

SOUTHEAST OVERTOWN / PARK WEST COMMUNITY REDEVELOPMENT PLAN



NOVEMBER 2004 by Dover Kohl & Partners

FINAL UPDATE MAY 2009 by the City of Miami Planning Department

(Ver. 2.2)

Table of Contents for the
Southeast Overtown/Park West Community Redevelopment Plan
November 2004
Final Updated May 2009

Section ONE

Page 2
2
2
Page 3
Page 5
5
Page 6
6
Page 7
Page 9

Introduction

- This Document
- Topics Frequently Asked from Neighborhood Stakeholders
- Historical Context
- 21st Century Context
- The Potential: A Livable City
- History of the CRA
- Revised Boundaries
- Revisions from the Original CRA Redevelopment Plan
- Findings of Necessity
- New Legal Description

Section TWO

Page 11

Page 13

Goals and Guiding Principles

- Redevelopment Goals
 - # 1 Preserving Historic Buildings & Community Heritage
 - # 2 Expanding the Tax Base using Smart Growth Principles
 - # 3 Housing: Infill, Diversity, & Retaining Affordability
 - # 4 Creating Jobs within the Community
 - # 5 Promotion & Marketing of the Community
 - # 6 Improving the Quality of Life for Residents
- Guiding Principles
 1. The community as a whole has to be livable. Land uses and transportation systems must be coordinated with each other.
 2. The neighborhood has to retain access to affordable housing even as the neighborhood becomes more desirable to households with greater means.
 3. There must be variety in housing options.

Section TWO
(continued)

4. There must be variety in job options.
5. Walking within the neighborhood must be accessible, safe, and pleasant.
6. Local cultural events, institutions, and businesses are to be promoted.
7. The City and County must provide access to small parks and green spaces of an urban character.
8. Older buildings that embody the area's cultural past should be restored.
9. Newer buildings must respond to our climate and reflect the community's cultural heritage
10. Streets and buildings must be attractive.
11. Twenty-four-hour environments are to be encouraged.
12. Identifiable neighborhood centers are to be established in a distributed pattern within Overtown and Park West.
13. The zoning and other development regulations must be reworked to yield the results envisioned in this Redevelopment Plan.
14. Restore a sense of community and unify the area culturally.

Section THREE

Page 19

Page 21

Page 22

Page 23

Page 25

Page 27

Page 39

Page 40

The Build-out Plan

- Conceptual Plan Diagram
 - Land Uses & Residential Units
- Hypothetical Build-out Plan
 - Publicly Owned Land for Public Improvements
 - Open Spaces: Parks, Plazas, and Green Spaces
 - Transportation System: Mobility and Access
 - Reestablishing the Traditional Urban Network of Streets
 - Pedestrian Friendly Street Improvements
 - Promoting the Return of Two-way Streets
 - Rail and Transit Routes
 - Key Ideas from the Miami at Midnight Report
 - Parking
 - Providing and Retaining On-street Parking
 - Off-street Parking
 - Land Development Regulations
 - Adherence to Local Land Development Regulations
 - Revisions to the City's Zoning and Land Development Regulations
 - Physical Plan

Section FOUR

Page 44
44
44
44
Page 46
Page 54
Page 62
Page 66
Page 69
Page 74
Page 77
Page 86
Page 88
88
Page 89
89
Page 94
Page 97
Page 99
Page 101
101
101

- Possible Changes to I-395

Projects and Programs

- Projects and Project Areas, Overview
- Criteria for Physical Improvements
- Project Areas
 - Stakeholders Roles
 - Project Area A. NW 1st Avenue
 - Project Area B. Overtown (including Little Broadway and Lyric Plaza)
 - Project Area C. NW 3rd Avenue Neighborhood Center
 - Project Area D. Historic Overtown Priority Business Corridor
 - Project Area E. West Overtown
 - Project Area F. Properties facing Biscayne Boulevard
 - Project Area G. The Promenade – Park West Entertainment District
 - Project Area H. NE 8th Street: Miami WorldCenter
 - Project Area I. New Camillus House/UM Research Center
 - Project Area J. Townpark Homeownership District
- Projects and Programs
 - Community Heritage and Historic Preservation
 - Promotion and Enhancement of Overtown and Park West as a Business Location
 - Planning, Development, Technical Assistance and Program Compliance
 - Street Improvements, Utility Infrastructure and Transportation
 - Home Ownership Pre-qualification and Counseling
 - Grants to Existing Businesses
 - Laredo/Re-use Plan (CLUC 90 Properties)
- Summary Chart of Projects and Goals

Section FIVE

Page 108

108

108

Page 109

109

Page 117

Page 119

Section SIX

Page 121

Page 122

122

Page 123

123

Page 124

Page 125

Page 126

Section SEVEN

Page 128

Page 129

129

Page 130

Page 131

131

131

Section EIGHT

Section NINE

Capital Improvement Costs and Timeline

- Introduction
- Capital Improvement Goals
- Prioritizing Capital Improvements
- Potential Funding Sources
- Capital Improvement Costs by Project Area
- Capital Improvement Costs – Not Project Area Specific
- Timeline and Capital Improvement Costs – Summary

Residential Uses and Neighborhood Impact of Redevelopment

- Neighborhood Overview
- Housing Policy
- Relocation Policy
- Traffic Circulation
- Environmental Quality
- Effect on School Population
- Community Facilities and Services
- Physical and Social Quality

Plan Management

- Powers of the SEOPW CRA
- Powers Not Given to the SEOPW CRA
- Authority to Undertake Redevelopment
- Future Amendments to this Redevelopment Plan
- State of Florida Statutory Requirements
- Safeguards and Assurances
- Land Acquisition

Definitions

Directory of Local Organizations

Section TEN

Page 142
Page 145
Page 146
Page 156
Page 170
Page 180
Page 190

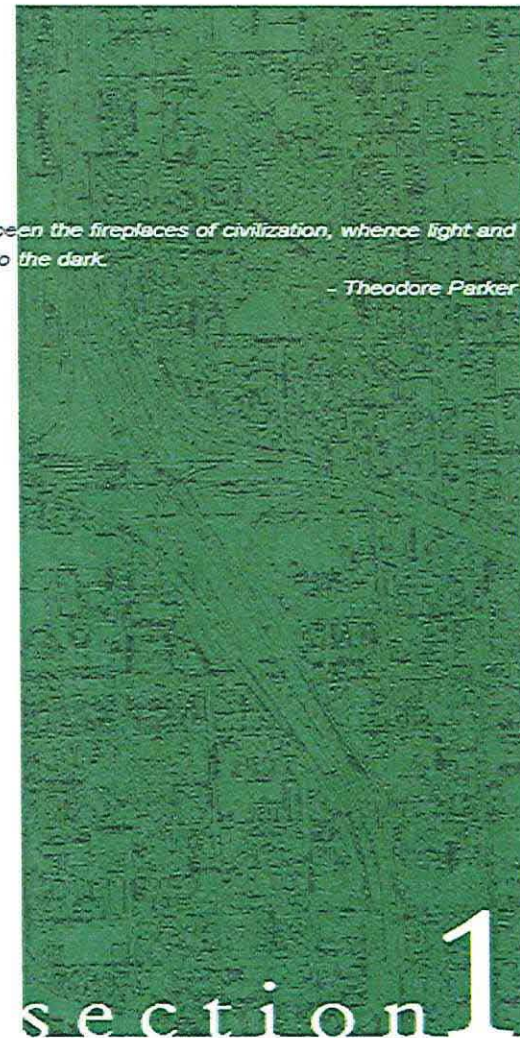
Appendices

A. Previous Planning Work for the Area
B. Acknowledgements
C. School Impact Analysis for the SEOPW CRA Redevelopment Plan
D. 1982 Resolution adopting the SEOPW CRA
E. Resolution Adopting New Boundaries
F. Advertisements Of Public Notice
G. Findings of Slum and Blight

- This Document
- Topics Frequently Asked from Neighborhood Stakeholders
- Historical Context
- 21st Century Context
- The Potential: A Livable City
- CRA History
- Revised Boundaries
- Revisions from the Original CRA Redevelopment Plan
- Findings of Necessity
- Legal Description

Cities have always been the fireplaces of civilization, whence light and heat radiated out into the dark.

- Theodore Parker



Introduction

This Document

This is a 2009 update to the 2004 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 became imminent as land throughout South Florida became scarce and the last portions of undeveloped land lie 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 Overtown/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 expansion of the Redevelopment Area’s boundaries to include the southwest section and part of the northeast section of the Overtown area.

Topics Frequently Asked About From 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.
- Support for small businesses and the creation of new jobs for current residents in Overtown and Park West.

