areas," and "Program Initiatives." The Project Areas are numbered "A" through "E" and as a group encompass the entire Redevelopment Area. They should be thought of as various "starting points" for projects within the Redevelopment Area. The purpose of having the Project Areas is to focus expenditures and efforts in small areas to totally transform them, creating as dramatic and visible an impact as possible. By concentrating the efforts, people will experience what the larger area will look, feel, smell, and sound like as revitalization spreads, inspiring additional private reinvestment.

The boundaries for Project Areas are not intended to be treated as finite boundaries. If a redevelopment proposal is adjacent to the area and it meets the urban design solutions of the project, then it should be considered part of the Project Area.

The current projects and programs to be facilitated by the CRA are listed and described in the second half of this section, following the description and intent of the Project Areas. These projects may need to

be updated from time to time as the projects evolve and components are implemented. Some may need to be removed from the plan when they are sufficiently completed. New projects may need to be added. This section can be supplemented by another document or documents revising the list of projects or describing them in greater detail.

### **Criteria for Physical Improvements**

The following are criteria for any physical improvement project to be endorsed by the CRA:

- It produces a total, outdoor environment of exceptional beauty, which exudes safety and optimism, and which stands out in marked contrast to blight.
- It involves a combination of adaptive re-use of existing (or better, historic) structures with new buildings and improved public spaces.
- It involves a completion of the public space; for example, both sides of the street, all corners of an intersection, or all sides of a park or green space should be built out or renovated.
- It includes a significant residential

component, preferably owner-occupied; one desire is to repopulate the area and to correct an imbalance of renters versus owners.

- It lures residents of moderate incomes or varied incomes; these are "colonists" who will demonstrate the viability of close-in convenient neighborhoods and whose discretionary income will help support businesses.
- It suggests what the larger neighborhood will be like as revitalization spreads, and it inspires private reinvestment.
- Its purpose meets the principles and goals described in Section 2 of this Redevelopment Plan

### **Project Areas Stakeholders' Roles**

Specific roles for each of the stakeholders appear below and with the Project Area descriptions. In the spirit of teamwork, the stakeholders can each do their part to revitalize the area. The roles for stakeholders other than the CRA should be considered as suggestions. Approval of this plan should in no way require agencies or individuals outside of the CRA to perform the suggested actions. Stakeholders include:



**CRA:** Perform actions as sanctioned under the Redevelopment Act of 1969 and identified in this Community Redevelopment Plan.

**City of Miami:** Continue support for the CRA and make changes to the zoning and other land development regulations for properties in this part of the City. The City should maintain and improve its properties in Overtown and use its resources to provide a safe and attractive community.

**For-Profit Developers, Community Development Corporations, and Investors:** Continue redeveloping properties, adding more jobs and housing options within the community.

**Residents in the Community:** As most are aware, revitalization takes a long time. Spend the effort and money to improve the appearance of homes and yards. Sometimes little tasks that do not cost too much can make a big difference, such as repainting, adding a tree or shrubs, and picking up litter that might be on your street or in your or your neighbor's yard.

**Rental or Commercial Property Owners and Business Operators:** Maintain or improve the appearance of your buildings. Grants and low-interest loan programs are available to accelerate improvements.

Property owners who do not intend to make improvements should consider selling their properties or partnering with others who have greater resources.

**Overtown Community Oversight Board:** Continue monitoring and guiding the various activities within Overtown, including implementation strategies and creating new alliances.

**The Black Archives, History & Research Foundation of South Florida, Inc.:** Continue the efforts to promote and preserve the cultural heritage of the community.

**Community Churches:** Stay involved and stay aware of the revitalization activities in the community. Help the CRA distribute information as needed from time to time. Sponsor activities to improve the visual appearance of the neighborhoods and continue to promote the area as a proud community that cares.

## Project Area A: Park West/Downtown

### **General Boundaries:**

North: I-395 Overpass

South: NW 1st Street

East: properties that face Biscayne Blvd

West: properties that face NW 1st Avenue

### **Challenges**

- The area continues to house many vacant commercial buildings that can be used for commercial use and resulting job creation.
- Planned projects should be supported that emphasize the greatest impact on job creation for the area.
- There is a general lack of sense of place resulting from low building heights in proportion to the existing buildings that exist in the east portion of the area.

### **New Opportunities**

There are several opportunities that an enhanced Park West area will afford the neighborhood. One of these is the incremental number of jobs that can be created from potential commercial activity proposed from the Miami Innovation District, the Miami Innovation Tower, the Miami Worldcenter and the Convention Hotel and Exposition Center project in the Park West neighborhood.

The Miami Innovation District is comprised of approximately 10.4 acres technology-based 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 creating a home for the burgeoning movement of innovation and entrepreneurship in South Florida.

Envisioned as “a dynamic urban core of diversity and excitement,” Miami Worldcenter proposed to be a “blend of exceptional retail, restaurant, entertainment, hotel, residential, and commercial offerings in one unique location with up to 20 million square feet of buildable area across nearly 30 acres of prime real estate. In addition to the Miami Worldcenter project the SEOPW CRA will seek to assist in the funding of a Conference and Convention Hotel with an Expo Center to serve the area and create additional jobs to support the hospitality industry.

Better pedestrian routes and improved walking conditions will allow residents and visitors alike to circulate between the two areas. Another opportunity is that the railroad right-of-way can accommodate a

new light rail system, the Baylink. A station along this section of the avenue will bring people to Park West and serve as a link to Downtown Miami and Miami Beach for neighborhood residents.

Park West can become a mixture of office, commercial and residential buildings which would be the best choice to serve both the Overtown and Park West areas.

### **Urban Design Solutions**

1. With both retail and commercial activity proposed and a high degree of potential transportation options available new projects should be encouraged to take advantage of wider sidewalks and lit corridors that interconnect building and projects for high walkability.
2. Legitimize parking on all streets in the area by marking on-street spaces and installing parking meters.
3. Several changes and improvements are proposed in the Physical Plan to create a more pedestrian-friendlier environment in the area. Improvements to sidewalks and the addition of street lights and shade trees along all the streets will provide a more enjoyable walking environment always.



4. Taller building heights, when combined with the landscape improvements, will increase the definition of the public space in the area, and will contribute to creating a sense of place. The natural surveillance that occurs when people can watch the streets through the windows of their homes or offices will make the street corridors much safer places.
5. A parking structure in some location in the area, perhaps in Overtown, will service the parking need generated by the influx of visitors and daily inhabitants to the area. Any proposed parking structures must be lined with habitable spaces (such as offices, apartments, or hotel rooms) facing the streets or avenues.

**Stakeholders’ Roles for Redevelopment**

**CRA:**

- Make sure there are Credit Counseling Services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.

**City of Miami:**

The Planning Department put forth a new code called Miami 21 that took in consideration new development regulations for properties along Biscayne Boulevard in Park West to create rules that will provide an attractive and safe pedestrian environment facing Biscayne Boulevard.

**Residents in the Community:**

Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.

**Developers:**

Provide residential units in the Park West area that meet the goals and principles of this Redevelopment Plan.

**Commercial Property Owners:**

Look for opportunities for apartments or condominiums to increase the number of patrons for the local businesses.

**Overtown Community Oversight Board:**

Continue to monitor and offer recommendations on activities.

**The Black Archives, History & Research Foundation of South Florida, Inc.:**

Continue the efforts to promote and preserve community’s cultural heritage.



## Project Area B: Overtown (Cultural and Entertainment District)

### **General Boundaries:**

North: NW 11th Street

South: NW 5th Street

East: NW 1st Avenue

West: NW 3rd Avenue

### **Challenges**

- The historic cultural life of arts and entertainment and expression of heritage in this area needs to be regenerated. Many of the historic buildings have been demolished.
- There is a need for a safe public gathering space associated with the restored and expanded Lyric Theater.
- Ensuring the economic viability of the Lyric Theater as the cultural anchor of Historic Overtown
- Once the Lyric Theater and surrounding businesses become successful, there will be a perceived shortage of parking spaces, and new parking spaces will be needed for infill redevelopment.
- Residential population household incomes have decreased in year 2016 from year 2000 according to the American Community Survey 5 year estimate from the Federal Census Bureau,

explaining the decrease in viable business that offer services to the residents.

### **New Opportunities**

The Project Area called "Overtown" is intended to be the central core of Overtown. SEOPW is proactively planning to revive Overtown, creating a "destination of choice." The Overtown Cultural and Entertainment District is a tourist destination that celebrates Miami Dade County's Black heritage for the twenty-first century. The themes for Cultural and Entertainment District: 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 literal, visual and performing arts.

The Overtown Cultural and Entertainment District is an economic revitalization project, evolving from the Historic Overtown Folk Life Village Master Plan and City of Miami ordinances establishing the Overtown Cultural and Entertainment District. The Overtown Cultural and Entertainment District shall consist of retail corridors with mixed-use facilities including housing;

rehearsal and performing spaces for artists, artisans and craftspeople; spaces for incubator businesses, residents and others of all ages, colors and creeds.

The intent of the art and theatre based Overtown Cultural and Entertainment district is to allow cultural related venues such as galleries, museums, night clubs, supper clubs, hotels and adult drinking establishments (bars) to benefit the patron traffic from the proximity to one another within the Cultural and Entertainment District.

The Lyric Plaza will be the focal public open space for cultural and entertainment activities. The Black Archives, History & Research Foundation of South Florida, Inc. has restored the Lyric Theater and rents it out for activities and events. The Lyric Theater will also attract business to the area from performances associated with the Adrienne Arsht Center for the Performing Arts of Miami-Dade County. Additionally, the International Longshoreman's Association, chartered in 1936 to serve the Port of Miami and a critical part of the Overtown business community headquarters' redevelopment for members, retirees and the community will be a significant contributor

to the business and cultural development of Overtown and the SEOPW CRA.

An Economic Programming Study prepared in 2002 for Overtown that made recommendations based on the CRA's guiding principles for programs and projects should be updated to incorporate the many changes that have occurred in the area and the planned future projects.

The Overtown Cultural and Entertainment District will serve as the cultural anchor of "Historic Overtown," and can serve to significantly enhance efforts to create a tourist destination. The long-term viability of the Lyric Theater as the cultural anchor, and future Overtown Cultural & Entertainment District and commercial retail and residential developments are critical. Keeping the theater open and active may require additional public- private partnerships.

### **Urban Design Solutions**

1. The Lyric Plaza should be surrounded on three sides by mixed-use buildings, with the fourth side being the planned addition to the theater. The ground level of these buildings should contain restaurants, bars, clubs, and shops offering unique merchandise with cultural appeal. These establishments will complement the theater-going

experience and will encourage people to come early and linger after performances at the Lyric Theater and other future clubs in the area.

2. Offices and/or apartments should occupy the upper floors around the Lyric Plaza.
3. Vehicular access should be provided on the west and north sides of the Lyric Plaza, providing a drop-off location for patrons and providing access to mid-block parking facilities.
4. The city blocks between NW 2nd Avenue and 3rd Avenue should follow the Folk Life Village Plan in character, with two to four story buildings.
5. Taller buildings should be built facing NW 1st Avenue and the Metrorail tracks. Integrated into these buildings should be garages that provide shared parking spaces to theatergoers, the businesses, residents, and visitors on NW 2nd Avenue and in the Folk Life Village area.

### **Folk Life Village Culture and Entertainment District Capital Improvement Plan for the Redevelopment Plan.**

The proposed Folk Life Village Cultural and Entertainment District will be the catalyst redevelopment area for mixed-use retail, commercial and residential projects and serve as the new (and historic) heart of

Overtown.

### **Streetscape improvements.**

Specifically, NW 3rd Ave, NW 2nd Court and NW 2nd Ave (from 8th Street to 10th Street); NW 9th & 10th Streets (from I-95 to NW 1st Ct) and the 9th Street Pedestrian Mall Plaza.

NW 3rd Avenue: Update paving, wayfinding.

NW 2nd Court: Restore Gary Moore paving at NW 9th Street; create a pedestrian friendly, "curb-less" street that may be opened/closed to vehicular traffic as appropriate to facilitate pedestrian oriented retail and activity.

NW 2nd Avenue: Replace on street parking with strategically located loading/unloading areas, valet parking areas and clustered, shade providing seating and landscape areas; update paving, wayfinding and branding.

NW 9th Street: Restore Gary Moore paving, extend paving treatment across NW 3 Ave to new plaza in front of Mt. Zion Baptist Church.

NW 10th Street: Update paving, wayfinding and branding.

9th Street Pedestrian Plaza: restore Gary Moore paving; update wayfinding and



branding.

Streetscape Improvements.

Specifically, NW 3rd Avenue and NW 2nd Avenue (from 10th Street to 12th Street); NW 11th Street, NW 11th Court and NW 12th Street (from I-95 to NW 1 Ct) and the Pathway beneath the Metro-Rail.

NW 3rd Avenue: Update paving, wayfinding and branding.

NW 2nd Avenue: Replace on street parking with strategically located loading/unloading areas, valet parking areas and clustered, shade providing seating and landscape areas; update paving, wayfinding and branding.

NW 11th Street: Update paving, wayfinding and branding.

NW 11th Terrace: Update paving, wayfinding and branding.

NW 12th Street: Update paving, wayfinding and branding.

Metro-Rail Pedestrian Walkway: Extend Gary Moore paving, update wayfinding and branding.

The SEOPW CRA proposes the development of four mixed-use parking structures each

containing between 400 and 700 parking spaces for a total of 2,500 to 3,000 parking spaces. At +/- \$30k/space the total parking investment is between \$75M and \$90M. Parking structures are required as part of the initial development of the Overtown Cultural and Entertainment District to provide the required parking for the new, proposed public and private development uses (within 1,000 feet) to be implemented as part of an overall parking strategy.

South (9th Street) Parking Structure: 400 spaces @ \$30k/space = \$12 M may require land acquisition by the CRA may include a museum/gallery of African American art at the ground floor.

West (I-95) Parking Structure: 560 spaces @ \$30k/space = \$16.8M may be built on land already owned by the CRA, may include arts and film studio may allow for mixed-use project (hotel) at NW 3 Ave frontage to screen parking

Central (10th Street) Parking Structure: 650 spaces @ \$30k/space = \$19.5M may require land acquisition by the CRA, may allow for mixed-use project (residential) at street frontages to screen parking

North (11th Street) Parking Structure: 700 spaces @ \$30k/space = \$21M may require land acquisition by the CRA,

may allow for mixed-use project (hotel) at street frontages to screen parking

\* parking structures associated with redevelopment projects to be built as the projects are implemented.

**Stakeholders' Roles for Redevelopment**

**CRA:**

- Offer land as part of public-private joint development projects, and coordinate County efforts to do the same.
- Make sure there are Credit Counseling-services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.
- Help existing and future commercial property owners attract quality tenants, and national retailers, by assigning a Sr Staff of the CRA to focus on the effort.

**City of Miami:** The implementation of Miami 21 changed the Land Development Regulations for the City of Miami in its entirety to promote more walkable neighborhoods and density in areas that would promote the use of transit. Overtown, and the area around the Lyric Theater including



the proposed Entertainment District, and its new businesses will receive the same incentives that businesses in parts of Park West receive.

**Residents in the Community:** Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.

**Developers:** Provide residential units in Overtown that meet the goals and principles of this Redevelopment Plan.

**Overtown Community Oversight Board:**

Continue to monitor and offer recommendations on activities.

**The Black Archives, History & Research Foundation of South Florida, Inc.:**

- Carry out the plan to expand the Lyric Theater and manage the Lyric Plaza.
- Continue to maintain the Lyric Theater and rent it for events.
- Continue with art and heritage exhibits showcasing African American cultural contributions at the Lyric Theater to provide a destination in

Overtown.

- Continue the efforts to promote the Folklife Village and Overtown Cultural and Entertainment District.
- Assist in the development of complementary uses along the NW 2nd Avenue corridor

## Project Area C: Overtown Communities: Town Park, St. Agnes, Rainbow Housing

### **General Boundaries:**

North: NW 22nd Street

South: NW 11th Street

East: NW 1st Place

West: NW 7th Avenue

### **Challenges**

- Buildings that once opened toward the street with doors and windows have been closed, presumably due to crime or the perception of vulnerability to crime.
- Neighborhood-serving retail has been reduced to a handful of bars, small markets, hair salons and barber shops, and laundromats.
- The Culmer Center building is far from the street fenced off, poorly lit at night, and the property is significantly underutilized.
- Existing apartment buildings in the area are at best plain and, in many cases, aging and unattractive.