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 African Americans about the time that Miami was founded in the 1890s. African Americans 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, N.W. 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 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. This Plan expands the SEOPW CRA boundary to include area bounded by NW 22nd Street on the north, NW 1st Place on the east, NW 5th Street on the south, and NW 7th Avenue on the west (referred to as "expanded area"). The expanded areas have a direct effect on the existing Redevelopment Area and present excellent redevelopment opportunities. It is an area of hard edges, heavily traveled highways to the west and north, and the less imposing but still disruptive boundary created by the Metromover and Metrorail tracks to the east and south. Moreover, the Florida East Coast railroad tracks serve as a psychological and physical barrier dividing the area into Southeast Overtown to the west and Park West to the east.

In preparation of this planning effort, an

evaluation of the existing slum and blight conditions was conducted in the expanded CRA areas. This evaluation revealed that slum and blight conditions persist throughout, providing further justification for expanding the SEOPW CRA boundaries. 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 "Findings of Slum and Blight."

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 in close proximity to 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 currently undergoing a rapid transformation into a regional epicenter of the cultural and performing arts. Big Time Productions, Inc., a studio/production company, moved its headquarters from Miami Beach to the Omni area creating a movie production hub along

NE 14th Street. Just east of Big Time Productions studio buildings is the new [Adrienne Arsht] Center for the Performing Arts of Miami-Dade County. 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 2003-2007, several new residential and mixed-use development projects have been planned and/or

constructed along [Biscayne Boulevard]. 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 for the future of its neighborhoods, and there are a number of current initiatives that will have a direct impact on the Southeast Overtown/Park West Redevelopment Area, including the expanded area. Planning efforts, such as the "Baylink Draft Environmental Impact Statement" (DEIS), "The Park West Entertainment District Promenade Special Area Plan," "Biscayne Boulevard Special Area Plan," "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; the newly redeveloped Margaret Pace Park in the Omni area;

redevelopment of the historic Lyric Theater as the cornerstone of the planned Folklife Village in Southeast Overtown; and the planned extension of the 9th Street Pedestrian Mall in Park West. This Plan presents the best opportunity to integrate these initiatives into a cohesive vision for the area as a whole.

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 economic 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, and requested that the Miami City Commission consider the proposed boundaries. See Resolution No. SEOPW/CRA 02-93 in Appendix E. On November 15, 2004, the Board of Commissioners of the SEOPW CRA, by Resolution No. CRA-R-04-0014, accepted the 2004 Amendment to the Redevelopment Plan. The Miami City Commission approved and adopted the 2004 Amendment to the Redevelopment Plan on May 26, 2005. Notwithstanding, the 2004 Amendment to the Redevelopment Plan was never presented to the Board of County Commissioners of Miami-Dade County.

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 expanded area would be documented, and to cause an update to the 2004 Amendment to the Redevelopment Plan to be prepared.

Revised Boundaries

Section 163.361, Florida Statutes, provides that the CRA may recommend a change in the boundaries when it becomes necessary or desirable to amend or modify the redevelopment plan. Since 2001, the SEOPW CRA Board has been evaluating the need to extend the existing boundaries to include more of Overtown. Advantages to the enlarged boundary include being able to use the SEOPW CRA's resources to facilitate redevelopment in more disadvantaged neighborhoods of Miami, and to improve the appearance and usefulness of the expressways that have caused so much damage and fragmentation to the community environment.

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 2009 amendment to the Southeast Overtown/Park West Community Redevelopment Plan. This document replaces the previous "82 Plan" and is hereafter referred to as the "Community Redevelopment Plan" or "Redevelopment Plan."

Revisions from the 1982 Plan:

- Chapter I, "Introduction," has been significantly revised to identify the purpose for the SEOPW CRA, its potential, and to update the context with the 20 years that have passed since the original plan was prepared and adopted.

- Parts of Chapter II, "Setting," were brought into Section 1, Introduction, of the Community Redevelopment Plan. For example, "Historic Evolution" was re-edited into a heading called "Historical Context."

- Chapter III, "Redevelopment

Proposal,” contained a description of the need for redevelopment. The objectives stated in Chapter III have been re-evaluated and can be found in Section 2, “Goals and Guiding Principles.”

- Chapter IV, “Redevelopment Plan,” contained projects and strategies. These have been re-evaluated and some have been restated in Sections 2 through 6. These components are separated into different Sections in the updated Community Redevelopment Plan to group them by similar topics so that they can be more easily found in the document.

- All maps and graphics from the 1982 Plan have been replaced, including the Boundary Map.

- The Land Use Plan, Zoning Plan, and Traffic & Transportation Plan have been completely overhauled.

- The Park West Conceptual Redevelopment Plan and Acquisition strategy has been abandoned for an incremental approach.

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 N.E. 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.

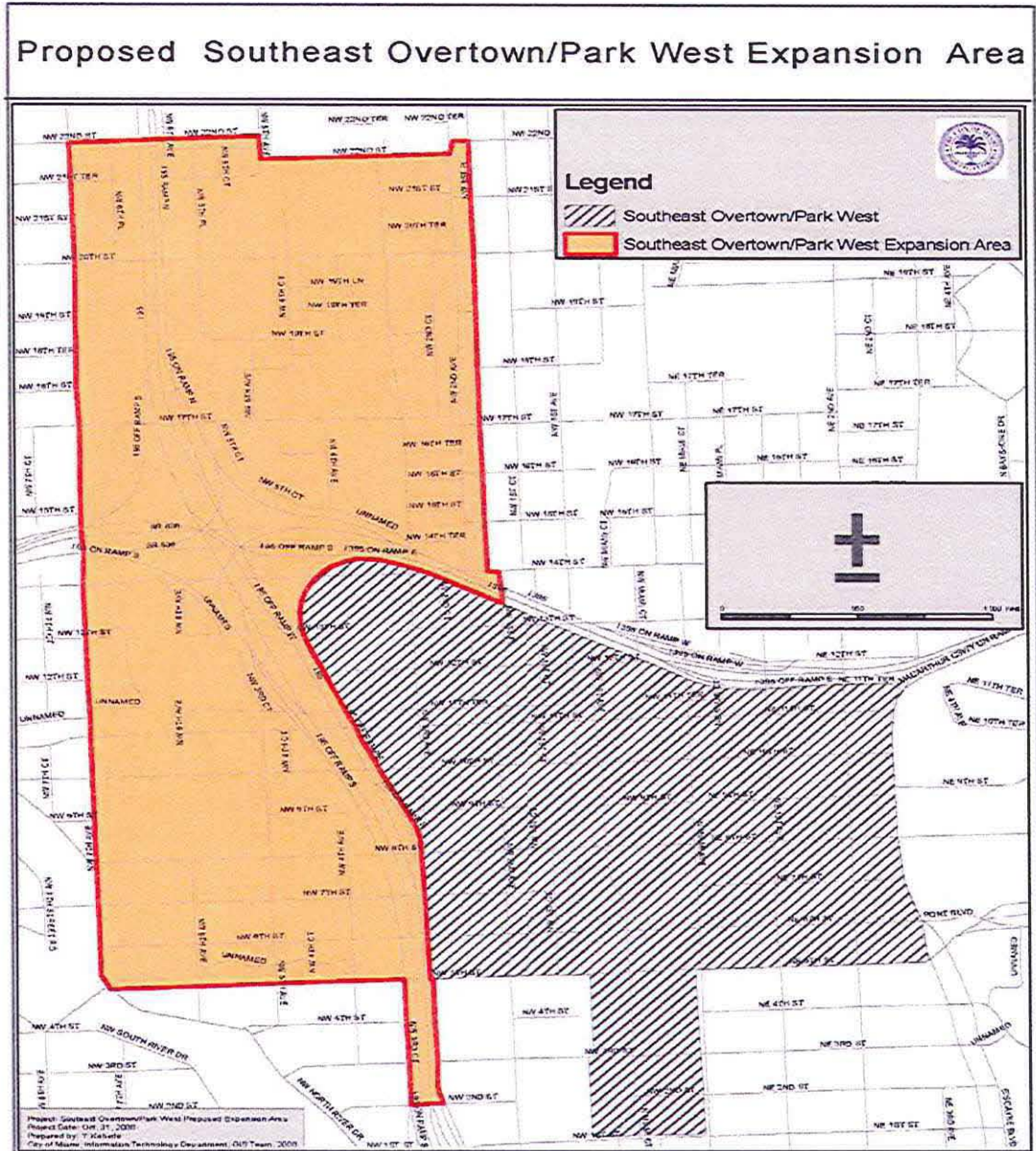
While the aforementioned areas were found to meet the definition of “slum” and “blight,” only a portion of this area was included in the original SEOPW CRA Redevelopment Area. Most of the conditions described in the 1982 Plan are still prevalent today in the existing Redevelopment Area, in that, there is still a decline in population, marginal retail facilities, and an excessive amount of vacant and underdevelopment properties. The majority of multi-family buildings, single family houses, and duplexes

suffer from structural deterioration. The majority of retail buildings are vacant, making the vacancy rate of commercial uses greater than fifty percent.

In February 2009, in accordance with Section 163.355, and as required by the Interlocal Agreement dated December 31, 2007, the SEOPW CRA caused a Finding of Necessity report (“2009 FON”) to be prepared in which the expanded area was examined to determine whether conditions of slum and blight were present. The 2009 FON 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;
- Aggregate assessed values of real property in the expanded are for ad valorem tax purposes failing to show any appreciable increase over the five (5) year prior to the finding of such conditions;
- 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 2009 FON concluded that the existence of slum and blight conditions within the expanded area, if left unattended, would persist and undoubtedly extend to and beyond the boundaries of the existing Redevelopment Area. 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.



Legal Boundary Description for the SEOPW CRA

The Southeast Overtown/Park West Redevelopment Area, including the expanded 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

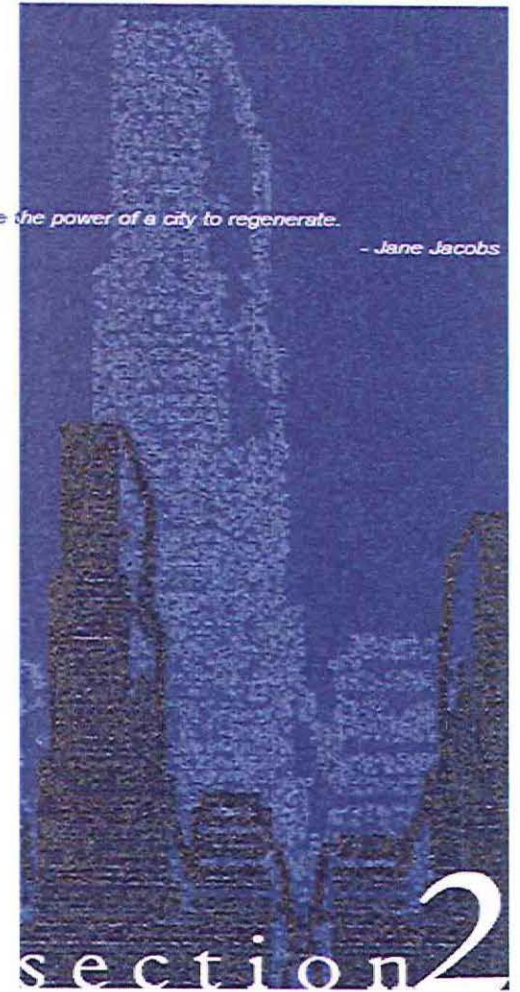
NW 14th Street to the east side of NW 1st Avenue; then south along the east side of NW 1st Avenue to the southern edge of the I-395 ROW; then east along the southern edge of the I-395 ROW to the western side of Biscayne Boulevard; then south along the west side of Biscayne Boulevard to the north side 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.



SEOPW CRA Boundaries

Never underestimate the power of a city to regenerate.

- Jane Jacobs



- Redevelopment Goals
- Guiding Principles

Goals and Guiding Principles

Redevelopment Goals

The redevelopment goals set forth in this 2009 updated Redevelopment Plan serve as parameters for the SEOPW CRA Board and staff members when making decisions, taking actions, and strategizing 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) Preserving historic buildings and community heritage;
- 2) Expanding the tax base through the use of Smart Growth planning principles;
- 3) Creating infill housing, diversity in housing types, and retaining affordable housing;
- 4) Creating jobs within the community;
- 5) Promotion and marketing of the community; and
- 6) Improving the quality of life for residents of the Redevelopment Area.

This Redevelopment Plan identifies fourteen (14) guiding principles aimed to

facilitate the achievement of the aforementioned Redevelopment Goals. 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 Redevelopment Area. The matrix on the following page shows that all of the Guiding Principles work toward more than one goal. Following the Matrix, each of the Guiding Principles is further explained.

Goals and Supporting Principles

<i>Note:</i> <i>The names of the Guiding Principles below have been reduced to a few key words for purposes of brevity.</i>	Goal #1: Preserving Historic Buildings & Community Heritage	Goal #2: Expanding the Tax Base using Smart Growth Principles	Goal #3: Housing: Infill, Diversity, & Retaining Affordability	Goal #4: Creating Jobs within the Community	Goal #5: Promotion & Marketing of the Community	Goal #6: Improving the Quality of Life for Residents
Principle 1: Livable Community	*	*	*	*		*
Principle 2: Affordable Housing	*		*			
Principle 3: Housing Variety	*	*	*	*		*
Principle 4: Job Variety	*	*		*		*
Principle 5: Walkable Streets	*	*				*
Principle 6: Promotion	*	*		*	*	*
Principle 7: Green / Open Space	*					*
Principle 8: Historic Preservation	*	*			*	*
Principle 9: Appropriate Architecture	*	*			*	*
Principle 10: Attractive Streets	*	*				*
Principle 11: 24-Hour Environment	*	*		*		*
Principle 12: Neighborhood Centers	*	*				*
Principle 13: Revise Zoning Regs.	*	*				
Principle 14: Restore community	*				*	*

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 Hypothetical Build-out Plan 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 these Principles.

Principle 1: The community as a whole has to 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, video stores, 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 have to 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 Metrorail or Metromover.

Overtown and Park West can be thought of as a group of neighborhoods. In order 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 actually comprised of five distinct neighborhoods: Park West, Southeast Overtown, North Overtown, West Overtown, and The Government District. 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 as a whole. 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 has to 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 general consensus among existing residents, former residents, CRA and City staff, and elected officials that Overtown has to retain affordable housing, and first 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.

The housing stock in Downtown Miami and the neighborhoods of Southeast Overtown/Park West is extremely limited. The existing inventory consists mostly of lower-priced and substandard houses and apartments. 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, workforce and supportive housing, 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 have to 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 centers should be located

within the neighborhoods to accommodate those who wish to live in proximity to their work and reduce dependence on the automobile and long commutes. As with access to affordable housing, there appears to be general consensus in the community that employment opportunities be made available to existing residents of Overtown has 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.

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 a number of 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.

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

In order 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 firms 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 within 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.

These older buildings are physical reminders of the community's heritage and enhance the experience of the place, 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 Redevelopment Area boast unique features and architecture that reflect their history and function. For example, Park West's architecture still reflects its former function as a warehouse district for the Port of Miami, while the story of Overtown's heyday as a thriving center for black-owned businesses and culture is told in its remaining buildings of note. 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. 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 has to occur in a consistent manner to show that the community is cared for. Private property owners have to do their part too, painting buildings when they start to peel or fade badly, and clean up yards or vacant properties if garbage collects there. 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 must be reworked to yield the results envisioned in this Community Redevelopment Plan.

Both the SEOPW CRA and the City of Miami Planning and Zoning Department agree that the zoning requirements within the CRA boundaries must be improved to further redevelopment of the desired type.

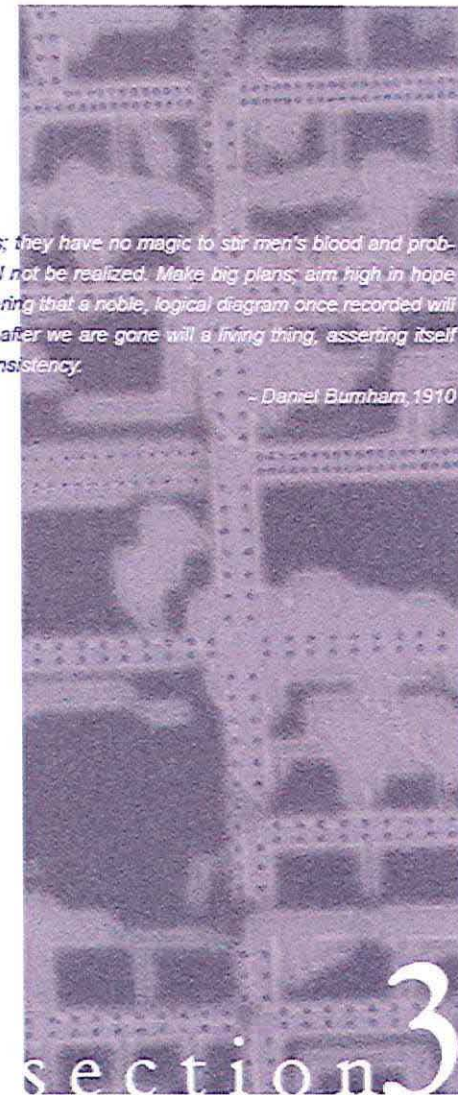
Principle 14: Restore a sense of community and unify the area culturally.