### **New Opportunities**

NW 3rd Avenue could become a thriving mixed-use commercial street with businesses that better support the daily needs of both longtime residents and newcomers. New residential developments, such as Courtside Apartments, the rehabilitation of Town Park North and South and subse-

quent conversion co-ownership with HUD to private homeownership as Homeownership has been a major theme among residents in encouraging redevelopment in the Overtown Community. As well, the revitalization of Miami-Dade County public housing community Rainbow Village will increase the variety of housing choices and diversify the household types and incomes, and return the customers needed for the businesses in Overtown. The Culmer Center could be rebuilt and expanded as an impressive street-oriented building, with a courtyard for certain outdoor activities. The corner at NW 17th Street and NW 3rd Avenue has large trees that will enhance what could be turned into a public green square. Vehicular traffic around the new green square will make it safer than the property currently appears.

### **Urban Design Solutions**

1. Use the Culmer Center property as a redevelopment site.
  - The existing facility should be replaced with a new structure built at the corner of NW 17th Street and NW 4th Avenue. The new building should be oriented to the street, with an open-air courtyard.
  - An unfenced public green or park should be built at the corner of NW 17th Street and NW 3rd Avenue where

currently there are large trees. The front entrance of the new Culmer Center should face the new green square.

- The remaining portion of the Culmer Center property along NW 3rd Avenue should be redeveloped as 2- to 4-story flexible-use buildings, oriented toward the street like those on the east side of NW 3rd Avenue.
  - The remaining portion of the Culmer Center Property along NE 4th Avenue should be redeveloped for residential or office uses. Live/work combinations should be encouraged.
2. Properties on the eastern side of NW 3rd Avenue should be refurbished or redeveloped into 2- to 4-story mixed-use buildings. Windows and doors must face NW 3rd Avenue to make walking along the sidewalk safe and worthwhile.
  3. Implement the Trust for Public Land's Overtown Greenway Plan (the portions for North Overtown, in particular). NE/ NW 14th Street is the main pedestrian connection into the Omni Area.
  4. Sidewalks should be repaired where broken and trees planted where there are gaps. This segment of NW 3rd Avenue currently has a nice mature street tree canopy that should be retained during any future streetscape project.

## **Stakeholders' Roles for Redevelopment**

### **CRA:**

- Make sure there are Credit Counseling Services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.
- Initiate a streetscape improvement project for Overtown Communities.
- Help attract new businesses to NW 3rd Avenue to complement the renovation of the Overtown Shopping Center and in anticipation of new residents moving into Courtside Apartments making those businesses more viable than with the current population.
- Provide assistance through façade improvement program or rehabilitation grant or loan program for existing commercial building/business owners to upgrade the existing stores on NW 3rd Avenue.
- Request the County to redevelop the Culmer Center or seek a third party to enter into a joint venture with the County.

### **City of Miami:**

Assist with streetscape improvements for Overtown Communities and request the County to redevelop the Culmer Center.

### **Residents in the Community:**

Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.

### **Developers:**

Continue to provide more residential units in Overtown Communities that meet the goals and principles of this Redevelopment Plan.

**Commercial Property Owners:** Make improvements to buildings and look for opportunities for apartments or condominiums to increase the number of patrons for the local businesses.

### **Overtown Community Oversight Board:**

Continue to monitor and offer recommendations to activities in North Overtown.

### **The Black Archives, History & Research**

**Foundation of South Florida, Inc.:** Continue the efforts to promote and preserve the cultural heritage of the community.

### **Community Churches:**

- Evaluate your building and grounds to see if changes can be made to the appearance to help beautify NW 3rd Avenue.
- Study the possibility of developing excess church property for housing or commercial uses.
- Host or sponsor community events to attract tourists or visitors to Overtown.

## Project Area D: Historic Overtown Priority Business Corridor

### **General Boundaries:**

North: 14th St

South: NW 8th Street

East: properties that face NW 3rd Avenue

West: properties that face NW 3rd Avenue

On June 9th, 1998, the Miami City Commission, by Resolution No. R-98-592, designated NW 3rd Avenue from approximately NW 8th Street to approximately NW 14th Street, and NW 8th Street from NW 2nd Avenue to NW 3rd Avenue, as the Historic Overtown Priority Business Corridor. This general designation gave the CRA the ability to start planning activities, to assist the overall commercial revitalization of Overtown.

### **Challenges**

- More buildings require renovation.
- The community has criticized the construction of parking lots, because they appear to remain empty and decrease the sense of a built-up neighborhood.
- The street has many churches, each needing additional parking during church events and funerals that occur on days other than Sundays. These events further reduce the parking availability for business patrons.
- There is a lack of shade for pedestrians.
- Sidewalks are narrower than those

for typical main streets, making it less comfortable for shoppers and other pedestrians.

### **New Opportunities**

The potential for a thriving NW 3rd Avenue has not been lost. The segment near NW 8th Street is quite visible for people getting on I-95, and it is somewhat visible for northbound motorists on I-95. More noticeable improvements between NW 8th and NW 14th Streets will attract people to stop there who might otherwise pass by, or who might be interested enough by a passing glance to want to return when they have more time.

### **Urban Design Solutions**

1. Do not build any more parking lots until the demand for the area increases to the point where there is a real parking problem. The project entitled Planning and Development of Parking Facilities for the Historic Priority Business Corridor, should be considered complete until more parking is needed in the Priority Business Corridor. The surface parking lots constructed by the CRA were intended to be an interim use. The CRA is interested in development proposals for those properties, provided parking is included that is also accessible for existing neighboring buildings.

2. Shade for pedestrians is urgently needed. This can be accomplished by planting trees between the on-street parking spaces, or with awnings, canopies, roof overhangs, balconies, colonnades, or arcades attached to the buildings.
3. Vehicular travel lanes should be narrowed so that the extra space can be added to the sidewalk width. On-street parking must remain in any future streetscape project, to help the businesses along the street, and to add a safety barrier between the moving cars and the pedestrians.
4. Landscaping along the embankments of the Interstate Highways and the Metro-rail should be continued.
5. Improve the appearance of Church-owned parking lots. These are mostly empty except during Sunday services and other events and they could be landscaped better. Better yet, develop new buildings to house church programs, community outreach services, subsidized housing or for generating revenue through renting and leasing. Any new buildings will likely have to include parking structures and minimize the view to parking from NW 3rd Avenue.

### **Implementation Strategies**

The 1998 Study for the Historic Overtown NW 3rd Avenue Priority Business Corridor recommended that an economic study was needed, that a business capacity and identification program be created, and a “theme” be adopted. We recommend that an updated study be performed for Overtown, to estimate the magnitude of commercial and residential development that Overtown can sustain. The study would assess the success of future residential development and its dependence upon the success of commercial uses. The CRA will have to work on the Priority Commercial Corridor in a coordinated manner with the FolkLife Village and the Entertainment and Cultural district intended for Overtown. A “theme” is not so important but positioning the Overtown neighborhood properly in an advertising and marketing campaign will be important to its success.

### **Stakeholders’ Roles for Redevelopment CRA:**

- Continue to plan and coordinate improvements for this Project Area.
- Coordinate efforts with Urban Philanthropies the Overtown Civic Partnership.
- Help existing, and new commercial property owners attract quality tenants, and national retailers.

- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.

**City of Miami:** The City of Miami changed the all land development and land use regulations by the implementations of Miami 21 that would include revisions and upgrade the appearance and facilities at Athalie Range #1 Mini Park.

### **Residents in the Community:**

- Patronize the businesses on NW 3rd Avenue.
- Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.
- Appeal to FDOT and the City of Miami to renovate Athalie Range #1 Mini Park consistent with the goals to revitalize Overtown.

### **Commercial Property Owners and Developers:**

Continue making improvements and look for opportunities for apartments or condominiums to increase the number of patrons for the local businesses.

Overtown Community Oversight Board:  
Pay close attention to NW 3rd Avenue while focusing on the Overtown efforts. Look for actions that can benefit NW 3rd Avenue.

### **The Black Archives, History & Research Foundation of South Florida, Inc.:**

- Continue the efforts to promote the FolkLife Village.
- Continue efforts to secure funding and organize businesses consistent with the Main Street Program that the Foundation currently oversees.

### **Community Churches:**

- Evaluate your building and grounds to see if changes can be made to the appearance to help beautify NW 3rd Avenue.
- Study the possibility of developing excess church property and surface parking lots for housing or commercial uses.
- Host or sponsor community events to attract tourists or visitors to Overtown.



## Project Area E: Overtown Culmer Community

### **General Boundaries:**

North: NW 11th Street

South: NW 5th Street

East: I-95

West: NW 7th Avenue

### **Challenges**

- Streets were closed off near Reeves Park, and in turn, create large blocks, referred to as “superblocks.” These sometimes are difficult for pedestrians to cross, and make motorists drive farther, consuming time and expensive fuel.
- The two blocks of neighborhood serving retail blocks on NW 5th Avenue might be difficult to revive in the near term.

### **New Opportunities**

The location of this area between downtown and the Miami River will become desirable as a neighborhood in which to live once the apartments and neighborhood amenities become more attractive and functional. The revitalization of the Miami-Dade County public housing communities Culmer Gardens and Culmer Place will also serve to increase the housing options for residents of SEOPW and provide more attractive facilities in the project area.

The revitalization of these Miami Dade County public housing communities will increase the variety of housing choices and diversify the household types and incomes and return residents needed for the businesses of Overtown.

The one-way streets in this neighborhood could be returned to two-way, shortening car trips and removing confusion for motorists. Apartments could be quite desirable facing all four sides of Reeves Park. Opening the superblock so that streets will surround all four sides of Reeves Park and will make the park appear to be safer.

The Culmer Community does have industrial uses along NW 7th Avenue. Those that are compatible to the neighborhood should not be discouraged. Special attention will need to be given to the transition from industrial to residential uses. These businesses provide jobs for residents in Overtown at wage levels higher than retail jobs and likely high enough to support a family.

### **Urban Design Solutions**

1. To break up the superblocks, former streets will need to be restored, especially the superblock bordered by NW 8th Street and NW 10th Street between

NW 5th Avenue and NW 7th Avenue.

2. Apartment buildings must vary in form and color to enhance the visual appearance of the neighborhood.
3. The fronts of new apartment buildings facing Reeves Park shall have their front doors facing the Park.
4. Neighborhood serving commercial land uses shall be encouraged on NW 5th Avenue between NW 7th Street and NW 10th Street, except on the Reeves Park property.
5. Provide on-street parking, especially near neighborhood serving commercial buildings and around Reeves Park.
6. Implement the Trust for Public Land’s Overtown Greenway from the Miami River to Overtown.

### **Stakeholders’ Roles for Redevelopment**

#### **CRA:**

- Help the Trust for Public Land implement their Overtown Greenway.
- Make sure there are Credit Counseling Services available for existing Overtown residents, to help them qualify for homeownership.
- Make sure there is an organization set up that can offer basic financial literacy training, job training, education and

other supportive services for people with extremely low incomes that cannot qualify for home ownership.

- Help promote neighborhood serving retail for Culmer Community in a similar manner to Historic Overtown Priority Business Corridor.
- Encourage the City to change the one-way streets in the Culmer Community back to two-way streets.
- Assist residential developers to provide additional quality housing in the Culmer Community.
- Help existing, and future commercial property owners attract quality tenants, and national retailers.

#### **City of Miami:**

- The Public Works Department should turn the one-way streets to two-way streets which is recommended for Overtown and Park West in the Downtown Transportation Master Plan.
- Contribute to changes to Reeves Park as new development opportunities arise on surrounding properties.
- Upgrade the appearance and facilities at Athalie Range #1 Mini Park.
- Encourage buildings that face Reeves Park and Athalie Range #1 Mini Park to provide natural surveillance of the parks and provide incentives for cre-

ative architectural designs that blend residential buildings with the culture of the neighborhood.

#### **Developers:**

Continue to provide more residential units in the Culmer Community that meet the goals and principles of this Redevelopment Plan.

#### **Residents in the Community:**

- Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.
- Appeal to FDOT and the City of Miami to renovate Athalie Range #1 Mini Park in accordance with the goals to revitalize Overtown.

#### **Commercial Property Owners:**

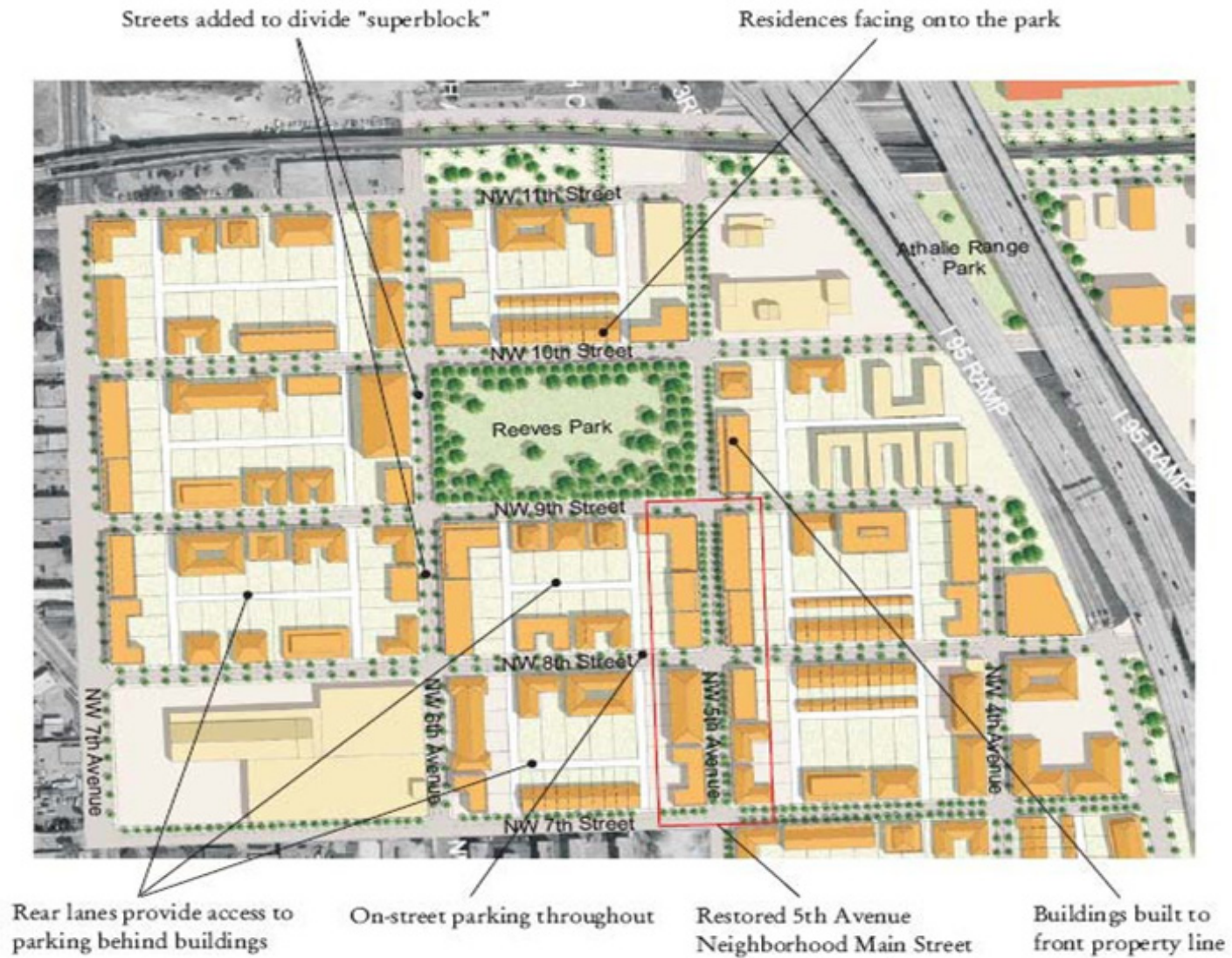
- Make improvements to buildings as necessary, and paint or clean building facades on a frequent basis.
- **Overtown Community Oversight Board:** Continue to monitor and offer recommendations to activities in West Overtown.

#### **The Black Archives, History & Research Foundation of South Florida, Inc.:**

- Continue the efforts to promote and

preserve the cultural heritage of the community.

# Overtown Culmer Community



## Program Strategies:

The Programs for the CRA are organized into the following headings:

- I. Community Heritage and Historic Preservation
- II. Promotion and Enhancement of Overtown as a Cultural and Entertainment Destination
- III. Planning, Development, Technical Assistance and Program Compliance
- IV. Street Improvements, Utility Infrastructure and Transportation
- V. Home Ownership Pre-Qualification and Counseling Program
- VI. Grants for Existing Businesses and for fostering new businesses

The ordering and numbering of these programs are not intended to reflect a prioritization. The programs identified here should change over time as projects are completed and new projects become important. Each of the programs has underneath them check marks that illustrate which of the goals set forth in Section 2 they are supporting.