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

- Conceptual Plan Diagram
 - Land Uses & Residential Units
- Hypothetical Build-out Plan
 - Publicly Owned Land, for Public Improvements
 - Open Spaces: Parks, Plazas, and Green Spaces
 - Transportation System: Mobility and Access
 - Re-establishing the Traditional Urban Network of Streets
 - Pedestrian Friendly Street Improvements
 - Promoting the Return of Two-Way Streets
 - Rail and Transit Routes
 - Key Ideas from the Miami at Midnight Report
 - Parking
 - Providing and Retaining On-Street Parking
 - Off-street Parking
 - Land Development Regulations
 - Adherence to Local Land Development Regulations
 - Revisions to the City's Zoning and Land Development Regulations
 - Physical Plan
 - Possible Changes to I-395

Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will a living thing, asserting itself with ever-growing insistency.

- Daniel Burnham, 1910



Hypothetical Build-out Plan

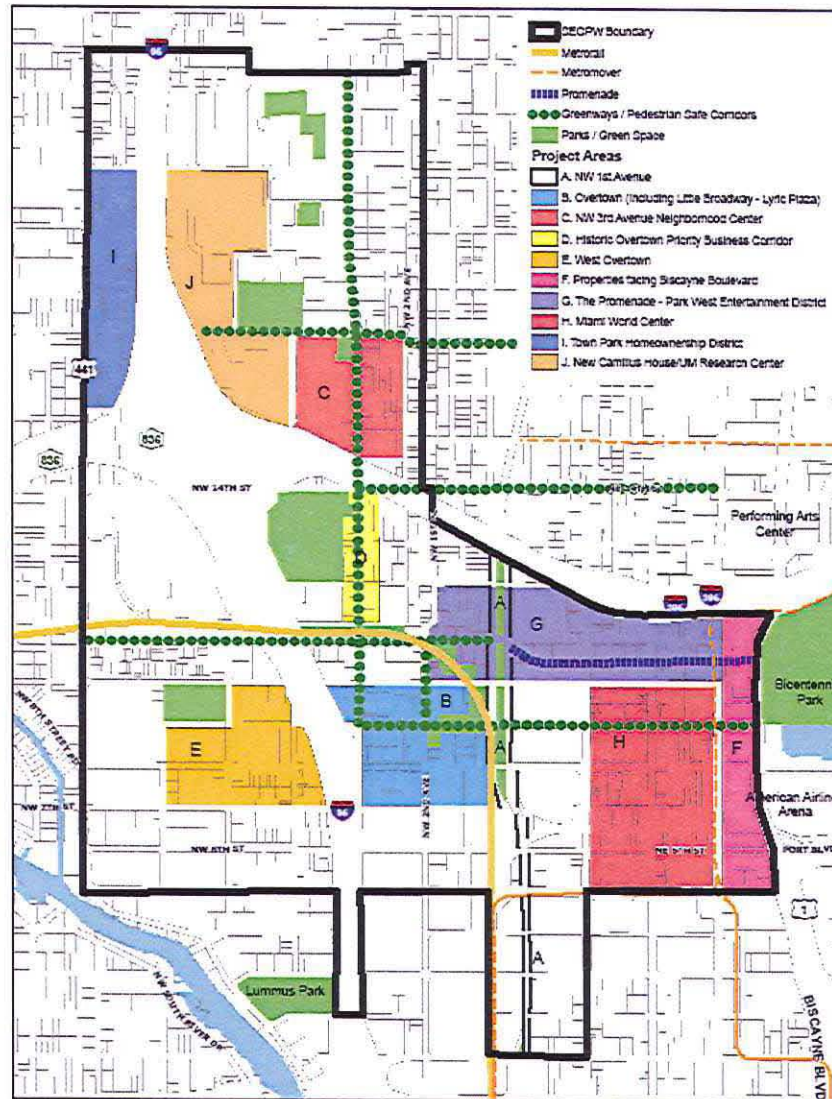
Conceptual Plan Diagram

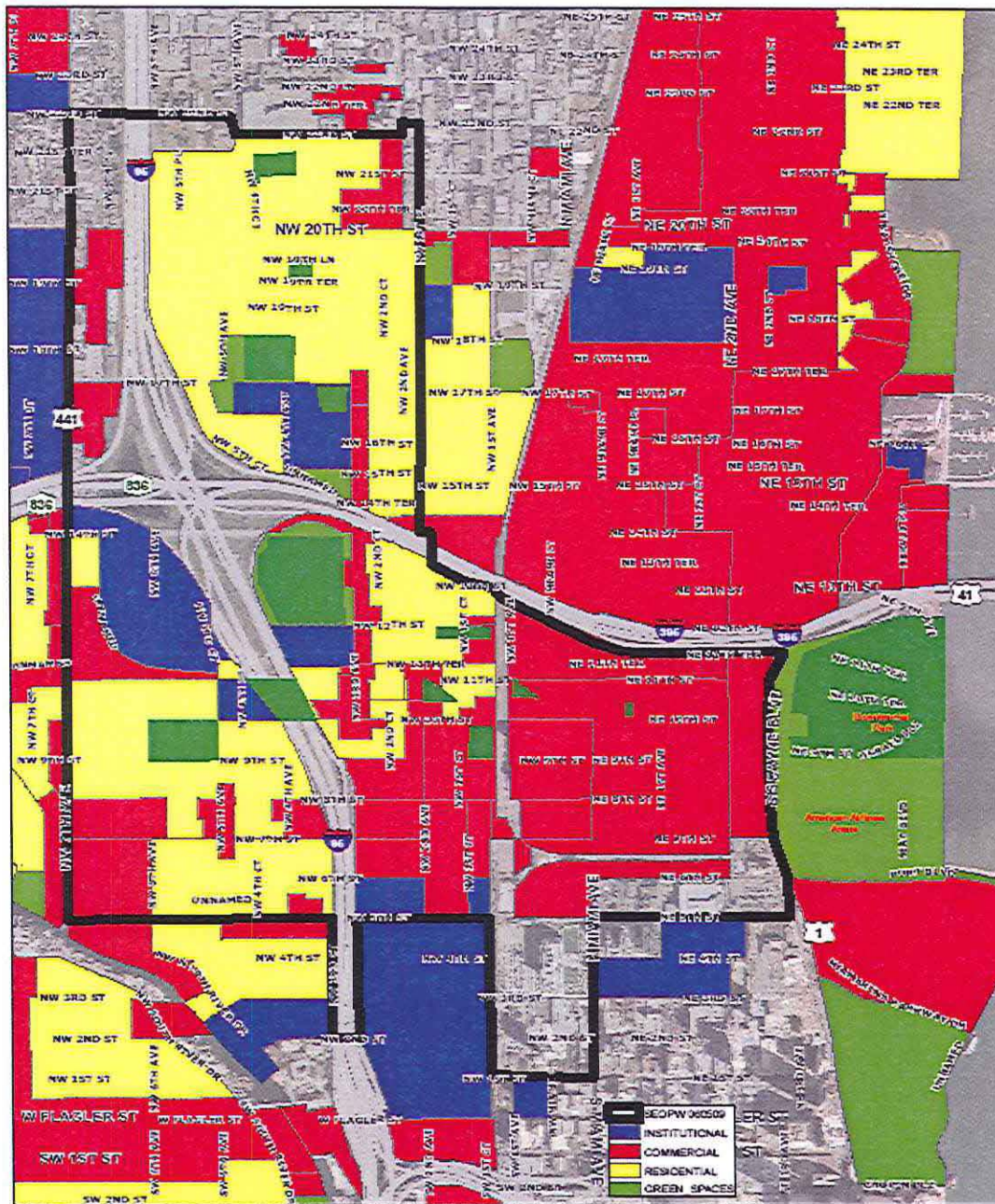
The Conceptual Plan Diagram to the right shows the basic framework used to shape the Hypothetical Build-out Plan, which is very detailed and has many layers. A number of public and private groups have studied the same areas either prior to or in parallel with this Redevelopment Plan. Many concepts set forth in these plans have been incorporated or consolidated into the diagrams, 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
- Miami at Midnight Report
- The Historic Overtown Folklife Village Plan
- Overtown Civic Partnership “Ray Gindroz” Plan
- Bicentennial Park Plan
- Biscayne Blvd Special Area Plan
- Grand Promenade Special Area Plan
- FEC Corridor Study
- 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.

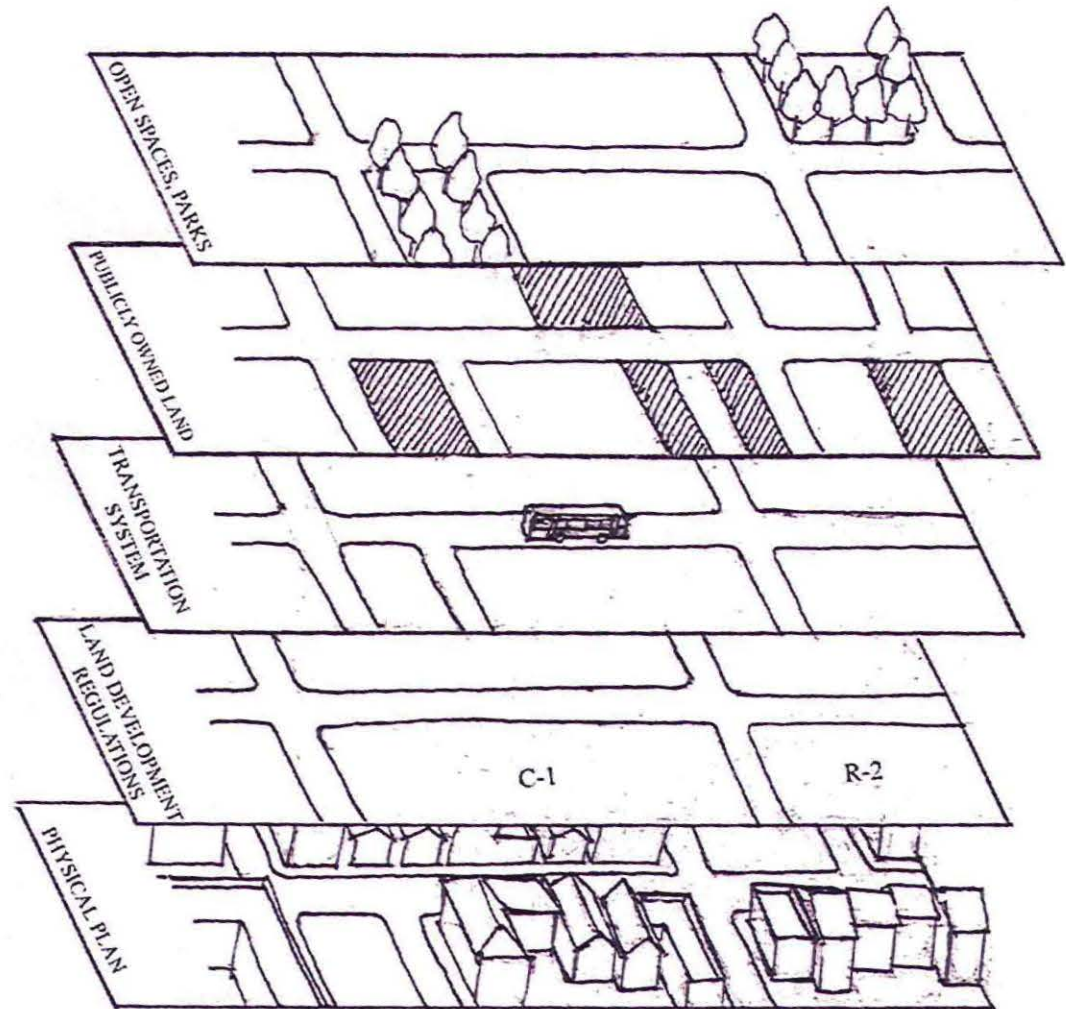
Hypothetical Build-out Plan

The Hypothetical Build-out Plan portrays one possible built-out future for the Redevelopment Area in a very advanced state of redevelopment and infill development. It is useful to show possible configurations for public and private building placement, streets and access ways, parking areas, and public spaces and street patterns.

Think of the Hypothetical Build-out Plan as a series of layered ideas that have all been "flattened" into one drawing. These layers include:

- Publicly-Owned Land, available for public improvements
- Open Spaces: parks, plazas, and green spaces, and greenways
- Transportation System
- Parking Policy
- Land Development Regulations
- Physical Plan, showing physical conditions of public and private buildings, parking locations, sidewalks, and yards

Each of these layers is described in further detail in the pages that follow in this section.



Publicly-Owned Land

Each of the properties shown on the map to the left, either owned by the CRA, City of Miami, County or State agencies, are considered suitable for public improvements or public-private redevelopment initiatives.

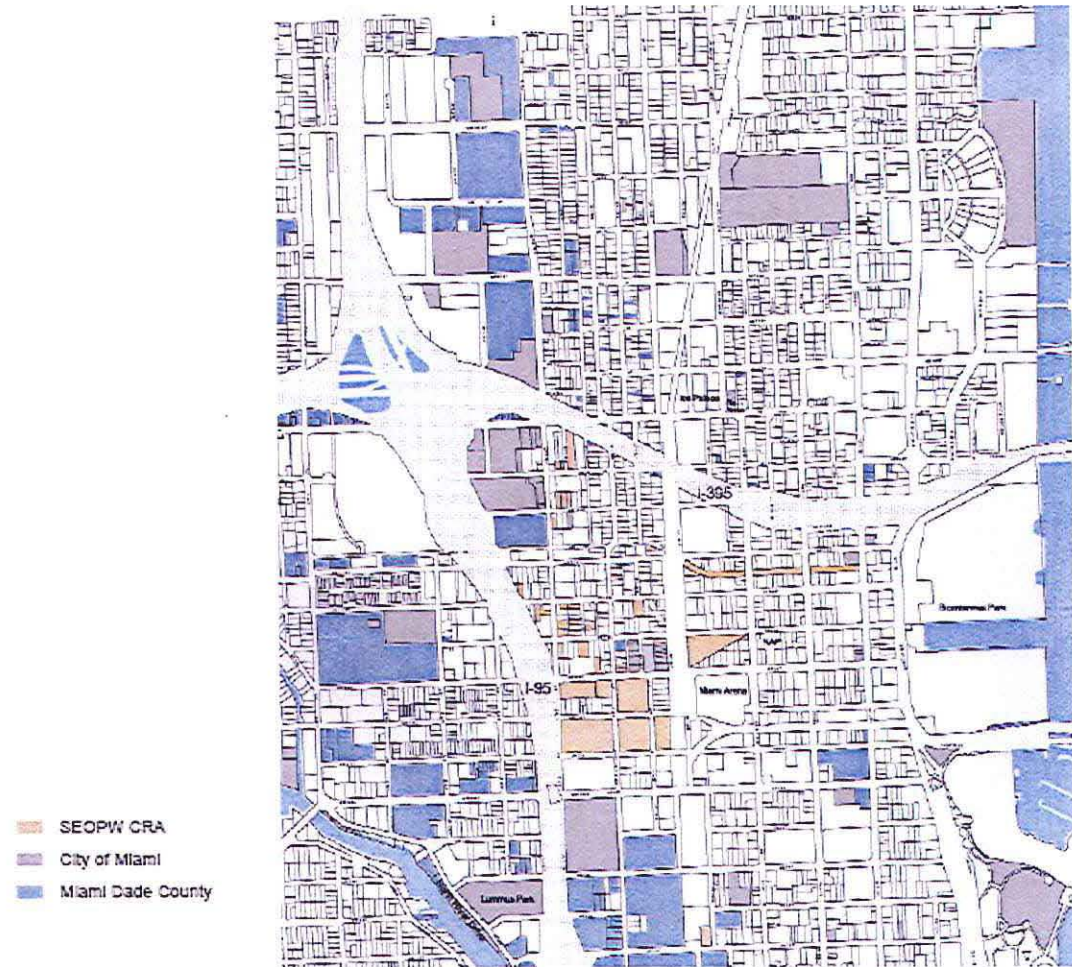
This map shows a “snapshot” of the current ownership and should not be viewed as an end result in itself. (To obtain a copy of the most updated property ownership map, contact the City of Miami’s Planning Department). Additional properties may need to be purchased and some currently owned may need to 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.



Ways to acquire more land:

1. 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.

2. 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 the purpose of acquiring land for green space. This may require specific transaction controls.

3. 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.

4. 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.