### **I. Community Heritage and Historic Preservation**

1. Renovation of Historically Significant Buildings

✓#1-#6 supports all the goals

#### **Overtown**

The CRA proposes to build on the historic character of the area by preserving and revitalizing historically significant structures in the Redevelopment Area. Projects will be implemented following the completion of the designation of the significant historic structures for rehabilitation. The Black Archives, History & Research Foundation of South Florida, Inc.'s Master Plan identifies the following objectives as a guide in the redevelopment process:

- Effectively communicate information and develop broad based awareness and appreciation of historic achievements of the African-American community through exhibits, special events, tours, and the media.
- Develop a magnet area within the target community for the purposes of: (1) re-establishing a special identity for Overtown by focusing on one era in its history, the "Little Broadway" jazz era; (2) to establish interest in the Afro-Caribbean heritage by encouraging tourism, trade and cultural exchanges. The development of the Cultural and Entertainment District will promote these themes to attract night clubs

and restaurants; programming special cultural events, designing signs, street furniture and public plaza spaces; and creating promotional literature for tourism and local marketing.

- Preserve, where feasible, surviving buildings which represent important links to persons, activities or events of major significance in the past.
- Encourage new development to incorporate uses which would contribute to the vitality of the district such as stores, nightclubs, restaurants, theaters.
- Encourage new buildings to incorporate selected design elements from the past which reflect special cultural or thematic feelings which are relevant today and should be re-established.

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



## Churches

- Greater Bethel A.M.E. Church, 245 NW 8th St
- Mt. Zion Baptist Church, 301 NW 9th Street
- St. John's Baptist Church, 1328 NW 3rd Avenue
- St. Agnes Episcopal Church, 1750 NW 3rd Avenue

## Businesses

- X-Ray Clinic, 171 NW 9th Street•Stirrup Building, the corner of NW 8th Street and 3rd Avenue
- Longshoreman's Hall, NW 2nd Avenue and NW 8th Street
- Stewart-Scott Building, NW 2nd Avenue and NW 10th Street
- Dr. Davis' Office Building, NW 2nd Avenue and NW 10th Street
- Judge L. E. Thomas' Office NW 2nd Avenue and NW 10th Street
- Ward Rooming House, NW 9th Street and NW 2nd Court
- Clyde Killens' residence & business, corner, NW 2nd Avenue and NW 11th Street
- Clyde Killens' Recreation Hall, NW 2nd Avenue and NW 10th Street

## Residences

- Dorsey House, 250 NW 9th Street
- Killens House, corner, NW 2nd Avenue and NW 11th Street

Possible preservation strategies must be studied for each of the above buildings individually. Among the factors to be considered are: ownership, need for repairs, economic productivity, potential for new uses, eligibility for federal tax benefits, location and relationship to planned redevelopment sites, potential for moving to a new site, potential sources of funding.

Buildings to be of priority concern because of imminent threats of demolition, deterioration or vandalism include:

- Stirrup Building
- Stewart-Scott Building
- Thomas Building
- Ward Rooming House (only front remains with temporary structural support)
- X-Ray Clinic

Buildings that should be considered for reconstruction (due to previous demolition or neglect) include:

- Ward Rooming House
- Cola Nip Building, formerly at 233-5 NW 9th Street
- Divine Mission Building
- Brown House

## Park West

Older structures located in Park West that have historic and cultural significance to

the overall Miami Community should be preserved when economically feasible. Special attention will be given to the Freedom Tower.

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

- 500 NE 1st Avenue, Central Baptist Church
- 505 NE 2nd Avenue
- 521 NE 2nd Avenue
- 545 NE 2nd Avenue, Valencia (Gibson) Hotel
- 135 NE 5th Street
- 49 NE 5th Street, Salvation Army Citadel

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



## 2. Historic Designation

### ✓ #1 Preserving Historic Buildings & Community Heritage

The City of Miami's Planning and Zoning Departments have evaluated Overtown and Park West as a possible historic district and have determined that it is not eligible. However, significant buildings have been designated Historic or listed in the National Register for Historic Places, or both, through the efforts of the Planning and Zoning Departments. The following properties have been designated by the City of Miami as historic sites:

- Dorsey House, 250 NW 9th Street
- X-Ray Clinic, 171 NW 9th Street
- Chapman House, 526 NW 13th Street
- Cola Nip Building, 233-5 NW 9th Street, building demolished
- Lyric Theatre, 819 NW 2nd Avenue
- St. John's Baptist Church, 1328 NW 3rd Avenue
- Ebenezer Methodist Church, 1042 NW 3rd Avenue
- Mt. Zion Baptist Church, 301 NW 9th Street
- Greater Bethel A.M.E. Church, 245 NW 8th Street
- St. Agnes Episcopal Church, 1750 NW 3rd Avenue
- Black Police Precinct and Courthouse, 1009 NW 5th Avenue

The properties listed above as historic sites may utilize the Historic Preservation "HP" Zoning Overlay District permits, that provide certain modification to zoning and building code regulations where necessary to make preservation economically or architecturally feasible.

The following properties have been listed on the National Register of Historic Places:

- Dorsey House, 250 NW 9th Street
- X-Ray Clinic, 171 NW 9th Street
- Cola Nip Building, 233-5 NW 9th Street, building demolished
- St. John's Baptist Church, 1328 NW 3rd Avenue
- Mt. Zion Baptist Church, 301 NW 9th Street
- Greater Bethel A.M.E. Church, 245 NW 8th Street

There may come a time when more structures will become eligible. Should that occur, the CRA will work with The Black Archives, History & Research Foundation of South Florida, Inc. and the City of Miami to further designate properties of historic value in the community.

## 3. Promote and/or Organize Activities and Events That Recreate the Former Vitality and Atmosphere of the Community

### ✓ #1 Preserving Historic Buildings &

### Community Heritage

### ✓ #5 Promotion & Marketing of the Community

An African-American/Caribbean theme is recommended to recreate the feeling and atmosphere of "Historic Overtown". The establishment of an annual Historic Overtown Cultural Arts Festival reminiscent of the jazz era will provide the setting for jazz concerts to be held within the proposed district.

The establishment of an international cultural complex featuring activities reminiscent of the nineteen thirties, forties, and fifties will provide artists with the opportunity to receive training as well as to perform in concert.

Events that would aid in attracting people into the community include a national oratorical competition, hair styling contests, tennis tournaments and other sporting events, culinary contests specializing in soul food from the Caribbean and Southern States, and the establishment of a hall of fame with annual recognition of national figures. Families from all over the world will be encouraged to hold annual family reunions in Miami-Dade County, particularly in the Historic Overtown district. The establishment of specialty shops which feature products of Africa, the Caribbean

and the Southern States including restaurants, caterers, photographer's studios specializing in passports, bookstores and art galleries would help attract visitors to the area.

A "Saturday Marketplace" where vendors can set up in a designated street block or public plaza, featuring ethnic foods, crafts, fresh produce, artwork, a VIP Convention Center for local organizations with national and international chapters, and a permanent center to exhibit ongoing collections unique to the black experience would also increase the number of visitors to the area throughout the year.

#### **4. Provide Incentives for Revitalization in "Historic Overtown"**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #2 Expanding the Tax Base using Smart Growth Principles
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

Incentives or requirements may be provided to attract retail stores at the ground level on selected commercial blocks, and to attract jazz clubs, permit-controlled street vendors, and outdoor markets.

Special zoning incentives in the HP Overlay Ordinance may be used for the preservation of existing historic structures. Design guidelines for new construction that would encourage selected elements of historic building forms to be incorporated into the design of new buildings should be considered.

#### **5. Establish a First-Class Residential Village Containing a Cluster of Restored Buildings – The Folklife Village and the Overtown Cultural and Entertainment District**

- ✓ #1-#6 supports all the goals

The placement of distinctive street furniture wherever Redevelopment Plans call for new improvements to sidewalks and plaza spaces such as paving, benches, signs, trash cans, landscaping, etc., and the development of landscaping standards utilizing historical and thematic plant materials can aid in achieving this goal. Public plaza, street, sidewalk and park improvements should be designed to accommodate the special cultural events the area will attract. As a complement to the Historic Folk Life Village Master Plan, the CRA shall promote public private partnerships including partnerships with non-profit organization and/or development entities located and operating within "Historic Overtown" to develop the first-class residential village in

a manner consistent with "Historic Overtown".

#### **5a. Provide Planning, Coordination, and Technical Assistance to the Overtown Cultural and Entertainment District Development**

The Overtown Cultural and Entertainment District and Historic Folklife Village is Dade County's proposed African American heritage tourist destination. Plans were proposed in 1997 and 1998 to guide the redevelopment of the tourist site by emphasizing reestablishment of mixed uses. The CRA will assist The Black Archives, History & Research Foundation of South Florida, Inc. in providing a detailed survey, a complete economic and functional evaluation of all the land uses and proposed development within the Historic Folklife Village and initiate any environmental assessments to assist in the efforts of developing the area.

#### **5b. Technical Assistance to the Overtown Cultural and Entertainment District Redevelopment**

The Lyric Theater is a performing arts theater that was the center of local nightlife in its heyday. Located at NW 2nd Ave. and NW 8th St., it has been completely restored by The Black Archives, History

& Research Foundation of South Florida, Inc. Their primary objective is to use the theater as a venue for cultural programming, community meeting facilities and an anchor for the Overtown Cultural & Entertainment District and Historic Overtown Folklife Village. The CRA will assist in the redevelopment of the Overtown Cultural & Entertainment District through support services that entail assistance with ensuring businesses, cultural venues, restaurants and services that support the District are financially equipped to do so.

**5c. Planning, Design and Development of Infrastructure Improvements in the Overtown Cultural and Entertainment District and the Historic Folklife Village**

As a complement to the Overtown Cultural & Entertainment District Master Plan and the Historic Folklife Village Master Plan, the CRA will assist in providing technical assistance for the provision of infrastructure improvements, such as streetscape improvements and landscaping.

**5d. Planning, Design and Development of Parking Facilities to Support the Lyric Theater, the Folklife Village and the Overtown Cultural and Entertainment District**

The CRA proposes to assist with the development of parking facilities to support the increasing use of the Lyric Theater and the eventual development of the Overtown Cultural and Entertainment District.

**6. Promotion of “Historic Overtown” as a Tourist Destination in “Historic Overtown”**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents

The establishment of a Tourist information center which would direct tourists to attractions, restaurants, hotel accommodations, and historical sites throughout Miami-Dade County would serve to mark “Historic Overtown” as a tourist destination. The placement of historic markers delineating historic sites (including sites now vacant or redeveloped) and the establishment of tours of local historical sites including bus tours to visit sites county-wide and mini-tours for sites within the district are among several strategies that can be used to generate interest.

“Historic Overtown,” especially those areas along the historic NW 2nd Avenue corridor, should be developed in a manner

to create a tourist destination in suitable sites for commercial/tourist/cultural uses. As suitable sites for commercial/tourist/cultural uses continue to diminish within “Historic Overtown,” the need to insure the economic vitality of existing uses becomes more critical. Therefore, economic conflicts between existing land uses must also be viewed from a perspective of improving and redeveloping existing commercial/tourist/cultural uses, where appropriate.

The strategic objectives for the promotion of “Historic Overtown” as a tourist destination are:

1. Increase the number of commercial and cultural attractions, restaurant, hotel accommodations and historical sites offering information and memorabilia about “Historic Overtown’s” rich heritage to visitors;
2. Increase public visitation to historical resources within “Historic Overtown;”
3. Provide public accessibility to cultural events within “Historic Overtown;”
4. Increase the number of Overtown residents and visitors benefiting from cultural activities each year; and
5. Coordinate with the Miami-Dade County African-American Tourist Site Task Force Board, and similar board, entities and organizations to locate

and develop business opportunities for tourist attractions within "Historic Overtown," especially along the NW 2nd Avenue corridor.

## **7. Establishment of Artists' District by Legislation**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The CRA will petition for the designation of an Artists' District for Overtown. The Overtown area possesses a fascinating history as a center of black culture and the focal point of area entertainment. This legacy is still seen in its buildings, plazas and theaters. The establishment of an Arts District-would capitalize on these resources by directing future growth in a manner compatible with its history. The establishment of legitimate theater, writers, and artists' workshops; and first-class night clubs and restaurants should be encouraged based on the guidelines of the Historic district. The establishment of manufacturing as well as other related businesses for the arts, i.e. manufacturing and distributing equipment and supplies for dancing, music, art, etc. should also be encouraged.

## **8. Periodically Update Housing Policy**

- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability

The Housing Policy should be reviewed at least every two years. Changes will be made to the policy that increase, support, or maintain affordability in the CRA as new outcomes are discovered by the current policy or as issues arise from new development in the neighborhood.

## **II. Promotion and Enhancement of Overtown and Park West as a Business and Investment Location**

### **1. Seeking Public/Private Development Opportunities**

- ✓ #1-#6 supports all the goals

The CRA will search for, evaluate, and advertise public-private development opportunities that will utilize the land owned by the CRA to further the goals of the Redevelopment Plan. This may include tasks associated with:

- Coordinating with other private and Public entities for the development of surplus real property within the CRA.
- Offering land as part of public-private joint development projects.
- Coordinating efforts with Miami-Dade County to do the same.

- Request the County to redevelop the Culmer Center to improve the facility and help improve NW 3rd Avenue or seek a third party to joint venture with the County.

### **2. Investigation into Technology Real Estate Ventures**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The Miami Innovations District has identified in its research to the CRA that there is potential in setting up an environment and attracting a new business market in innovative technologies to Park West. This is identified in Project Area A, of this section.

### **3. Establish an "Priority Team for Procurement" to enlarge the Business Community**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #2 Expanding the Tax Base using Smart Growth Principles
- ✓ #4 Job Creation
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents

The CRA will create strategies and establish a Priority Team for attracting new businesses to Overtown. The CRA may elect to call the committee by a name different from Priority Team.” To start, the Priority Team will focus on NW 3rd Avenue from 22nd Street south to NW 8th Street, the area identified in this plan as the core of Overtown, and the Folklife Village and the Cultural and Entertainment district along NW 2nd Avenue from I-395 south to NW 5th Street, and along 11th Street. The CRA will keep the Priority Team informed of new residential projects as they are being proposed to help in the effort to attract new businesses.

**4. Identification, Marketing and Negotiation of a National Franchiser as a Pioneer Project for the Historic Priority Business Corridor**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Resident

The creation of strategic partnerships between franchisers and minority urban based businesses represents a market of untapped consumers, investors, and

entrepreneurs. Location of these businesses along the corridor and impact area will give impetus for the expansion and location of other businesses. The CRA will continue its efforts to identify, negotiate, and market the Historic Overtown Priority Business Corridor to potential franchisers by offering favorable direct or indirect development incentives.

**5. Planning, Design, and Development of a Job Creation Plaza**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation

To help create critical mass along the Historic Priority Business Corridor, the CRA is making plans to develop a job creation plaza that will serve the local community and other users. The plaza will be a pedestrian friendly environment incorporating open space, landscaping, a much-needed plaza or meeting area suited for passive gathering and socializing, retail restaurants and other businesses uses and services.

**6. Development of a Professional Office Building**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation

The CRA proposes to develop a professional office building within the Historic Priority Business Corridor or its impact area. If the building is constructed within the Overtown Cultural & Entertainment District or the Historic Overtown Folklife Village, it should follow the design guidelines of the Historic Overtown Folklife Village Master Plan.

**7. Development and relocation of new Businesses to Overtown and Park West**

- ✓ 2 Expanding the Tax Base using Smart Growth Principles
- ✓ #4 Job Creation
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents

The CRA will provide marketing and assistance for new and compatible businesses to relocate to Overtown and Park West.

**III. Planning, Development, Technical Assistance and Program Compliance**

**1. Facilitation of the improvements identified in each of the Project Areas**

- ✓ #1-#6 supports all the goals



Efforts regarding the Project Areas, as described elsewhere in this section, will take precedence over other efforts being undertaken by the CRA. The Project Areas are:

- Park West/ Downtown
- Overtown (including the Overtown Cultural & Entertainment District and Historic Folklife Village)
- Residents of Overtown
- Historic Overtown Priority Business Corridor
- Culmer Community
- 7th Avenue Business Corridor

## 2. Increase Parking Supply

- ✓ 2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #6 Improving the Quality of Life for Residents

The CRA will examine ways to increase the supply of parking within its boundaries.