5. 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 useable:

- 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: Mobility and Access

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 actually 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 seen as 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, as described in the Miami at Midnight report.
- 7) Explore the possibility of a pedestrian zone adjacent to the Overtown Metrorail

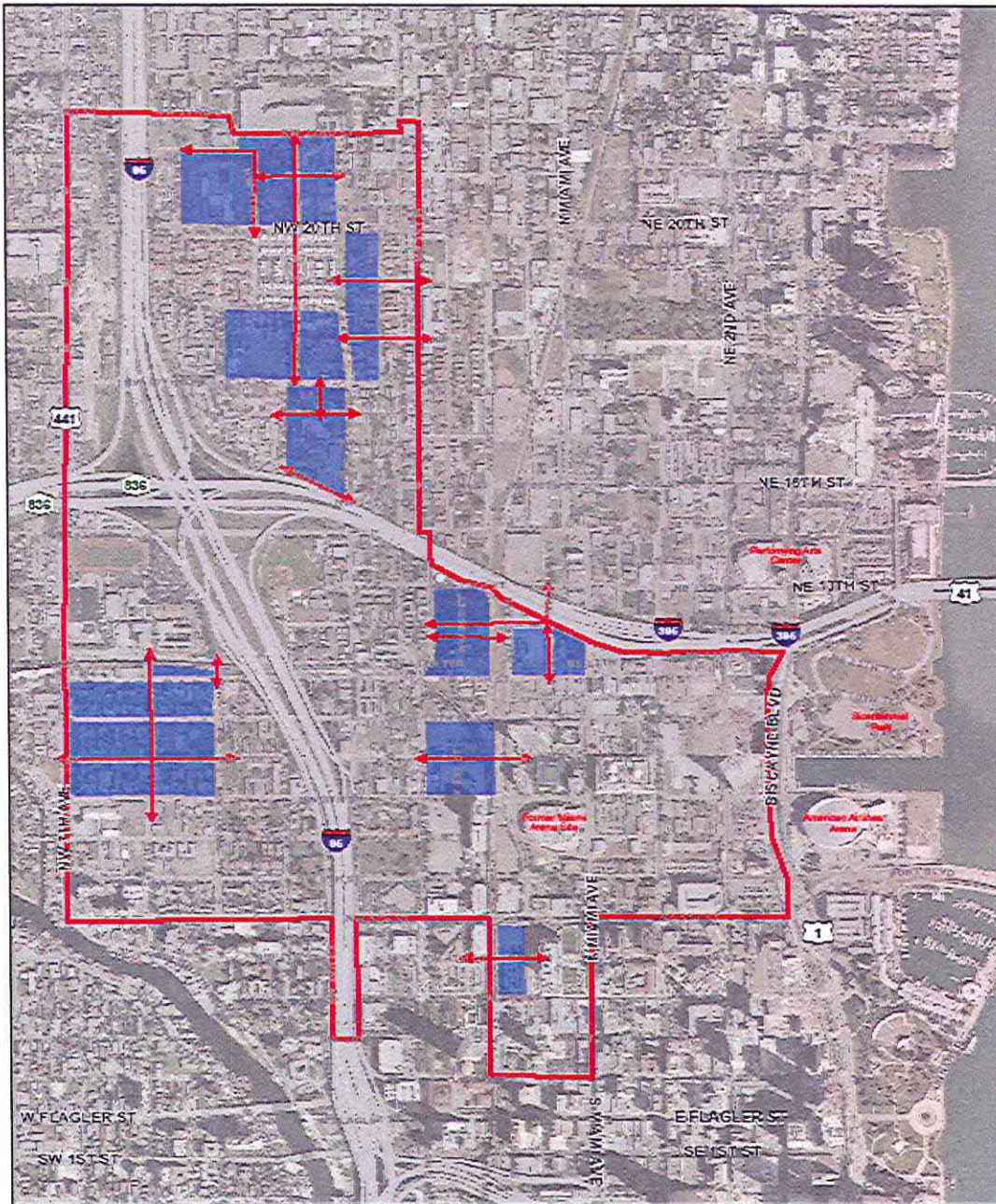
Station to enhance intermodal transfers, as described in the Miami at Midnight report.

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:

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



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:

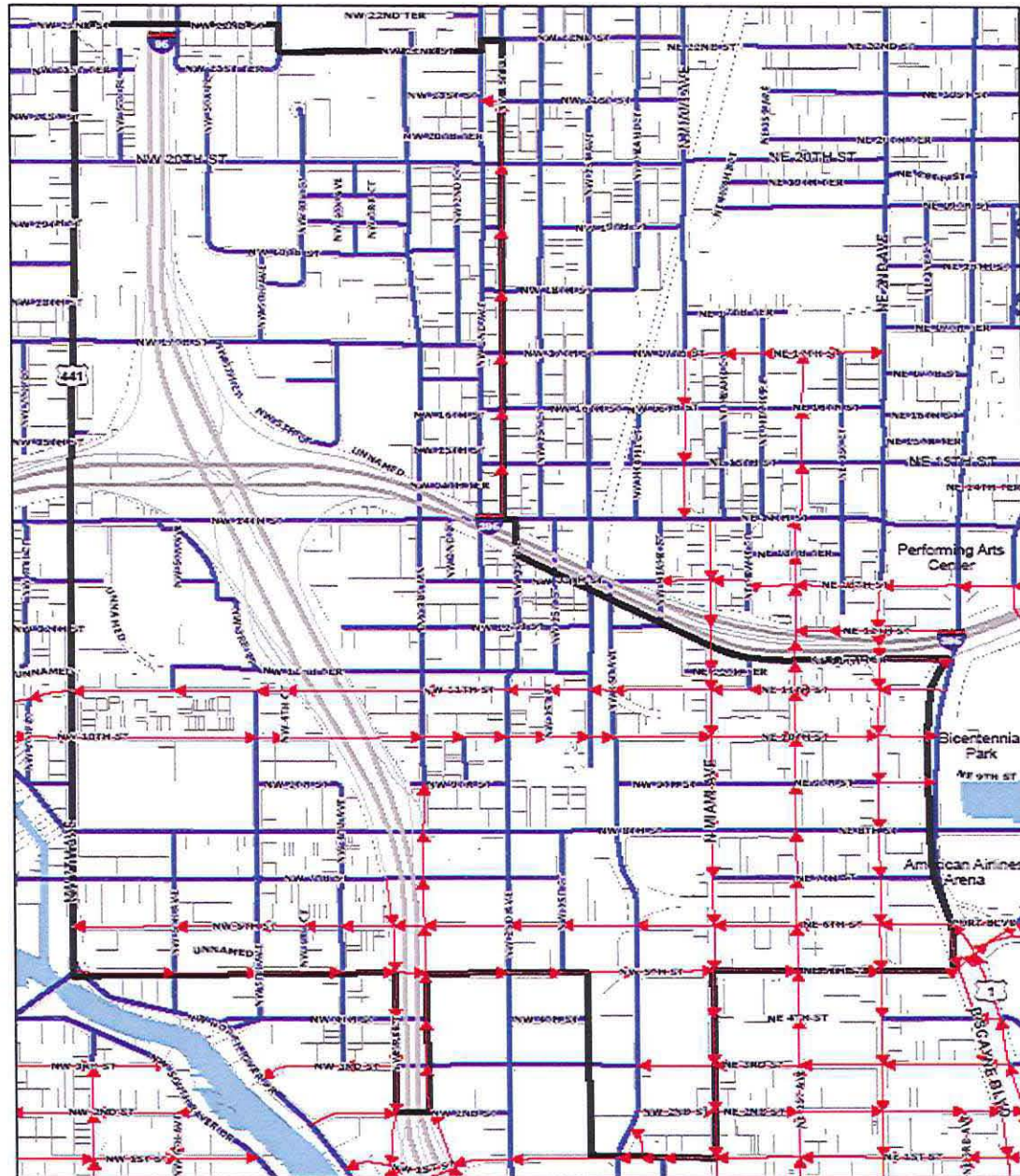
- Selling the rights-of-way and using the proceeds toward the purchase of public green space or for rights-of-way needed elsewhere.
- Increasing the legibility of the major streets.
- Directing and organizing routes of travel without diminishing the primary street system.
- Providing a larger development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



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 also 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 Redevelopment 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 also 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. 5th and 6th Streets east of I-95 should remain one-way to accommodate Port of Miami related traffic only if the FDOT improvements take place.

Rail and Transit Routes

Rail:

The FEC rail line that runs along NW 1st Avenue carries cargo to the Port of Miami. This serves a useful purpose, but the tracks themselves form a barrier down the middle of Overtown. Fortunately for the neighborhood, the train moves slowly though this area because it is nearing the end of the line at the port.

To diminish the physical separation between Overtown and Park West, more crossings are needed at 9th, 10th, and 12th 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.

Miami-Dade County and the City of Miami have been studying the location for a new Metrorail route in the East/West direction, linking the Miami International Airport to the Port of Miami. Many of the possible paths for the link between Government Center and the Port pass through Park West, but underground. An underground Metrorail will be an improvement compared to the elevated tracks.

Since Park West is well served by transit already, the best subway routes for Park West may be those that spare the inhabitants of Park West the inconvenience of building a new line. The subway does not have to go through Park West. It could travel east on NW 2nd or 3rd Streets and turn to the port under Bayfront Park or under Biscayne Bay.