Tasks may include:

- Advocating, funding, and/or building on-street parking spaces in any future streetscape or redevelopment efforts within public rights-of-way.
- Funding, and/or building off-street parking spaces in any future redevelopment efforts within the CRA boundaries.
- Coordinating and facilitating efforts

with the City of Miami that support the reform of off-street parking regulations to reduce the unnecessary burden on private developers. For example, to jump-start redevelopment, new businesses in existing buildings should be exempt from parking requirements to reduce their startup costs and therefore their financial risks

## 3. Miscellaneous Land Acquisition

- ✓ #1-#6 supports all the goals

The CRA proposes to acquire land, as necessary, to support the implementation of the projects described in this Redevelopment Plan within the Redevelopment Area. Additionally, in acquiring land, funding support will be required to mitigate and perfect ownership of land including ie. Environmental and title issues for properties that will support the implementation of the projects described in this Redevelopment Plan within the Redevelopment Area. Acquiring more land for publicly accessible green space for active and passive recreational use will also be a priority.

## 4. Support for Greenways

- ✓ #6 Improving the Quality of Life for Residents

The CRA will assist, where possible, the

Trust for Public Land with implementation of their Overtown Greenprint Plan and Greenway Plan within the Redevelopment Area.

## 5. Create and Design an Overlay of Special Fencing for all CRA-owned properties and other governmental and non-profit institution owned properties within its jurisdiction in Overtown

- ✓ #6 Improving the Quality of Life for Residents

Historically, public agencies that own land maintain the properties vacant while redevelopment occurs or is proposed, and this does not give redeveloping communities a look that is pleasing and does not do much for the image of the area. The CRA proposes to create and design an overlay of special fencing in the Bahamian, Caribbean style for all CRA owned properties and for other properties within its jurisdiction to transform an otherwise challenging situation into an opportunity to provide the Historic Business Corridor and its impact areas with a linking element that will provide character within a historic framework. The fencing should be compatible with the design parameters specified in the Historic Overtown Folklife Village Master Plan.

## **6. Technical Assistance/Liaison to Optimist Club Activities**

- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The CRA proposes to continue to aid and support to the Optimist Clubs in terms of policy guidance, assistance with local governmental organizations, and other technical assistance.

## **7. Plan Improvements of the Overtown Parks: Gibson Park, Williams Park, Reeves Park, Dorsey Park and Athalie Range #1 Mini-Park**

- ✓ #6 Improving the Quality of Life for Residents

According to a report by the Trust for Public Land, parks and recreational opportunities are important to all communities. The lack of adequate recreational space has been an element of contention in the studies of urban violence. Inadequate parks ranked above unemployment and difficulties with police amongst the most significant problems within the inner-city neighborhoods. This realization was behind the creation and support of the Safe Neighborhoods Parks Bond Program. Unfortunately, neighborhoods such as Overtown have the least park land and the fewest facilities with the most difficulty in

improving and maintaining the existing areas. The CRA will coordinate efforts with the City of Miami's Parks and Planning Departments to provide for incentives to allow for the creation of additional park/green space and for the maintenance of such recreational areas. The CRA may produce schematic designs for facility improvements and public safety measures within the parks.

## **8. Development of a "Gateway" Project into the Omni and the Overtown/Park West Areas**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #5 Promotion & Marketing of the Community

The CRA proposes to study and evaluate the potential of entry features for the entrances into the Omni Area at the I-395 exit, 11th Street and Biscayne Boulevard and into the Southeast Overtown Area at NW 14th St. and connections with I-395, I-95, and NW 3rd Ave., at NW 3rd Ave and NW 8th St. and at NW 4th Ave. and NW 8th St. Specific entry features for the Park West Area will also be determined. Entry features for Overtown should be in accordance with the Historic Overtown Folklife Village Master Plan. Efforts to be coordinated with the Trust for Public Land in implementing their Greenway/Greenprint

Plan, and with The Black Archives, History & Research Foundation of South Florida, Inc., Urban Philanthropies and the City of Miami in implementing these gateways and preserving the historic context of the area.

## **9. Periodically Update the Housing Policy**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability

The CRA will adopt a new housing policy and will update it periodically as changes occur in the market places and as property values shift from time to time.

## **10. Promote the Development of Affordable Housing to Developers**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability

The CRA will meet with developers of projects within the Redevelopment Area prior to their permit application submissions to the City. The purpose of the meeting is for the CRA to encourage and negotiate for as much affordable housing as possible in each new development. The CRA will not offer aid of any kind to developers unless

the developers comply with the CRA's Housing Policy.

#### **IV. Street Improvements, Utility Infrastructure, and Transportation**

##### **1. Streetscape Projects**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #5 Promotion & Marketing of the Community
- ✓ #6 Improving the Quality of Life for Residents

The CRA has begun or completed streetscape design and construction in a few of the Project Areas. The CRA will continue the efforts to conclude those projects that have not begun or been completed. The streetscape projects include:

1. 8th Street Streetscape
2. 10th Street Streetscape
3. 11th Street Streetscape
4. NW 3rd Avenue (south of I-395) for the Historic Priority Business Corridor
5. NW3rd Avenue (north of I-395)
6. NW 8th-11th Street (Cultural & Entertainment District)
7. NW 10th & NW 11th Street FEC/Bright-line Pathways & Rail spur.

Additional streetscape projects may be included in the future. Related tasks may

include:

- regular maintenance of lighting, street furniture, landscaping, and paving materials.
- acquiring the services of engineers or landscape architects.

##### **2. Coordination of Infrastructure**

###### **Improvements with City of Miami & Miami Public Works Departments, Miami Dade Water and Sewer Department, FDOT, Miami Parking Authority and Other Relevant Agencies**

- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #6 Improving the Quality of Life for Residents

CRA efforts are concentrated on planning infrastructure improvements in the Redevelopment Area, such as street improvements, landscaping, lighting, parking and pedestrian amenities, and enhancements. Coordination with local and state agencies responsible for implementing these infrastructure improvements, as well as private developers and community members, becomes paramount to set priorities, coordinate and avoid duplication of efforts, and find new avenues to pursue resources. Tasks may include:

- Upgrades to water mains and sewer mains, by implementing actual recon-

struction or by subsidizing the upgrades performing others.

- Collaborating with the MPO to return one-way streets back into two-way streets.
- Improving pedestrian features such as crosswalks that are more visible to motorists or securing easements or access for pedestrian routes separated from the roadways.
- Influencing the decision to subdivide larger blocks into smaller ones with the creation of new streets.
- Increasing public on-street parking in rights-of-way.
- Assisting with solutions to any noise, access, and privacy problems associated with properties along the rail and transit routes

##### **3. Pedestrian Compatible Community Transit System**

- ✓ #6 Improving the Quality of Life for Residents

The CRA will review, and act accordingly towards the work of Thomas Gustafson and Nova Southeastern University related to the development of a pedestrian compatible community transit system to link all Southeast Overtown, Park West, and the nearby Central Business District and Omni area, The Report also describes the possibility of a large pedestrian zone adjacent

to the Overtown/Arena Metrorail Station to enhance intermodal transfers.

#### **4. Pilot Infrastructure Improvement and Maintenance Program**

- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents
- ✓

The CRA will establish for Overtown and Park West a pilot street cleaning, sweeping program and a grass cutting program, primarily for security reasons, for the areas of the CRA and maintain a closer coordination with existing property owners and the Downtown Development Authority, and the City of Miami.

#### **5. Plan, Coordinate, and Design Special Lighting; Security District (Pedestrian Enhancements)**

- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #6 Improving the Quality of Life for Residents

Security is an important issue in the area. The CRA proposes to provide pedestrian enhancements, special lighting, and create a more pedestrian friendly atmosphere in

the Redevelopment Area by developing and implementing a Security and Lighting District and a Police Enhancement Program, including the Entertainment District, the 9th Street Pedestrian Mall, and Sawyers Walk. Within the Overtown Cultural and Entertainment District lighting should be consistent with the character identified in the Historic Folklife Village Master Plan.

#### **V. Home Ownership Pre-Qualification and Counseling Program**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability
- ✓ #6 Improving the Quality of Life for Residents

The CRA will coordinate efforts with the City of Miami, local real estate organizations, mortgage lenders and community bankers, community development corporations, faith-based institutions, consumer advocates, and residents to implement a home ownership pre-qualification and counseling program which will provide homeownership training sessions, market public sector assistance programs, and assist in pre-qualifying home buyers. Services will be accessible to existing Overtown residents. The program is intended to provide basic financial literacy training, job training,

education and other supportive services for people with extremely low incomes that cannot qualify for home ownership.

#### **VI. Grants for Existing Businesses and for Fostering New Businesses**

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #2 Expanding the Tax Base using Smart Growth Principles and Public-Private Partnerships
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The CRA proposes to assist in creating jobs by providing technical assistance with a revolving loan pool, which will make low interest, low down payment, long terms loans in the amount of \$25,000 to \$1 million for business improvement projects to area businesses. Tasks may include:

- facilitating grants,
- technical assistance to business owners , architectural and design services for building or façade renovation or new construction

#### **VII. Public Safety - Policing Innovations**

- ✓ #6 Improving the quality of Life for Residents

The City of Miami Police department Real Time Crime Center will use a mesh of state – of – the art technology i.e., video surveillance cameras, automatic license plate readers, crime analytics and social media monitoring to help combat crime in real time. The unit should form part of an SEOPW Community Policing Initiative. The Unit will be staffed by a mix of crime analysts and sworn personnel that specializes in collecting, analyzing and utilizing criminal activity and criminal intelligence to enhance operational effectiveness.

The Unit's objective is to utilize technology to safeguard the well-being of our community and to use a collaborative and proactive approach to forecast and prevent threats to the City of Miami and ultimately residents in the SEOPW, while ensuring the protection of people's civil rights and civil liberties.

### Comparison Chart: Goals and Supporting Projects

The charts on the next four pages list each of the projects and programs and identify which of the goals they primarily support.



<p>Comparison Chart: Goals and Supporting Projects</p> <p>Program Names</p>	<p>Goal #1 Preserve Historic Buildings &amp; Community Heritage</p>	<p>Goa1#2 Expand the Tax Base using Public- Private Principles</p>	<p>Goal#3 Provide and Retain Housing Affordability</p>	<p>Goa1#4 Create Jobs within the Community</p>	<p>Goal#5 Promote &amp; Market the Community as a Cultural &amp; Entertainment Destination</p>	<p>Goal#6 Improve the Quality of Life for Residents</p>	<p>Goa1#7 Promote Entrepreneurship and Technology Innovations</p>	<p>Goal #8 Ensure Strategic Transportation Routes &amp; Effective Parking</p>	<p>Goal #9 Foster Safe Community Initiatives</p>
<p>I. Community Heritage and Historic Preservation</p>									
<p>1. Renovation of Historically Significant Buildings</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>2. Historic Designation</p>	<p>*</p>								<p>*</p>
<p>3. Promote and/or Organize Activities and Events That Recreate the Former Vitality and Atmosphere of the Community</p>	<p>*</p>				<p>*</p>				<p>*</p>
<p>4. Provide Incentives for Revitalization in “Historic Overtown”</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>		<p>*</p>			<p>*</p>
<p>5. Establish a First-Class Residential Village Containing a Cluster of Restored Buildings, The Folklife Village.</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>5a. Provide Planning, Coordination, and Technical Assistance to the Black Archives Historic Folklife Village Development and the Entertainment and Cultural District</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>5b. Technical Assistance to the Entertainment and Cultural District Redevelopment</p>	<p>*</p>	<p>*</p>		<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>5c. Planning Design and Development of Infrastructure Improvements in the Historic Folklife Village and the Cultural Entertainment and Cultural District</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>5d. Planning, Design and Development of Parking Facilities to Support the Lyric Theater and the Folklife Village Historic Preservation</p>	<p>*</p>	<p>*</p>		<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>6. Promotion of “Historic Overtown” as a Tourist Destination</p>	<p>*</p>				<p>*</p>	<p>*</p>		<p>*</p>	<p>*</p>
<p>7. Establishment of Artists District by Legislation</p>	<p>*</p>			<p>*</p>		<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>8. Update Housing Policy, Periodically</p>			<p>*</p>						

<p>Comparison Chart: Goals and Supporting Projects</p> <p>Program Names</p>	<p>Goal #1 Preserve Historic Buildings &amp; Community Heritage</p>	<p>Goa1#2 Expand the Tax Base using Public- Private Principles</p>	<p>Goal#3 Provide and Retain Housing Affordability</p>	<p>Goa1#4 Create Jobs within the Community</p>	<p>Goal#5 Promote &amp; Market the Community as a Cultural &amp; Entertainment Destination</p>	<p>Goal#6 Improve the Quality of Life for Residents</p>	<p>Goa1#7 Promote Entrepreneurship and Technology Innovations</p>	<p>Goal #8 Ensure Strategic Transportation Routes &amp; Effective Parking</p>	<p>Goal # 9 Foster Safe Community Initiatives</p>
<p>II. Promotion and Enhancement of Overtown and Park West as a Business and Investment Location</p>									
<p>1. Seeking Public/Private Development Opportunities</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>2. Investigation into Technology-related Real Estate Ventures</p>		<p>*</p>		<p>*</p>		<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>3. Establish a “Priority Team for Procurement” to enlarge the Business Community</p>	<p>*</p>	<p>*</p>		<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>4. Identification, Marketing and Negotiation of a National Franchiser as a Pioneer Project for the Historic Priority Business Corridor</p>		<p>*</p>		<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
<p>5. Planning, Design and Development of a Job Creation Plaza</p>		<p>*</p>		<p>*</p>			<p>*</p>	<p>*</p>	<p>*</p>
<p>6. Development of a Professional Business Office</p>		<p>*</p>		<p>*</p>			<p>*</p>	<p>*</p>	<p>*</p>
<p>7. Development and relocation of new Businesses to Overtown and Park West including Small Business; Kiosks</p>		<p>*</p>		<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>

<p>Comparison Chart: Goals and Supporting Projects</p> <p>Program Names</p>	<p>Goal #1 Preserve Historic Buildings &amp; Community Heritage</p>	<p>Goal#2 Expand the Tax Base using Public- Private Principles</p>	<p>Goal #3 Provide and Retain Housing Affordability</p>	<p>Goal#4 Create Jobs within the Community</p>	<p>Goal#5 Promote &amp; Market the Community as a Cultural &amp; Entertainment Destination</p>	<p>Goal#6 Improve the Quality of Life for Residents</p>	<p>Goa1#7 Promote Entrepreneurship and Technology Innovations</p>	<p>Goal #8 Ensure Strategic Transportation Routes &amp; Effective Parking</p>	<p>Goal # 9 Foster Safe Community Initiatives</p>
<p>III. Planning, Development, Technical Assistance and Program Compliance</p>									
<p>1. Facilitation of the improvements identified in each of the Project Areas</p>	*	*	*	*	*	*	*	*	*
<p>2. Changes to Land Development Regulations</p>	*	*	*	*	*	*	*	*	*
<p>3. Increase Parking Supply</p>		*				*		*	*
<p>4. Miscellaneous Land Acquisition</p>	*	*	*	*	*	*		*	*
<p>5. Support for Greenways</p>						*			*
<p>7. Create and Design an Overlay of Special Fencing for all CRA owned properties and others governmental and non- profit institution owned properties within its jurisdiction in Overtown</p>						*			*
<p>8. Technical Assistance/Liaison to Optimist Club Activities</p>				*		*			*
<p>9. Plan the Improvements of the Overtown Parks: Gibson Park, Williams Park, Reeves Park, Dorsey Park and Athalie Range #1 Mini-Park</p>									*
<p>10. Development of a “Gateways” Project into the Omni and the Southeast Overtown Park West Areas</p>	*								*
<p>11. Update the Housing Policy</p>	*		*						*
<p>12. Promote Affordable Housing to Developers</p>	*		*						*

<p>Comparison Chart: Goals and Supporting Projects</p> <p>Program Names</p>	<p>Goal #1 Preserve Historic Buildings &amp; Community Heritage</p>	<p>Goa1#2 Expand the Tax Base using Public- Private Principles</p>	<p>Goal#3 Provide and Retain Housing Affordability</p>	<p>Goa1#4 Create Jobs within the Community</p>	<p>Goal#5 Promote &amp; Market the Community as a Cultural &amp; Entertainment Destination</p>	<p>Goal#6 Improve the Quality of Life for Residents</p>	<p>Goa1#7 Promote Entrepreneurship and Technology Innovations</p>	<p>Goal #8 Ensure Strategic Transportation Routes &amp; Effective Parking</p>	<p>Goal # 9 Foster Safe Community Initiatives</p>
<p><b>IV. Street Improvements, Utility Infrastructure, and Transportation</b></p>									
<p>1. Streetscape Projects</p>	<p>*</p>				<p>*</p>	<p>*</p>			<p>*</p>
<p>2. Coordination of Infrastructure Improvements with City of Miami and Miami Public Works Departments, Miami Dade Water and Sewer Department, FDOT, Miami Parking Authority and Other Relevant Agencies</p>		<p>*</p>				<p>*</p>			<p>*</p>
<p>3. Pedestrian Compatible Community Transit System</p>						<p>*</p>		<p>*</p>	<p>*</p>
<p>4. Pilot Infrastructure Improvement and Maintenance Program</p>		<p>*</p>		<p>*</p>		<p>*</p>			<p>*</p>
<p>5. Plan/Coordinate/Design Special Lighting, Security District (Pedestrian Enhancements)</p>		<p>*</p>				<p>*</p>			<p>*</p>
<p><b>V. Home Ownership Pre-Qualification and Counseling Program</b></p>									
<p>1. Housing: Infill, Diversity &amp; Retaining affordability</p>	<p>*</p>		<p>*</p>			<p>*</p>			<p>*</p>
<p><b>VI. Grants to Existing Businesses Program and Fostering New Business</b></p>									
<p>1. Job Creation &amp; Small Business Kiosk Program</p>	<p>*</p>	<p>*</p>		<p>*</p>		<p>*</p>	<p>*</p>		<p>*</p>
<p><b>VII. Public Safety- Real Time Virtual Crime Center</b></p>									
<p>1.Support for Community Policing Innovations</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>





## SECTION FIVE: CAPITAL IMPROVEMENT COSTS AND TIMELINE



## Introduction

This section identifies the primary capital improvements, their costs, and timeframe for implementation. It is not the intent of this section to serve as an implementation plan or as an operations budget. Capital Improvements are defined as improvements in the infrastructure which encompasses upgrading of sidewalks, water and sewer upgrades and road repairs, all necessary items that are the responsibility of the municipality. The CRA has an independent operation strategy and budget that will identify capital improvements among its other projects and expenses. The known and desired capital projects listed in this plan are prioritized. It should be expected that this section will become obsolete over time as projects get completed and new ones become important to the community, which is the reason for a separate budget strategy.