Another suggestion comes from the Miami at Midnight report. Just as Metrorail will be connected to the Miami International Airport (MIA) with the ongoing development of the Miami Intermodal Center ("MIC"), the Port of Miami could be connected to Metrorail with the creation of the "Overtown-Park West Community Intermodal System."

As described in the report, these intermodal improvements would be structurally very different than the MIC, but would serve the same intermodal purposes. It is basically calling for passenger and freight intermodal access improvements to integrate all modes of intercity and local transportation as well as connections with the private automobile in the context of the existing historic Overtown and Park West communities.

Key Ideas in the Miami at Midnight Report

The Miami at Midnight Report explores the opportunities and options for narrow gauge rail transportation modality and shared parking strategies to link the proposed Promenade improvements to the Bicentennial Park, the Miami Beach Baylink project and other destinations within the redevelopment area. It includes a description of the strategies to create a pedestrian-oriented intermodal access plan and a case for using cost efficient narrow gauge rail and small community transit vehicles for short distance intermodal movements of passenger and goods. The Report includes a description and recommended locations for shared parking structures and mixed-use buildings that are placed on their perimeter (liner buildings) and concludes with a description of the

opportunities to secure federal and state funding, a scale of magnitude cost estimate and recommended actions to be undertaken.

The value to the CRA in the Miami at Midnight Report is that it describes a unique mechanism to meet many of the redevelopment objectives with a real funding source. Key ideas from the Report include:

- 1) Rail Vehicles: The rail vehicles are intended to be small, seven feet wide, and nine feet tall. The floor height should be 5 inches from the street grade making it easy to get in and out. Some cars can be open air and some air-conditioned. Seating can be positioned to accommodate bicycles, baby carriages, wheelchairs, luggage, grocery shopping bags and other goods typical for pedestrian, bicycle or automotive transport.
- 2) Narrow gage rail: Since narrow gage rail is designed for shorter slower trips, the costs of installation and maintenance are lower.
- 3) Pedestrian Intermodal Access: Traffic calming and pedestrian amenities will need to be provided along the streets and mixed mode corridors where the transit routes will occur.

- 4) Freight Intermodal Access: The Miami at Midnight Report assumes that 5th and 6th streets become the primary truck route for the Port. Recently the MPO has rejected primary truck route due to opposition from the Overtown community and Miami-Dade Community College. This portion of the Report, therefore, may no longer be valid. However, continued community discussions should be undertaken to find a beneficial design that provides port access but minimizes truck traffic adverse to the community.
- 5) Liner buildings and Parking Structures: The transit system is not simply tracks and vehicles, but also parking garages. The slower speed community transit and narrow gauge rail vehicles also serve as shuttles from parking to the various attractions and transportation services in this intermodal system. To make the garages meet the objectives of a pedestrian-oriented downtown neighborhood, the garages must be lined with useable habitable space that is accessible from the street for commercial and residential uses.
- 6) Community Intermodal System: The

various components of the Redevelopment Plan will function as elements of a community based intermodal system (e.g., passenger and freight intermodal facilities and connectors). While the redevelopment of the existing Metrorail and Metromover station sites into a series of connected liner buildings and parking structures (with properly designed interior and exterior spaces to better relate the pedestrian activities at the street level with the transit station floors twenty to thirty feet above grade) can obviously be proposed as an intermodal transportation project that would qualify for transportation trust funds, to a greater or lesser degree, every improvement within the Redevelopment Area should be seen as an opportunity to improve the intermodal movements within the Redevelopment Area. The Overtown/Park West Community Intermodal System, therefore, consists of specific pedestrian-oriented transportation projects to enhance intermodal connections and significantly increase modal splits.

- 7) Funding Opportunities: In order to

understand the magnitude of these funding opportunities, we only have to look at the Florida Department of Transportation's ("FDOT") annual budget (approximately \$4 billion) and the significance of their ongoing efforts to identify and focus funding towards the critical elements of Florida's Strategic Intermodal System. When combined with the congressional schedule for TEA 21

Reauthorization and the United States Department of Transportation ("USDOT") SAFETEA legislation provisions, there is a clear opportunity to define elements of the Redevelopment Plan in fundable transportation project terms.

- 8) Recommended 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, the Miami-Dade Metropolitan Planning Organization ("MPO"), the USDOT, the FDOT, the Florida House and Senate



This illustration shows how a narrow gauge rail vehicle can be small enough to fit within narrow right-of-way.

legislative delegation, the U.S. Congressional delegation and both U.S. Senators from the State of Florida. Immediate discussions with members of the FTC and SITAC would be very important as well.

The proposals need to be presented as consistent with USDOT and FDOT intermodal initiatives and well-established transportation law and policy. While historically large-scale pedestrian-oriented transportation improvements have been difficult to conceptualize as valid transportation expenditures, with the federal and state interest in intermodal projects (virtually all passenger intermodal movements involve pedestrian trips), there would seem to be a better opportunity to undertake such an initiative at this time.

To be seriously considered for state and federal funding, the proposed intermodal projects need to be identified in the MPO's long-range plan and should be scheduled within the FDOT's five-year work program. Further, such intermodal improvements need to also be identified as an element of the Strategic Intermodal Systems (SIS) (intermodal connectors or otherwise) and addressed in the TEA 21

Reauthorization and related federal appropriations decisions.

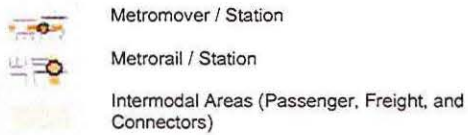
In undertaking these efforts, the CRA must recognize that they will need to be a funding participant with the City of Miami and the Miami-Dade County as to any state and federal originated transportation funds. With the incorporation of pedestrian-oriented mixed-mode streets and corridors, parking shuttles and community transit, parking structures and liner buildings into this Redevelopment Plan, the CRA, along with the Omni Redevelopment District Community Redevelopment Agency should implement initial components of the intermodal improvements plan in partnership with the Miami Parking Authority (also known as the "Department of Offstreet Parking"), or other public and private partners, to demonstrate how such a system will work and why their transportation funding partners (USDOT, FDOT, County and City) should participate in such community redevelopment related transportation intermodal improvements.

Three maps have been included in this Redevelopment Plan for reference.

Obviously the details of the routes, systems, and parking garage locations may change as the system is closer to implementation.

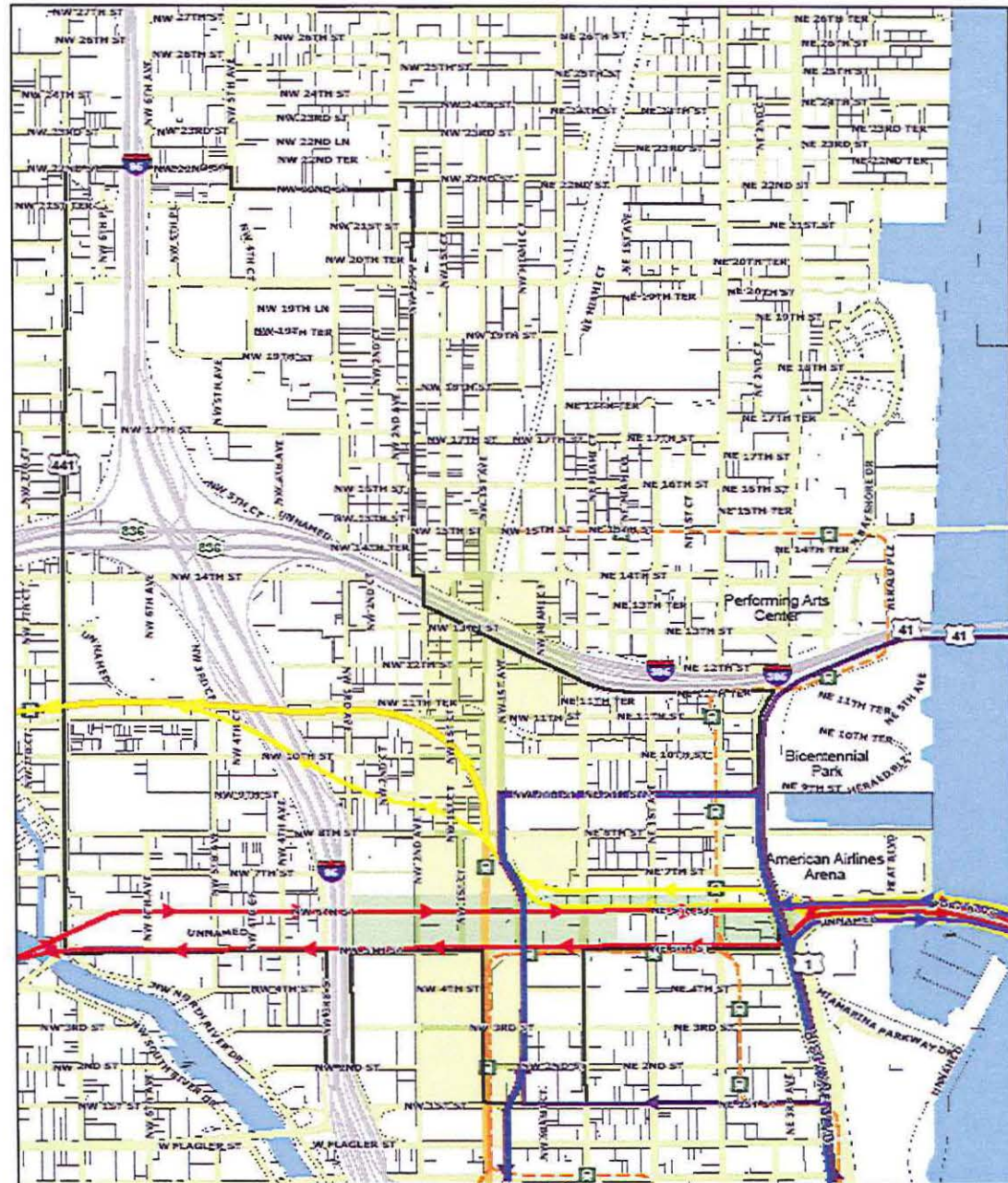
Promenade Area Map 2 Regional Rail Connectors