### **Capital Improvement Goals**

The goals for making capital improvements within the Redevelopment Area are:

1. Eradicate the visual blight seen from streets and public places within the CRA .
2. To upgrade the infrastructure to attract new investors and development.

3. Protect the health and safety of the residents by improving the performance of the City's infrastructure systems.
4. Remove or diminish negative impacts caused by existing or inadequate infrastructure.

### **Prioritizing Capital Improvements**

The approach to prioritizing improvement projects focuses on key Project Areas described in Section 4. These Project Areas are characteristically unique and show the greatest potential for immediate positive change.

The Project Areas set forth in Section 4 encompass the entire Redevelopment Area, and investment in capital improvement and public infrastructure, should attract interest in the community and spark additional private investment within the Redevelopment Area. The idea behind concentrating efforts in small areas is to totally transform them, creating as dramatic and visible an impact as possible. When money is spent evenly throughout the entire CRA, it is difficult to see where the money has gone. By focusing the efforts, people will see what the larger area will be like as revitalization spreads, inspiring additional

private reinvestment.

Priority should go towards efforts within the Project Areas. The CRA Board will decide if certain projects rank higher than others, as they will with their 5-year improvement plan.

### **Potential Funding Sources**

It is important for the CRA staff to coordinate with the City and County staff to leverage or match tax increment funds with Federal, State, and locally available funds. Sources include but should not be limited to:

- Capital programs for the City, County other local governmental entities.
- Community Development Block Grants.
- Federal, State, and local Transportation Trust Funds
- People's Transportation Plan funded through the local option half-penny sales tax and overseen by the Citizens Independent Transportation Trust.
- Federal, State, and Local Park Funds.
- Partnerships with educational institutions.
- New Market Tax Credits

## Capital Improvement and Infrastructure Costs by Project Area

Each Project Area has improvements itemized as:

### 1. Streetscape Improvements

Streetscape improvement estimates include costs associated with pavement, curbs, sidewalks, concrete pavers, drainage, landscaping, utilities, signage, and pavement markings. The construction costs were prepared from information in the Draft Report for the Southeast Overtown / Park West Redevelopment Plan dated September 2018. The costs exclude structures and any right of way acquisition.

### 2. Water Main

Water Main estimates include costs for upgrading underground mains that provide water service to the properties. Hookup fees are not included.

### 3. Sewer

Sewer estimates include costs for upgrading underground sewer pipes that provide solid waste disposal from adjacent properties. Hookup fees are not included.

### 4. Projects budgeted for FY 2018-2019

Projects budgeted for the Fiscal Year 2018 – 2019 have been added to the Project Area they serve. Some currently budgeted projects affect multiple project areas and are listed under the category of “Other Capital Improvements.”

# Capital Improvements by Project Area

## Project Area A: Park West/Downtown

The visual nature of the street needs improvement since the railroad right-of-way is rather unsightly. This visual separation can be mitigated by similar uses on both sides of the track, so that the two areas become more unified in character

<b>Project Area A - Park West/ Downtown</b>		<b>OVERALL EST. COST:</b>
		<b>209,415</b>
<b><i>Future Items:</i></b>		
ITEM		COST
North Miami Avenue Roadway Improvements		\$209,415
Water Main		
Sanitary Sewer Upgrades		
TOTAL:		\$188,474
10% Contingency		\$20,941
<b>TOTAL:</b>		<b>\$209,415</b>











## Capital Improvements by Project Area

### Capital Improvement Costs-District Wide

There are capital improvement projects within the Redevelopment Area that address problems within the Redevelopment Area as a whole. These typically connect or “link” the city infrastructure and mobility of people living, working, shopping, and visiting the Redevelopment Area.

<b>Other Capital Improvements</b>		<b>OVERALL EST. COST:</b>
		<b>\$1,770,797</b>
<b><i>Future Items:</i></b>		
		COST
Increase Overtown Lighting		\$200,000
Overtown Pump Station Upgrades		\$1,570,797
SUBTOTAL:		\$1,593,717
10% Contingency		\$159,372
<b>TOTAL:</b>		<b>\$1,770,797</b>

## Capital Improvements Costs - Summary

### Breakdown of the item:

**Timeline for Improvements**

Everyone familiar with the area will express the concern that time is of the essence. Every project is important. Projects in the 2018 Budget should be completed by the year end of 2020. Substantial accomplishments to the projects deserving the highest priority should be completed by 2020.

All of the remaining projects, provided efforts to obtain additional funding are successful, should be completed by 2022.

Capital Improvement Summary	OVERALL EST. COST: \$12,962,579
<b><i>Future Items: By Project Area</i></b>	
	COST
Project Area A	\$209,415
Project Area B	\$0
Project Area C	\$8,782,367
Project Area D	\$0
Project Area E	\$2,200,000
Subtotal	\$11,191,782
Capital Equipment Cost -District Wide	
Other Capital Improvement	\$1,770,797
<b>TOTAL:</b>	<b>\$12,962,579</b>



## SECTION SIX: RESIDENTIAL USES AND NEIGHBORHOOD IMPACT OF REDEVELOPMENT



## Neighborhood Overview

The Redevelopment Area has a wide range of land uses.

Park West, the eastern part of the Redevelopment Area, once populated by a few old warehouses that once contained businesses that relied on the proximity of the Port of Miami, when it was located at what is now Museum Park, Park West is now home to the American Airlines Arena (Miami Arena was demolished in September 2008), the Network Access Point (NAP) facility that provides computer data storage related services, five large residential towers along Biscayne Blvd, an expansion of the Wolfson Campus of Miami-Dade Community College, several new nightclubs catering to the “after hours” market, the newly planned Miami Innovation District, Miami Innovation Tower and the long planned Miami World Center Complex and Convention Hotel and Exhibition Center.

Most of the existing residents in Park West reside in the luxury residential towers located on Biscayne Blvd. that were completed during the recent real estate boom from 2007-2016. This represents an increase in new middle to upper income residents to the Park West area. The Southeast

Overtown residents reside in largely low-rise, older rental developments scattered throughout the community. There continues to be a large homeless population in the Redevelopment Area although the homeless feeding facility in Park West was relocated from Park West to a new location bordering the western boundary of the Redevelopment Area by the City of Miami. The existing population in Southeast Overtown is considerably younger and poorer than the City of Miami and Miami-Dade County and reflects a slightly higher median household size. The existing households in Southeast Overtown are more likely to be headed by a single head of household than the City of Miami as a whole. Unemployment rates in the community are also higher than the rates for the City and County.

Overtown is comprised of small neighborhood businesses, churches, single family homes and apartment buildings, with the latter being the most dominant. According to a review of the U.S. Census Bureau’s; American Community Survey 5- year estimate, 2012-2016 homeownership data indicated that the rate in Overtown was still very low at approximately 12.5%. This low homeownership rate reflects the low household incomes in the community and the lack of affordable homeownership development in the community. In compar-

ison, 37% of the City of Miami’s residential unit’s are owner-occupied. In 2016, almost 57 percent of Overtown’s households earned less than \$17,500 per year. The population of the SEOPW CRA area has increased by 2.9% between 2000 (6,599) and 2016 (6,792).

The following are residential characteristics in surrounding areas:

- Northeast of the Redevelopment Area is the Omni Redevelopment Area. The Adrienne Arsht Center for the Performing Arts of Miami-Dade County (“PAC”) was completed in 2006 and serves as a catalyst to draw new people, businesses and residents into that area. North of the PAC between Biscayne Boulevard and Biscayne Bay are several new multi-family residential towers under construction and/or recently completed.
- North of the Redevelopment Area, the conditions are like Overtown. Redevelopment efforts within the Redevelopment Area can only have a positive effect on its northern neighbors.
- Southwest and West of the Redevelopment Area is the Miami River and the Spring Garden neighborhood. The river has mostly industrial uses, but future loft style apartments and mixed-use developments have been advertised on

signs posted at various properties. Spring Garden is a stable residential neighborhood primarily of single family homes, separated from western Overtown by the Seybold canal.

- To the south is the Central Business District with mostly government related buildings on the southern edge of the Redevelopment Area.
- Northwest of the Redevelopment Area is the University of Miami Medical Campus at Jackson hospital district comprised of several hospitals, doctors' offices, and related businesses and research facilities.
- To the East are properties facing Biscayne Bay, including Bicentennial Park and the American Airlines Arena. Two museums have been completed and Bicentennial Park has been renamed "Museum Park".

**Housing Policy**

The following items constitute the CRA's Policy toward Housing, both market rate and affordable:

- 1) The CRA endorses, supports, encourages, assists and initiates housing initiatives that will do the following:
  - a) Improve living conditions for all residents of the neighborhoods
  - b) Incorporate a variety of options to target the severe shortage of housing affordable to residents of

low or moderate income, including the elderly.

- c) Further the development of "work force" housing through public/private partnerships.
  - d) Includes design features and considerations that contribute to the livability and walkability of the community
- 2) A goal for the level of affordable housing that should be made available in the Redevelopment Area of, at least, 20% of any new development or rehabilitation of existing housing stock, to be periodically reviewed for results.
  - 3) Affordability can be achieved by:
    - a) Working with both non-profit and for-profit developers to find redevelopment opportunities and to assist them with overcoming obstacles they often encounter.
    - b) Developing and supporting programs that will assist in the development of housing that is affordable to lower-income families by providing developer incentives such as density bonuses, parking concessions and project subsidies.
    - c) The zoning code Miami 21 has established incentives and inclusionary zoning policies that will require a percentage of the units for new rental and

homeownership developments to be affordable and made available for rent or purchase to low and very low-income families, with best efforts being made to serve existing Overtown residents.

- d) Assisting developers, who provide rental housing serving families, including seniors, earning below 80% of the area median income, to secure project-based assistance for those units.
- e) Ensuring that existing supportive housing is better integrated into the community and expanding supportive housing models to address the unmet needs of existing residents.
- f) Ensuring adequate funding of and access to mortgage subsidy programs for existing families who seek homeownership opportunities in the community.

**Relocation Policy**

As stated in this Redevelopment Plan's Housing Policy, it is the CRA's goal and intent to retain, improve and increase the housing stock in the Redevelopment Area and not to replace it with a non-residential use.

In the future, if any unforeseen redevelopment

ment project involving the CRA requires the involuntarily displacement of anyone from either a rented or owned housing unit, the project proposal must contain a Project Relocation Plan which adheres to all applicable laws and regulations. The Project Relocation Plan must be approved by the CRA Board in a publicly noticed CRA Board meeting prior to any final approval of the project.

If any future projects were to require relocation and CRA funding were to be “partnered” with Federal funds, the CRA shall make it a condition of its participation that all provisions of the Uniform Relocation Assistance Act are met. This strategy adheres to the requirements of Chapters 163 and 421, Florida Statutes. Through the Housing Policy and Relocation Policy described in this Redevelopment Plan, the existing residents within the Redevelopment Area who may be temporarily or permanently displaced because of redevelopment activities directly supported by the CRA will have access to safe, sanitary and decent replacement housing.

### **Traffic Circulation**

The network of streets within the Redevelopment Area is the typical Miami “grid.” The older portions of Overtown have smaller blocks. The I-95 and I-395 Highways have created some real and psycho-

logical barriers; however, there are several locations where the city streets pass under or over the highway. The Brightline Railroad, which runs along NW 1st Avenue, interrupts circulation for both pedestrians and motorists in several locations.

For this Redevelopment Plan’s proposed traffic changes, see Section 3, “Transportation System: Re-establishing the traditional urban network of streets.” The primary change proposed is returning many of the streets from a one-way configuration back to two-way streets. The current conditions appear to make it easy for visitors to enter Overtown, but confusing to leave. The current roadways should handle the projected increase in residential units, since the same city streets accommodated a former population of 40,000 in 1960. The population in 2016 was 6,792, an increase from 6,599 in 2000. Also, public transit serves Overtown rather well, which did not exist in 1960.

Further community transit and transit access improvements will be explored related to Airport to Sea Port Metrorail linkages through the Overtown/Arena Station and other possible livable community intermodal system improvements, under Miami Dade County’s SMART PLAN.

FDOT proposed changes for the Port of

Miami traffic, which will include a tunnel to relieve the traffic to NE/NW 5th and 6th Streets have been implemented and east-westbound traffic on SR836, The Dolphin Expressway will begin implementation in 2019(see changes to I-395/SR-836). Transportation capacity is controlled by the downtown’s DRI agreement (Development of Regional Impact). The local circulation is addressed on a project by project basis in the Major Use Special Permits (MUSP).

### **Environmental Quality**

Redevelopment will improve environmental quality due to existing provisions in the City’s building permit process. Miami-Dade County’s Department of Environmental Resource Management reviews all new construction permits to insure health standards are followed. Asbestos testing is required for existing buildings that are to undergo renovation. The County’s Health Department must also approve any water and sewer changes, restaurants, hospitals, clinics, and schools.

Miami Dade Water and Sewer Department (“M-DWASD”) provides water and sewage services and runoff drainage for the Redevelopment Area. M-DWASD has upgraded their standards which means that nearly all new construction and renovations within the Redevelopment Area will require upgrades to the water service lines, given the

the age and smaller diameter of the existing water lines.

Locations of concern within the Redevelopment Area are those locations that once had industrial uses and gas stations, which once existed primarily along NW 7th Avenue.

### **Community Facilities and Services in the Redevelopment Area:**

#### **Parks / Public Spaces**

- Gibson Park
- Athalie Range Park
- Lyric Plaza
- Culmer Center's grounds
- Williams Park
- Rainbow Village Park
- Henry Reeves Park
- Camilus House
- Lotus House

#### **Service, Meeting, & Recreational Centers**

- Culmer/Overtown Neighborhood Center,
- The Overtown Youth Center
- Freedom Tower
- Accion Community Action Agency Service Center (CAA), 858 West Flagler Street, (305) 547-4892

#### **Churches**

- Central Baptist Church
- Greater Bethel A.M.E. Church
- Mount Zion Baptist Church
- St. Johns Baptist Church
- St. Agnes Episcopal Church
- St. Peter's Catholic Church

#### **Educational**

- University of Miami Medical Campus (Jackson Hospital)
- Miami-Dade Community College, Wolfson Campus
- The Culmer/Overtown Branch Library, Miami-Dade County Library System
- Entertainment Venues
- Historic Lyric Theater
- Public Transit
- Metrorail (two stations)
- Metromover (five stations)
- Metrobus, (many routes)
- Brightline (one station)
- Tri-Rail (one station proposed)

#### **Physical and Social Quality**

Until recently, Park West and Overtown have been overlooked as a desirable place to live and work. With the attraction of the Park West Entertainment District during evening and early morning hours, and with the anticipated spill-over effect of the Performing Arts Center, Miami World Center, Miami Innovation District and

Miami Innovation Tower, the expansion of the Historic Lyric Theater and Entertainment District, and new proposed market rate and affordable housing, the physical character of the Redevelopment Area is about to change.

Recent projects from the CRA have been geared toward beautification of the public rights-of-way with sidewalk improvements and tree planting.

The City of Miami adopted a new zoning code, Miami 21 in 2009. The new zoning regulations come with new design guidelines. The intention of the design guidelines is to ensure that both publicly and privately constructed buildings are attractive and support the need for pedestrian access, comfort, and safety.

Proposed new developments at the time of writing this amendment all provide a mix of uses including residential, making it possible to live and work within walking distance or transit.

The greatest asset of this community is its location. The Central Business District is within walking distance, it is served by public transit, and it is centrally located in Miami- Dade County.

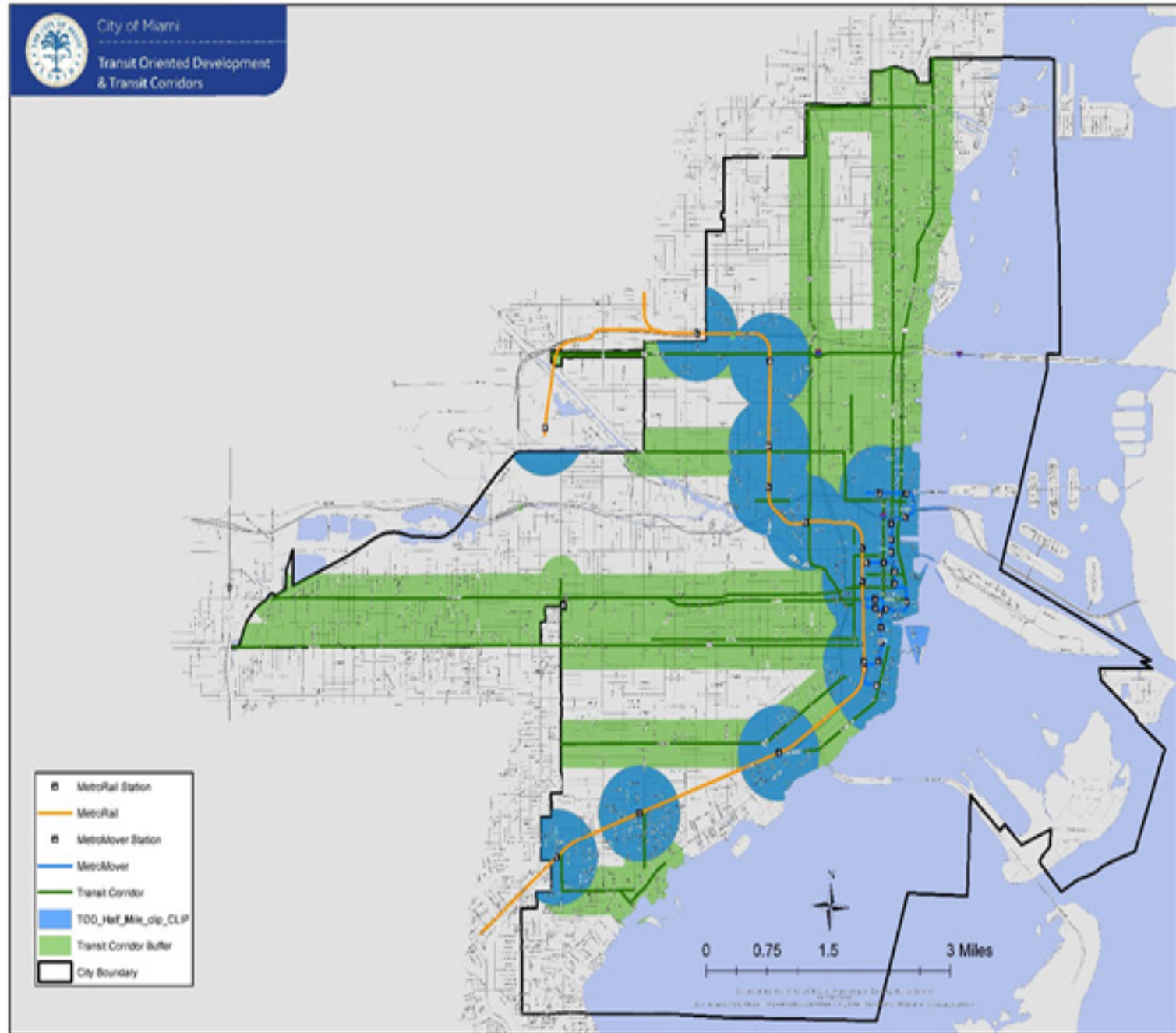
## **Transit Oriented Development**

By enactment of the City of Miami new zoning code Miam21 in 2009 a new set of regulation governed the development of neighborhoods. With continued traffic congestion and the need to connect employees with labor markets a new designation was created and called Transit Oriented Development. This designation gave way to land owners and property rights to increase density for their properties. The designation recognized transits impact on the daily lives of residents but most importantly its effect on housing development. Now transit stations on both the Metro-rail and Metro-mover lines and highly trafficked arteries of the City designated as traffic corridors were benefited by increasing densities for affordable and workforce housing development through the Transit Oriented Development. This designation allowed for more units and less parking so that the cost of delivery resulted in more affordable housing options.

Residents in the SEOPW CRA will benefit from landowners and property developers that own property near the numerous transit stations and transit corridors that will gain additional rights to develop more units through a formula created by Miami 21.

[See Map of TOD stations and Corridors](#)









## SECTION SEVEN: PLAN MANAGEMENT

The Redevelopment Plan shall be managed through the items specified in this section. The CRA shall conform to all requirements and standards as designated by the Community Redevelopment Act of 1969. The CRA is entitled to undertake all activities under the Act, as it may be modified from time to time.

### **Powers of the CRA**

The CRA shall be empowered to engage in the activities set forth in Section 163.370, Florida Statutes, which include the following:

1. To write and execute contracts and other implementation means that may be necessary or timely to exercise its powers under the Community Redevelopment Act.
2. To distribute information regarding community redevelopment to the community's residents, property owners, elected officials, and activists.
3. To commence with community redevelopment and related activities within the Redevelopment Area, which may include:
  - a. Acquisition of property by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.
  - b. Disposition of property at its fair

market value in accordance with Section 163.380, Florida Statute;

- c. Demolishing and removing existing structures, landscaping, or previous improvements to real property or facilities; and
  - d. Installing, constructing, or rebuilding streets, sidewalks, utilities, parks, play grounds, and public spaces.
- 4) Within the Redevelopment Area:
- a. To make inspections, surveys, appraisals, soundings, or test borings on private property;
  - b. To conduct environmental tests and surveys on private property;
  - c. To purchase, lease, option, gift, grant, or bequest, any real property together or without any other improvements;
  - d. To hold, improve, clear or prepare for redevelopment any acquired real property;
  - e. To mortgage, pledge, hypothecate or otherwise encumber or dispose of any property;
  - f. To enter into contracts that are necessary for any redevelopment activities, projects or programs;
  - g. To solicit requests for proposals, requests for qualification, and bid solicitation for redevelopment ac-

tivities;

- h. To apply for financing and to borrow money from the Federal Government, the State, the County, the City or other public body or from any public or private sources in the form of loans, bonds, grants, contributions, and any other form of financial assistance to be used for redevelopment activities;
- i. To acquire air rights which shall be used for implementing redevelopment projects;
- j. To appropriate funds and pay expenditures as necessary to perform the actions identified in this plan;
- k. To organize, coordinate, and direct the administration of redevelopment activities, projects, and programs the City of Miami and/or Miami-Dade County;
- l. To establish community parking projects;
- m. To fund pilot programs to market activities within the Redevelopment Area; and,
- n. To establish a community development entity under the U.S. Treasury New Market Tax Credit Program;
- o. To establish, implement and fund community policing innovations.



5. The CRA shall be permitted to issue re-development revenue bonds and other financial instruments in accordance with Section 163.385, Florida Statutes. Bonds issued under this section do not constitute indebtedness within the meaning of any constitutional or statutory debt limitation or restrictions as they apply to the City of Miami or Miami-Dade County.
6. The CRA may exercise all or any part in combination of redevelopment powers as prescribed in the Community Redevelopment Act.

**Powers not assigned to the CRA**

The following activities may not be paid for or financed by increment revenues, but may be purchased through alternative funding sources:

1. Construction or expansion of administrative buildings for public bodies or operational police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.
2. Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements

or projects which are not an integral part of or necessary for carrying out the community Redevelopment Plan if such projects or improvements are normally financed by the governing body with user fees or if such projects or improvements would be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community Redevelopment Plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community Redevelopment Plan,

3. General government operating expenses unrelated to the planning and carrying out of a community Redevelopment Plan.

Regarding zoning and land development regulations, the CRA shall not have the power to:

- a. Independently zone or rezone property; however, the CRA can recommend and advocate zoning changes to the City of Miami;
- b. Grant variances or exceptions from zoning, building regulations, or life-safety codes.; however, the CRA can request such variances and exceptions

- c. to the City on behalf of an applicant; or
- c. Independently close or vacate public rights-of-way.

The CRA Board shall not have the power to grant final approval of this Redevelopment Plan and future revisions.

**Authority to Undertake Redevelopment**

This Redevelopment Plan has been prepared in accordance with the Florida Community Redevelopment Act, Chapter 163, Part III of the Florida Statutes. The adoption of this Redevelopment Plan and any later modifications or amendments shall follow the procedures set forth in Chapter 163, Part III.

By adopting this Redevelopment Plan, the CRA is authorized to perform "community redevelopment" as defined in Section 163.340(9), Florida Statutes.

The CRA is the government agency that oversees and monitors development within the Redevelopment Area, and as such, all development projects proposed within its boundaries must be presented before the CRA Board prior to the City of Miami granting approval of the project.

### Future Amendments to this Redevelopment Plan

This Redevelopment Plan is an amendment and update to the 2009 Plan Update. In the future, this Redevelopment Plan may need to be amended as new, innovative projects eligible for tax increment revenues are proposed for the area. Amendments to the Plan shall be in accordance with Section 163.361, Florida Statutes. The CRA Board will initiate any amendment action by adopting a resolution recommending that the Miami City Commission adopt the proposed amendment to the Plan and requesting transmittal to Miami-Dade County for approval by the Board of County Commissioners. The original "Findings of Necessity" should be reaffirmed an Assessment of Need Study.

Should any provision of the Community Redevelopment Plan, including later revisions, be found to be invalid, unconstitutional or illegal, such provision shall not affect the remaining portions of the Plan.

### State of Florida Statutory Requirements

The Community Redevelopment Act of 1969 requires that specific elements be included in every Redevelopment Plan. The chart to the right identifies the location for each of those elements within this Master

Plan Report.

Safeguards & Assurances Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan.

TECHNICAL ITEM	Section
Legal Description	1
Diagram Showing Open Space	3
Diagram Showing Street Layout	3
Limitations on Massing, Intensity and Density	3
Properties for Parks and other Public Use	3
Neighborhood Impact	6
Publicly Funded Capital Improvements	5
Safeguards and Assurances	7
Retention of Controls and Restrictions with Land Sales	7
Residential Use Affordability	2 & 6
Costs	5
Timeline	5

### Safeguards & Assurances Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plans

1. The CRA shall file an annual financial report by March 31 of each year with Miami-Dade County, and the City of Miami. This annual report shall contain a programmatic overview of the public and/or private funded activities of the CRA as allowed by the Redevelopment Plan.
2. The CRA shall file a Five-Year Capital Program budget with the City of Miami, for inclusion in the City's Five Year Comprehensive Plan, and update this budgeting document annually.
3. The CRA Board shall be fully subject to the Florida Sunshine Law and meet at least monthly in a public forum.
4. The CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements and declarations of restrictions relative to any real property conveyed shall contain restrictions and covenants running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Redevelopment Plan. The CRA shall further ensure that such conveyance comply with the requirements of Section 163.380, Florida Statutes.



5. The CRA shall continue to acquire property and to convey such interest to developers and investors for redevelopment.
6. The CRA shall promote the use of land pooling to provide existing property owners with an opportunity to participate in the redevelopment as an equity partners in return for the use of the private owner's land for such development.
7. The CRA shall present a Regulatory Plan to the City of Miami for adoption and continue to recommend zoning changes consistent with the Redevelopment Plan.
8. The CRA shall request to the City that all proposals for new development, once reviewed by the City administration, shall be forwarded to the CRA for review and consistency with the Redevelopment Plan.
9. The CRA shall request specific goals and objectives from developers that utilize Tax Increment Financing (TIF) funds.
10. The CRA shall require a Local Participation Agreement for all development projects occurring within the Redevelopment Area.
11. The CRA shall, or will require the developer to provide existing business

owners and business tenants within the Redevelopment Area preference for reentry into business, provided the business is compatible with the uses, theme and quality of development in the Redevelopment Area and that the business owner or tenant has the financial ability to operate the business consistent with the overall integrity of the redevelopment district.

**Safeguards to Ensure Financial Accountability**

1. The CRA shall maintain adequate records to provide for an annual external audit which shall be conducted by a knowledgeable Certified Public Accountant. The findings of the audit shall be presented at a public meeting of the CRA Board and such findings shall be forwarded to the City of Miami and Miami-Dade County by March 31 of each year for the preceding fiscal year which shall run from October 1 through September 30. The annual Audit Report shall be accompanied by the CRA's Annual Financial Report and shall be provided to the City of Miami, and Miami-Dade County and shall be made available for public review. Legal notice in newspapers of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Financial

Report.

2. All CRA tax increment financing (TIF) funds shall be held in a Redevelopment Trust Fund separately from other funds as required by Florida Statutes.
3. The SEOPW CRA shall request specific goals and objectives from developers that utilize Tax Increment Financing (TIF) funds.

**Safeguards to Ensure Proper Implementation and Project/Program Accountability**

1. The CRA shall establish measurable goals and objectives for each activity it administers and/or funds.
2. The CRA shall coordinate with related agencies, entities, community-based organizations and stakeholders, specifically including the Water and Sewer Authority (WASA), the City and County Public Works, Capital Improvement Projects, and Planning departments to ensure the proper planning, budgeting and implementation of projects.
3. The CRA shall hold public hearings on the following at its monthly Board Meetings:
  - a. Report and status on its programs and projects (the "Activities").
  - b. Gather input from property owners, citizens and interested parties regarding redevelopment activities;

- and
- c. Discuss strategies to resolve local redevelopment issues

**Providing for a Time-Certain and Severability**

The term of the CRA shall be through the year 2042, or through the end of the fiscal year in which any outstanding bonds are retired, whichever is later.

**Land Acquisition**

Section 163.370, Florida Statutes, provides

that the CRA may acquire land. In Section 4 of this Redevelopment Plan, under District Wide Program #9, Miscellaneous Land Acquisition, the CRA objective states that the CRA proposes to acquire land, as necessary, to support the implementation of the projects described in this Redevelopment Plan within the Redevelopment Area.”

The CRA cannot acquire property through eminent domain proceedings. The City of Miami has the sole authority to commence eminent domain proceedings on behalf of

the CRA. The CRA shall recommend that the City resist resorting to such proceedings, because of its costly nature which is further typically perceived as a non- collaborative action by property owners in the Redevelopment Area. If property owners are unwilling to participate in the redevelopment, despite the provision of financial and technical assistance, the CRA shall recommend to the City of Miami that eminent domain proceedings commence.



## SECTION EIGHT: DEFINITIONS



## Definitions

The following terms, wherever used or referred to in this part, have the following meanings:

### **Blighted Area**

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, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

- a. Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- b. Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- c. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- d. Unsanitary or unsafe conditions;
- e. Deterioration of site or other improvements;
- f. Inadequate and outdated building

- density patterns;
- g. Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- h. Tax or special assessment delinquency exceeding the fair value of the land;
- i. Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- j. Incidence of crime in the area higher than in the remainder of the county or municipality;
- k. Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- l. A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- m. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- n. Governmentally owned property with adverse environmental conditions caused by a public or private entity.

- o. A substantial number of percentage of 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 (n) are present and all taxing authorities subject to F. S. 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 shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, “blighted area” means an area as defined in this subsection.

### **Governing Body**

The City of Miami Commission sits as the governing body in a separate and distinct role independent from the City of Miami Commission and the Miami-Dade County Board of Commissioners.

### **Community Policing Innovation**

A policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch,

citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, virtual strategies using the latest technology or intensified motorized patrol.

### **Community Redevelopment Agency**

(CRA) A public agency created by, or designated pursuant to the Community Redevelopment Act of 1969 per Florida Statute 163.330.

### **Community Redevelopment Area**

A slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment.

### **Community Redevelopment Plan**

A plan, as it exists from time to time, for a community Redevelopment Area.

### **Housing authority**

A housing authority created by and established pursuant to Chapter 421, Florida Statutes.

### **Increment Revenue**

The amount of tax revenue received by the CRA subsequent to the base amount of taxable value established upon creation of the CRA and calculated pursuant to Section 163.387, Florida Statutes.

### **Mixed-Mode Corridor**

A street limited to pedestrian, bicycle and transit movements for all or part of the day and night.

### **Public officer**

Any officer who oversees any department or branch of the government of the county or municipality relating to health, fire, building regulations, or other activities concerning dwellings in the county or municipality.

### **Real Property**

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

### **Redevelopment or Community Redevelopment**

Undertakings, activities, or projects of a county, municipality, or community rede-

velopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of

affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community Redevelopment Area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community Redevelopment Area, or any combination or part thereof, in accordance with a community Redevelopment Plan and may include the preparation of such a plan.

### **Related Activities**

Either:

1. Planning work for the preparation of a general neighborhood Redevelopment Plan or for the preparation or completion of a community wide plan or program pursuant to Section 163.365, Florida Statutes.
2. The functions related to the acquisition and disposal of real property pursuant to Section 163.370, Florida Statutes.
3. The development of affordable housing



for residents of the area.

4. The development of community policing innovations.

### **Slum Area**

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

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



## SECTION NINE: DIRECTORY OF LOCAL ORGANIZATIONS



# Directory

Updating this directory from time to time does not constitute a revision to this Redevelopment Plan.

## [Southeast Overtown/Park West Community Redevelopment Agency](#)

Cornelius Shiver, Esq., Executive Director  
819 NW 3rd Ave. 3rd floor, Miami, FL 33136  
Telephone: (305) 679-6800  
E-mail: cshiver@miami.gov

## [Miami-Dade County Board of County Commissioners](#)

Audrey Edmonson, District 3  
Stephen P. Clark Center  
111 N.W. 1st Street, Suite 220  
Miami, Florida 33128  
Telephone (305) 375-5393  
E-mail: district3@miamidade.gov

## [Esteban L. Bovo,, Jr., District 13 Chairperson, Board of County Commissioners](#)

111 N.W. 1st Street, Suite 320  
Miami, Florida 33128  
Telephone (305) 375-4831  
E-mail: district13@miamidade.gov

## [CRA Board of Commissioners](#)

Commissioner Keon Hardemon, Chairperson,  
Telephone: (305)250-5390  
E-mail: Khardemon@miamigov.com

Commissioner Wilfredo "Willy" Gort Vice-Chairperson  
Telephone: (305)250-5430  
E-mail: wgort@miamigov.com

Commissioner Ken Russell, Board Member  
Telephone: (305)250-5333  
E-mail: krussell@miamigov.com

Commissioner Joe Carollo, Board Member  
Telephone: (305)250-5380  
E-mail: jcarollo@miamigov.com

Commissioner Manolo Reyes, Board Member  
Telephone: (305)250-5420  
E-mail: mreyes@miamigov.com

## [City of Miami](#)

Emilio Gonzalez, City Manager  
3500 Pan American Drive, Miami, FL 33133  
Telephone: (305)250-5400  
E-mail: egonzalez@miamigov.com

Victoria Mendez, City Attorney  
444 SW 2nd Avenue, Suite 945  
Miami, Florida 33130  
Telephone (305) 416-1800  
E-mail: vmendez@miamigov.com

## [City of Miami Department of Community Development](#)

George Mensah, Director  
Telephone: (305) 416-2099  
Main Number (305) 416-2080  
Email: gmensah@miamigov.com

## [Cityof Miami Planning Department](#)

Francisco J Garcia, Director  
Telephone: (305) 416-1435  
Main Number: (305) 416-400  
Fax: (305) 416-1435

## [City of Miami Public Works Department](#)

Alan M. Dodd, Director  
Main Number (305) 416-1200  
E-mail: adodd@miamigov.com

## [City of Miami Building Department](#)

Jose S. Camero, Director  
Main Number (305) 416-1100  
E-mail jcamero@miamigov.com

## [City of Miami Office of Capital Imprvements](#)

Steven C. Williamson, Director  
Main Number: (305)416-1280  
E-mail: swilliamson@miamigov.com

## [The Black Archives, History & Research Foundation of South Florida, Inc. and The Historic Lyric Theater](#)

Patricia Braynon, Chair  
819 NW 2 Avenue, Miami, FL 33136  
Telephone: 305-636-2390  
Fax: (305) 636-2391

## [BAME Development Corporation of South Florida](#)

245 NW 8th Street, Miami, Florida 33136  
Telephone: (305) 373-7233  
Fax: (305) 373-8915

#### St. Johns CDC

1324 NW 3 Avenue, Miami FL 33136  
Telephone: (305) 372-0682

#### St. Agnes CDC

2031 NW 4th Court Miami FL 33136  
Telephone: (305) 573-6885

#### Mt. Zion CDC

301 NW 9 St, Miami, FL 33136  
Telephone: (305) 379-4147

#### The Overtown Youth Center

Tina Brown, Executive Director  
450 NW 14th Street, Miami FL 33136  
Telephone: (305) 349-1204  
tina.brown@overtownyouth.org

#### Florida Department of Transportation District VI Secretary

1000 NW 111th Avenue Miami, FL 33172  
Telephone: (305) 470-5197  
Fax (305) 470-5610  
General Information:  
Telephone: (305) 470-5349  
www.dot.state.fl.us

#### Girl Power, Inc.

Thema Campbell President/CEO  
1600 NW 3rd Avenue, Suite 100, Miami, FL 33136  
Telephone: (305)756-5502

#### Overtown Optimist Club, Inc.

Ultrina Harris, President  
401 NW 12 Street, Miami, FL 33136  
Telephone: (305) 960-4647

#### The Historic Overtown Folklife District Improvement Association

Dorothy J. Fields, PhD, President  
819 NW 2 Avenue, Miami, FL 33136  
Telephone: (786) 708-4610

#### ILA Longshoreman of Dade County, Inc.

Ellis Canty, President  
816 NW Second Avenue, Miami, FL 33136  
Telephone: (305) 371-6781

#### Overtown Children and Youth Coalition Inc.

Graylyn Swilley Woods  
1951 NW Seventh Avenue, Suite 600 Miami, FL 33136  
Telephone: (786) 477-5813

#### Urgent, Inc.

Saliha Nelson, Director  
1000 NW First Avenue, Suite 100 Miami, FL 33136  
Telephone: (786) 581-7821

#### Camillus House, Inc.

Hilda M. Fernandez, CEO  
1603 NW 7th Avenue, Miami, FL 33136  
Telephone: (305) 374-1065



## SECTION TEN: APPENDIX



## Appendix A

### Previous Planning Work for the area

**1973**

#### **Urban Development and Zoning Plan.**

This report recommended redevelopment of the area north of the port access road to I-395 between N.W. 1st Avenue and Biscayne Boulevard, later designated as Park West. This recommendation was incorporated within the MCNP in 1976.

**1976**

#### **Miami Comprehensive Neighborhood Plan (MCNP)**

A Comprehensive Plan is required by the State of Florida for every municipality. Miami's Comprehensive Plan provides the framework for the overall development of the City of Miami. This plan is periodically updated and continues to guide the City's decisions. In 1976 Development opportunities were identified for the CRA area within this document including the establishment of an in-town residential community and redevelopment opportunities made possible by the expanded transit system.

**1979 -1980**

#### **Overtown Redevelopment Plan**

Prepared by the City of Miami Planning

and Zoning Department with extensive citizen review, this plan was for the larger Overtown community, not just the CRA boundaries. This plan was adopted by both the City of Miami and Miami-Dade County. Portions of this plan that referred to Southeast Overtown were incorporated into the original SEOPW Community Redevelopment Plan.

**1979 - 1981**

#### **Miami Park West, A Redevelopment Program for Downtown Miami**

Prepared by Wallace, Roberts and Todd (WRT), American Cities Corporation, and Parsons Brinckerhoff Quade and Douglas, this plan called for land purchase of a 16-block area, extensive clearance and redevelopment of the industrial area into a residential and commercial community. The focal point of the plan was a large linear green space linking Overtown to Bicentennial Park. This plan was incorporated into the 1982 SEOPW Community Redevelopment Plan.

**1981-82**

#### **SEOPW Community Redevelopment Plan**

Prepared by the City of Miami Planning and Zoning Department, this plan stated to the State of Florida the need for a Community Redevelopment Agency, and speci-

fied projects and operations for the CRA. Although the plan was modified over the following few years, it is now out of date, which has led to the Community Redevelopment Plan to which this appendix is attached. The 1982 Redevelopment Plan was reviewed and modified over a six-month period by the Southeast Overtown/Park West Ad Hoc Committee that included representatives of the Overtown and Park West communities and provided a forum for community concerns.

**1986-87**

#### **Omni Area Redevelopment Plan, September 1986**

Prepared by the City of Miami Planning Department, this is the Community Redevelopment Plan for the Omni Area CRA.

**August 1984**

#### **Design Standards and Guidelines for the Southeast Overtown / Park West Redevelopment Project**

This document was prepared by the Downtown Development Authority for the SEOPW CRA. These standards contain many common sense practices for treating pavement and landscaping on public streets. The guidelines however reinforce a plan that is heavily dependent upon a wide landscaped pedestrian mall, an idea since widely discredited nationally. The small segment of the pedestrian mall that

was constructed on NW 9th Street in the late 1980's has already been re-opened to traffic.

### **February 1989**

#### **The Historic Overtown Folklife Village, Master Plan / Urban Design Guidelines.**

This plan and accompanying guidelines were prepared for the Black Archives, History and Research Foundation of South Florida, Inc. by Ronald E. Frazier & Associates. The plan surveys a three-block area of historic buildings and offers architectural guidelines for buildings.

### **1989**

#### **Downtown Miami Master Plan 1989**

This document was prepared by the City of Miami Department of Planning, Building, & Zoning and the Downtown Development Authority. This plan was officially adopted by the City Commission in 1989 and continues to guide decision making for the downtown.

### **May 1997**

#### **Master Plan for Historic Overtown Folklife Village, May 1997.**

This plan was prepared by Duany, Plater-Zyberk & Company as an update to the 1989 plan for the Black Archives. It offers new implementation strategies for the previous plan.

### **1998 NW 3rd Avenue Priority Business Corridor.**

This document prepared by Bermello-Ajamil & Partners, Inc for the SEOPW CRA examines the physical existing conditions along this historic commercial corridor. Recommendations are included to stimulate business.

### **September 1999**

#### **City of Miami Community Redevelopment Agency, Fiscal Year 2000 and 5-Year Plan 2000-2004,**

Budgeted Projects and Programs Prepared by the SEOPW CRA, this document lays out the current five-year plan of programs and expenditures. Projects and programs from this document have been included in the SEOPW Community Redevelopment Plan.

### **March 2000**

#### **Overtown, Redevelopment Area Design Charrette Report**

This document was prepared by Treasure Coast Regional Planning Council and produced through a grant from the Florida Department of Community Affairs to the South Florida Regional Planning Council for Eastward Ho initiatives. SFRPC brought in the Treasure Coast Regional Planning Council to provide a community design charrette workshop and produce a detailed plan for all Overtown. Many local architects and planners participated along

with local property owners and residents. The plan showed how the community can redevelop over time with small incremental improvements and reinvestment, unlike typical grand schemes. Unfortunately, the plan failed to capture the excitement needed in the investment community and official circles and is perceived by some members of the community as the latest in a string of broken promises.

### **March 2000**

#### **Housing Needs and Potential of the Overtown / Park West Area**

This document was prepared by Reinhold P. Wolff Economic Research, Inc. for South Florida Partnership Office Fannie Mae. It is a market housing study.

### **Spring 2000**

#### **History of the City of Miami,**

A summary of its past in pictures, maps and writings. This was prepared by students at the University of Miami School of Architecture under the directions of professors Allan Shulman and Adolfo Albaisa. This is not a planning document but rather a summary showing how Downtown Miami has changed over the years.

### **2002**

#### **Miami River Corridor Urban Infill and Redevelopment Plan**

This document was prepared by

Kimley-Horn and Associates, Inc for the Miami River Commission, City of Miami and Miami-Dade County.

## **2002**

**Park West Club District Streetscape Master Plan.** This plan was prepared by Wallace Roberts & Todd for the CRA. It identifies parking areas and streetscape improvements along Eleventh Street.

## **August 2002**

### **Overtown Greenway Plan**

This document was prepared by Trust for Public Land and Wallace Roberts & Todd. This document identifies the various planning efforts taking place in the area and offers greenway alignments and landscaping and streetscape guidelines.

## **October 2002**

### **Overtown Greenprint Plan**

Prepared by the Trust for Public Land, The Greenprint Steering Committee, and Glatting Jackson Kerscher Anglin Lopez Rinehart Inc. The Greenprint Plan is a strategic plan to design and build an interconnected system of urban open spaces, including parks, greens, gardens, plazas, bikeways and sidewalks.

## **December 2002**

### **Overtown: A Look Back, Connections to the Future**

This plan was prepared by Urban Design Associates on behalf of the Collins Center for Public Policy, Inc and the Overtown Civic Partnership. The document analyzes the existing conditions and shows design alternatives for "Downtown Overtown," the core area of Overtown.

## **November 2003**

### **Miami at Midnight**

This report was prepared by Thomas F. Gustafson, P.A. to examine the use of narrow gauge rail modality in the SEOPW and OMNI CRA areas and to suggest locations for liner buildings and related parking structures. The report provides a basis for requesting transportation trust funds and to develop such improvements as a community intermodal system.

## **June 2018**

### **Assessment of Need Study**

## Appendix B

### Acknowledgements

#### The Southeast Overtown – Park West Community Redevelopment Plan, update 2004

was prepared initially by Dover Kohl & Partners, Town Planners, with the 2009 Update modified by City of Miami Planning Department, and the 2018 Update modified by EL Waters and Company Incredible support, ideas and information for the entire plan was received from:

- ⊗ City of Miami Commissioners and
- ⊗ CRA Board Members:
- ⊗ Commissioner Keon Hardemon, Chair District 5
- ⊗ Commissioner Wilfredo “Willy” Gort, District 1
- ⊗ Commissioner Ken Russell, District 2
- ⊗ Commissioner Joe Carollo, District 3
- ⊗ Commissioner Manolo Reyes, District 4
- ⊗ County Commissioner, Audrey Edmonson, District 3
- ⊗ City Manager, Emilio Gonzalez
- ⊗ CRA Executive Director, Cornelius Shiver
- ⊗ CRA consultants:
- ⊗ EL Waters and Company, LLC
- ⊗ Vijay Varki Consulting
- ⊗ City of Miami’s Planning and Zoning

#### Departments

- ⊗ Many residents, property owners, and
- ⊗ business owners within and near the Redevelopment Area
- ⊗ Overtown Community Oversight Board
- ⊗ The Black Archives, History & Research Foundation of South Florida, Inc.
- ⊗ The Overtown Youth Center
- ⊗ Perkins & Will
- ⊗ B/Adaptable
- ⊗ Jeffrey Watson, Project Manager

Several Community Development Corporations, including:

- BAME CDC
- St. Agnes CDC
- St. John’s CDC
- Florida Department of Transportation

Several Community Churches including:

- Central Baptist Church
- Greater Bethel A.M.E. Church
- Mount Zion Baptist Church
- St. Johns Baptist Church
- St. Agnes Episcopal Church
- St. Peter’s Catholic Church

*This Redevelopment Plan was prepared by  
Dover, Kohl & Partners in, October 2003,  
and updated by the City of Miami's Plan-  
ning Department in May 2009 and finally  
updated by EL Waters and Company LLC in  
August 2018*



ATTACHMENT “I”

AMENDMENT TO THE 1983 INTERLOCAL COOPERATION  
AGREEMENT BETWEEN THE CITY OF MIAMI, MIAMI-DADE  
COUNTY, AND SOUTHEAST OVERTOWN/PARK WEST COMMUNITY  
REDEVELOPMENT AGENCY

THIS AMENDMENT (“Amendment”) is made and entered into this \_\_\_ day of \_\_\_\_\_, 2022, by and between Miami-Dade County a political subdivision of the State of Florida (the “County”), the City of Miami, Florida, a municipal corporation of the State of Florida (the “City”) and the Southeast Overtown/Park West Community Redevelopment Agency, a public agency and body corporate created pursuant to section 163.356, Florida Statutes (the “SEOPW CRA”).

RECITALS

WHEREAS, on March 30, 1983 the County, formerly known as Metropolitan Dade County, and the City executed that certain Intergovernmental Cooperation Agreement (the “1983 Interlocal Agreement”); and

WHEREAS, on November 15, 1990, the County, formerly known as Metropolitan Dade County, and the City entered into that certain Amendments to Interlocal Cooperation Agreement (the “First Amendment”) amending certain terms and provisions of the 1983 Interlocal Agreement; and

WHEREAS, as of December 31, 2007, the County, the City, the SEOPW CRA and the Omni Community Redevelopment Agency (the “Omni CRA”) entered into that certain Interlocal Agreement between the City of Miami, Miami-Dade County, SEOPW CRA and Omni CRA to Provide Funding for Major Projects for the Benefit of All Parties (the “2007 Interlocal Agreement”); and

WHEREAS, on January 22, 2010, the County and the SEOPW CRA entered into that certain amendment to 1983 Interlocal Cooperation Agreement (the “2010 Amendment”; together with the 1983 Interlocal Agreement, the First Amendment, and the 2007 Interlocal Agreement collectively, the “Interlocal Agreement”); and

WHEREAS, the SEOPW CRA generated an Assessment of Need (the “AON”) to substantiate the extension of the life of the SEOPW CRA until March 31, 2042; and

WHEREAS, the SEOPW CRA adopted the 2018 Redevelopment Plan Updated (the “Amended Redevelopment Plan”) prepared by E.L. Waters and Company, LLC; and

WHEREAS, on June 26, 2018, the Board of Commissioners of the SEOPW CRA adopted resolution CRA-R-18-0030 approving the AON; and

WHEREAS, on September 24, 2018, the Board of Commissioners of the SEOPW CRA adopted Resolution CRA-R-18-0040 approving the Amended Redevelopment Plan; and

**WHEREAS, on May 9, 2019** the City Commission adopted Resolutions R-19-0175 and R-19-0176 which approved the AON and the Amended Redevelopment Plan, respectively to substantiate the life of the SEOPW CRA to March 31, 2042; and

**WHEREAS,** the Miami-Dade County Board of County Commissioners (the “**Board**”) adopted Resolution No. R-\_\_\_\_-22 that approved the AON, the Amended Redevelopment Plan, the extension of the life of the SEOPW CRA to March 31, 2042, and the execution of this Amendment; and

**WHEREAS,** the County, the City and the SEOPW CRA desire to modify and amend the Interlocal Agreement and extend the life of the SEOPW CRA to March 31, 2042, as hereinafter provided,

**NOW, THEREFORE,** the County, the City and the SEOPW CRA agrees as to follows:

1. **Recitals.** The Recitals to this Amendment are true and correct and incorporated herein and made a part of this Amendment.

2. **Defined Terms.** Defined terms utilized in this Amendment but not defined herein shall have the meaning ascribed to said terms in the Interlocal Agreement.

3. **Extension of Life of SEOPW CRA.** The life of the SEOPW CRA is hereby extended from March 31, 2030 until March 31, 2042.

4. **Redevelopment Plan.** All references in the Interlocal Agreement to the Redevelopment Plan shall be deemed reference to the Amended Redevelopment Plan.

5. **Priority Projects.** The County, the City and the SEOPW CRA acknowledge and agree that, subject to compliance with all applicable laws, including Part III, Chapter 163, Florida Statutes, the following projects identified in the Amendment Redevelopment Plan, among other projects in the Redevelopment Area, shall be partially funded by SEOPW CRA utilizing tax increment revenues (the “**Incentive Agreement Projects**”):

- A. Overtown Cultural and Entertainment District.
- B. Miami World Center Project, generally located between 11<sup>th</sup> Street on the North, the FEC Railway to the South, NE 2<sup>nd</sup> Avenue to the East and N. Miami Avenue to the West.
- C. The Marriott Marquis Conference Center & Hotel, located at 800 N. Miami Avenue, (Folio 01-3137-025-0011).
- D. South Florida Regional Transportation Authority’s Tri-Rail Downtown Miami Link Station Improvements Project located within the All Aboard Florida Grand Central Station, which station is situated on various parcels located immediately west of NW 1<sup>st</sup> Avenue between Flagler and N.W. 8<sup>th</sup> Streets, to be supported by a pledge of tax increment revenue to support a

\$17,580,000.00 City bond issue.

- E. The World Literacy Crusade of Florida, Inc. a/k/a Mama Hattie's House.
- F. The redevelopment and modernization of County-owned public housing projects situated on a combined 33.7 acres of land located within the Redevelopment Area consisting of Culmer Place (580 NW 5<sup>th</sup> Avenue, Miami, FL), Culmer Gardens (610 NW 10<sup>th</sup> Street, Miami, FL), and Rainbow Village (2140 NW 3<sup>rd</sup> Avenue, Miami, FL), presently improved by 326 units of public housing in order to replace and expand the inventory of public housing and construct additional subsidized and market rate residential units, as well as the development of other uses, as appropriate.
- G. Existing affordable housing projects financed with existing CRA Bond issue.
- H. The development and rehabilitation of workforce housing and affordable housing projects.
- I. Development of between approximately 800 and 1,000 affordable housing units serving families earning between 30% and 140% of the County's Area Median Income as defined by the U.S. Department of Housing and Urban Development, as adjusted for household size, on non-County-owned sites located within the Redevelopment Area.
- J. Land acquisition and development activities consistent with the character and scale of development identified in the Overtown Entertainment and Cultural District, as it may be amended from time to time.
- K. Development and growth of local, small business enterprises within the Redevelopment Area through grants or low-interest loans to, among other things, improve the physical plant of local businesses, finance the acquisition of machinery and equipment, and provide limited guarantees against losses to increase access to credit from local financial institutions.
- L. Support the implementation of activities identified within Overtown Youth and Children's Coalition Master Plan.

6. **Redevelopment Area.** The County, City and SEOPW CRA acknowledge and agree that the redevelopment area (the "**Redevelopment Area**") consists of (i) that area initially approved by the County and as described on the map attached to County Ordinance No. 82-115 as Exhibit "A", (ii) that addition to the area approved by the County in Ordinance No. 86-4; and (iii) that addition to the area approved in Ordinance No. \_\_\_\_, all as more particularly shown on that map attached hereto as **Exhibit "A"**.

7. **Base Values.** The County, the City and SEOPW CRA agree that the assessed values of property for ad valorem tax purposes to be used in calculating the amount of tax increment revenues is: (a) with respect to that portion of the Redevelopment Area initially approved by the County and as described

on the map attached to County Ordinance No. 82-115 as Exhibit “A”, the value as of January 1, 1982, contained the preliminary *ad valorem* assessment roll for 1982 prepared by the Property Appraiser of the County; (b) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No. 86-4, the value as of January 1, 1985 contained in the preliminary *ad valorem* assessment roll for 1985 prepared by the Property Appraiser of the County; and (c) with respect to the addition to the Redevelopment Area approved by the County in Ordinance No.: \_\_\_\_\_, the value as of January 1, 20\_\_\_\_, contained in the preliminary *ad valorem* assessment rolls for County.

8. **Annual Budget.** The County agrees to waive any claims it may have regarding approval of the annual SEOPW CRA budget for the fiscal years prior to fiscal year commencing October 1, 2018. Notwithstanding the foregoing, the SEOPW CRA, in accordance with section 163.387(6), Florida Statutes, shall submit to the Miami-Dade County Board of County Commissioners for its approval its annual budget and any amendment thereto within 10 days after the adoption of such annual budget or amendment to the budget.

9. **Waiver of Administrative Fee.** The County agrees to waive the 1.5% Administrative Fee chargeable to SEOPW CRA for the life of the SEOPW CRA.

10. **Overtown Urban Initiation Project Management Committee.** Sections 1, 2, and 3 of the 1983 Interlocal Agreement are hereby deleted.

11. **City Contribution.** The County and the SEOPW CRA acknowledge and agree that the City has made all required contributions required by the City under Section 4 of the 1983 Interlocal Agreement.

12. **SEOPW Projects.**

A. The County and the City acknowledge and agree that the SEOPW CRA has complied with its obligations under Sections 2 (a) and (b) of the 2010 Amendment with respect to the Camillus House Project and the Alonzo Mourning Charities, Inc. affordable housing Project. The

SEOPW CRA acknowledges that Section 2(c) of the 2010 Amendment regarding Mama Hattie’s House has not yet been developed and is included in the list of Incentive Agreement Projects.

B. The County and the City acknowledge and agree that each of the SEOPW CRA Development Projects, including the Incentive Agreement Projects, do not require approval of any and all plans for development before contracts are entered into for constructions of each respective SEOPW CRA Developments, including without limitation, the Incentive Agreement Projects.

13. **Reverter Lawsuit.** The County, the City and the SEOPW CRA acknowledge that the Reverter Lawsuit has been resolved, Block 45 has reverted to the County and that Block 36 and Block 56 are no longer subject to revert to the County.

14. **CRA Indebtedness.** The SEOPW CRA may elect to issue bonds and/or incur other

indebtedness required to finance, as necessary and appropriate, its contribution to the SEOPW CRA Projects including the Incentive Agreement Projects, provided however, in no event shall any bonds issued and/or indebtedness incurred mature later than March 31, 2042. Prior to the issuance of any bonds and/or indebtedness by the SEOPW CRA, the County shall have the right to review all related documents and agreements and may approve such bond issuance or indebtedness, pursuant to the provisions of the Interlocal Agreement as amended by this Amendment and applicable law, including section 163.358(3), Florida Statutes.

15. **CAP ON ADMINISTRATIVE EXPENSES.** The SEOPW CRA agrees that administrative expenses of the SEOPW CRA shall not exceed 20% of its overall fiscal budget.

16. **Procurement Requirements.** In accordance with section 163.370(5), Florida Statutes, the SEOPW CRA shall procure all commodities and services under the same purchasing processes and requirements that apply to the City. The SEOPW CRA confirms to the County and the City that SEOPW CRA has adopted the City's procurement procedures to be utilized by the SEOPW CRA for procurement.

17. **Community Benefits.**

- A. The SEOPW CRA agrees that all agreements with entities or contractors receiving grants of \$1,000,000.00 or more from the SEOPW CRA for new or rehabilitated commercial and residential developments entered into after the Effective Date within the Redevelopment Area may, to the extent allowed by applicable law, include the following provisions:
  - (i). Require hiring from the labor workforce for such project from residents of the Redevelopment Area that are unemployed or under employed, to extent feasible.
  - (ii). Require compliance with the wage requirements of Section 2-8.9 of the Code of Miami-Dade County, Florida (the "**Code**") or pay higher wages and benefits, as are feasible.
- B. The SEOPW CRA agrees it may include in all community benefit agreements with entities or contractor receiving grants of \$1,000,000.00 or more executed after the Effective Date to require such entities or contractors to comply with the following Miami-Dade County ordinances contained in the Code, as same may be amended, as if expressly applicable to such entities:
  - (i). Small Business Enterprises (Section 2-8.1.1.1.1 of the Code)
  - (ii). Community Business Enterprises (Section 2-10.4.01 of the Code)
  - (iii). Community Small Business Enterprises (Section 10-33.02 of the Code)
  - (iv). Conflict of Interest and Code of Ethics Ordinance (Section 2-11.1 of the Code)
  - (v). Living Wage Ordinance (Section 2-8.9 of the Code)

18. **Inspector General Review.** The County shall have the right to retain, at its sole



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

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

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

21. **Affordable and Mixed Income.** The County acknowledge and agrees that the SEOPW CRA Amended Redevelopment Plan includes a housing component that serves an income mix of extremely low, very low, low, moderate, and workforce housing up to 140 percent (140%) of the area mean income, as defined by the U.S. Department of Housing and Urban Development and the County acknowledges that the Amended Redevelopment Plan gives priority to rehabilitation, conservation or redevelopment of housing for extremely low, very low, low or moderate income persons over funding of non-housing projects.

22. **Annual Budget.** The SEOPW CRA agrees to include in its annual fiscal budget a description of expenditures made by the SEOPW CRA for affordable housing projects during the previous fiscal year and a statement of anticipated expenditures for affordable housing project in upcoming fiscal years, if applicable.

23. **Ethics Training.** In accordance with section 163.367, Florida Statutes, the officers, commissioners, and employees of the SEOPW CRA shall be subject to part III of chapter 112, Florida Statutes, and the Board of Commissioners of the SEOPW CRA must also comply with the ethics training requirements as imposed in section 112.3142, Florida Statutes. Accordingly, the SEOPW CRA agrees that all members of the Board of Commissioners of the SEOPW CRA, staff of the SEOPW CRA, members of advisory boards of the SEOPW CRA and staff such advisory boards shall be required to complete a minimum of four (4) hours of ethics training to be conducted by the Miami-Dade County Commission on Ethics and Public Trust.

24. **Conflicts.** In the event of any conflicts between the Interlocal Agreement, and the terms of this Amendment, this Amendment shall control.

25. **Governing Law and Venue.** This Amendment and the Agreement shall be construed in accordance with and is governed by the laws of the State of Florida. Any claim, dispute, proceeding, or cause of action arising out of or in any way relating to this Amendment or the Agreement, or the parties' relationship, shall be decided by the laws of the State of Florida. The parties agree that venue for any of the foregoing shall lie exclusively in the courts located in Miami-Dade County, Florida.

26. **Ratification.** Except as modified by this Amendment, the Interlocal Agreement is ratified and reaffirmed.

27. **Effective Date.** The effective date of this Amendment shall be the date this Amendment is last executed by the County, the City and the SEOPW CRA (the "**Effective Date**")

28. **Time of the Essence.** Time is of the essence in the performance of this Amendment.

29. **Third-Party Beneficiaries.** There are no third-party beneficiaries to this Amendment. The parties expressly acknowledge that that it is not their intent to create or confer any obligations on or upon any third-party by this Amendment. None of the parties intend to directly or indirectly benefit a third person by this Amendment, and no third party shall be entitled to assert a claim against any of the parties based upon this Amendment. Nothing herein shall be construed by any agency or political subdivision of the State of Florida to confer upon any third party or parties the right to sue on any matter arising out of this Second Amendment.

30. **Severability.** If one of more provisions of this Amendment shall be held contrary to any provision of law or be held invalid, then such provision or provisions shall be null and void and shall be separate from, and have no effect on, the remaining provisions which shall continue to be legal and valid.

31. **Counterparts.** This Amendment may be signed in counterparts. Facsimile or electronically transmitted signatures shall be deemed for all purposes to be originals.

[SIGNATURES APPEAR ON THE FOLLOWING PAGES]

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

City of Miami,  
a municipal corporation of the  
State of Florida

Miami-Dade County,  
a political subdivision of the  
State of Florida

By: \_\_\_\_\_  
Arthur Noriega, V, City Manager

By: \_\_\_\_\_  
Daniella Levine Cava  
Mayor

ATTEST:

HARVEY RUVIN, Clerk

By: \_\_\_\_\_  
Todd B. Hannon, City Clerk

By: \_\_\_\_\_  
Deputy Clerk

Southeast Overtown Park West  
Community Redevelopment Agency,  
a public body corporate and politic

By: \_\_\_\_\_  
James McQueen, Executive Director

APPROVED AS TO FORM AND LEGAL  
SUFFICIENCY FOR  
MIAMI-DADE COUNTY;

ATTEST:

By: \_\_\_\_\_  
Todd B. Hannon, City Clerk

By: \_\_\_\_\_  
Terrence A. Smith  
Assistant County Attorney

Date: \_\_\_\_\_

APPROVED AS TO FORM AND  
CORRECTNESS FOR CITY OF MIAMI:

By: \_\_\_\_\_  
Victoria Mendez, City Attorney

Date: \_\_\_\_\_

APPROVED AS TO FORM AND  
CORRECTNESS FOR SEOPW CRA:

By: \_\_\_\_\_  
\_\_\_\_\_V  
Vincent Brown, SEOPW CRA  
Staff Counsel

Date: \_\_\_\_\_

**Exhibit “A”**

Map of Redevelopment Area



**Exhibit "B"**

Name

Ten Museum Place	1040 Biscayne Boulevard
900 Biscayne	900 Biscayne Boulevard
Marlin Blue	824 Biscayne Boulevard
600 Biscayne	666 Biscayne Boulevard 215 NE 6 Street
Marquis	1100 Biscayne Boulevard
Marquis West	127 NE 11 Street
Paramount Park	700 Biscayne
Logik Tower	530 NW 1 <sup>st</sup> Court
Block 56	161 NW 6 <sup>th</sup> Street Folio 01-0105-060-1010 Folio 01-0105-060-1030 Folio 01-0105-060-1040