1. Baylink Connector to Port of Miami
2. Port of Miami Connector via Metrorail Extension
3. East - West Corridor via 5th and 6th Streets to Port of Miami
4. Baylink





Interregional Destinations & Strategic Intermodal System (SIS) Hubs

- Port of Miami (POM)
- Miami Intermodal Center (MIC)
- Miami International Airport (MIA)
- Jackson Memorial Hospital (JMH)
- Downtown Bus Terminal (DBT)
- Miami Beach Convention Center (Miami Beach)
- Orange Bowl
- Greyhound Intercity Bus Facility (GIB)
- Miami River (and to MIA / MIC / POM and other waterfront destinations via waterborne transit service)



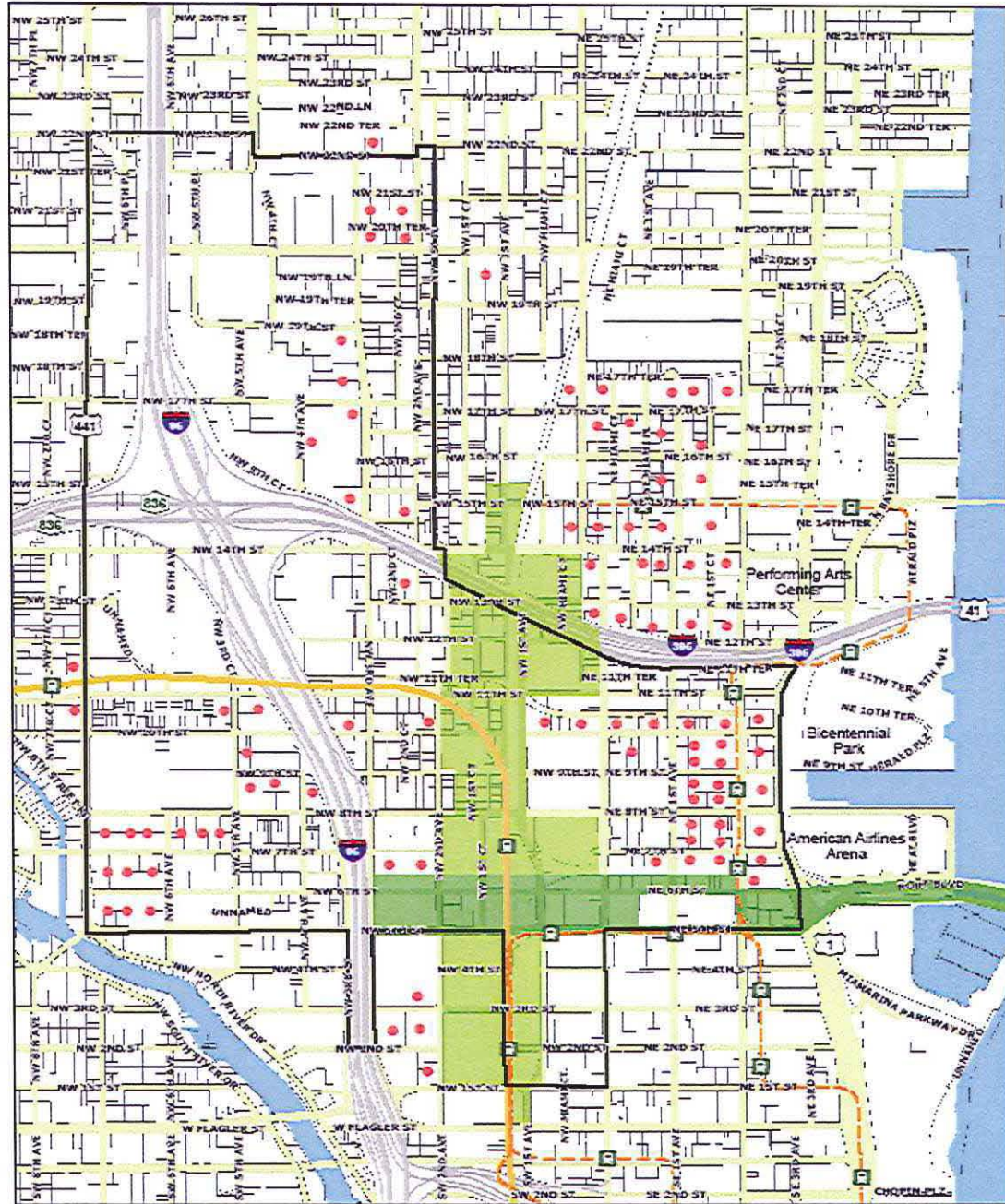
Promenade Area Map #3

Proposed Community Intermodal System Improvements

-  Passenger Intermodal Facility Improvements Area
-  Freight Intermodal Facility Improvements Area and Freight Intermodal Connectors
-  Pedestrian-Oriented Intermodal Connectors
-  Recommended Liner Building / Parking Structure Area
-  Metromover / Station
-  Metrorail / Station

Interregional Destinations & Strategic Intermodal System (SIS) Hubs

- Port of Miami (POM)
- Miami Intermodal Center (MIC)
- Miami International Airport (MIA)
- Jackson Memorial Hospital (JMH)
- Downtown Bus Terminal (DBT)
- Miami Beach Convention Center (Miami Beach)
- Orange Bowl
- Greyhound Intercity Bus Facility (GIB)
- Miami River (and to MIA / MIC / POM and other waterfront destinations via waterborne transit service)



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.

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 & 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 commonly 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 requires 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 end result is that more money is spent and more land is utilized for parking than is really necessary.

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

Adherence to, and revisions of, the City's Zoning and Land Development Regulations.

All CRA Redevelopment activities shall adhere to the City of Miami's Comprehensive Plan and all zoning and regulatory requirements, as revised from time to time.

The existing zoning regulations do not necessarily encourage or ensure the development of street-oriented, urban buildings. This situation is not unique to the Redevelopment Area. A fine-tuning of the citywide land development regulations will eventually occur. However, to assist projects that are entering the development stage in a timely manner, a new set of Urban Design Standards for Redevelopment Area, plus accompanying incentives, can offer an intermediate solution.

The proposed Urban Design Standards would reflect adjusted zoning mechanisms in certain zones within the Redevelopment Area. In the past, the low Maximum Building footprint (the percentage of the property which can be covered with a building), and the Floor Area Ratio (the amount of square footage that is habitable based on size of the lot) required land assembly to form large parcels, sometimes encompassing an entire

city block.

To reduce this need to assemble several parcels into one, the Maximum Building footprint should be increased, minimum parking requirements reduced, and Floor Area Ratio either de-emphasized or eliminated. Then buildings will be allowed to vary in size and scale, and an orderly mixture of buildings can occur within any given city block. Specific reforms that should be reflected in the new Design Standards, for at least some areas within the Redevelopment Area include:

- Increased maximum building footprints
- Revised floor area ratios, in certain zones
- Decreased parking requirements
- Decreased open space requirements
- Building envelope requirements (i.e., step-backs and tower orientation rules) to maintain access to sunlight and prevailing breezes. This will have the added benefit of optimizing east-west view corridors.

The new Urban Design Standards shall describe the following:

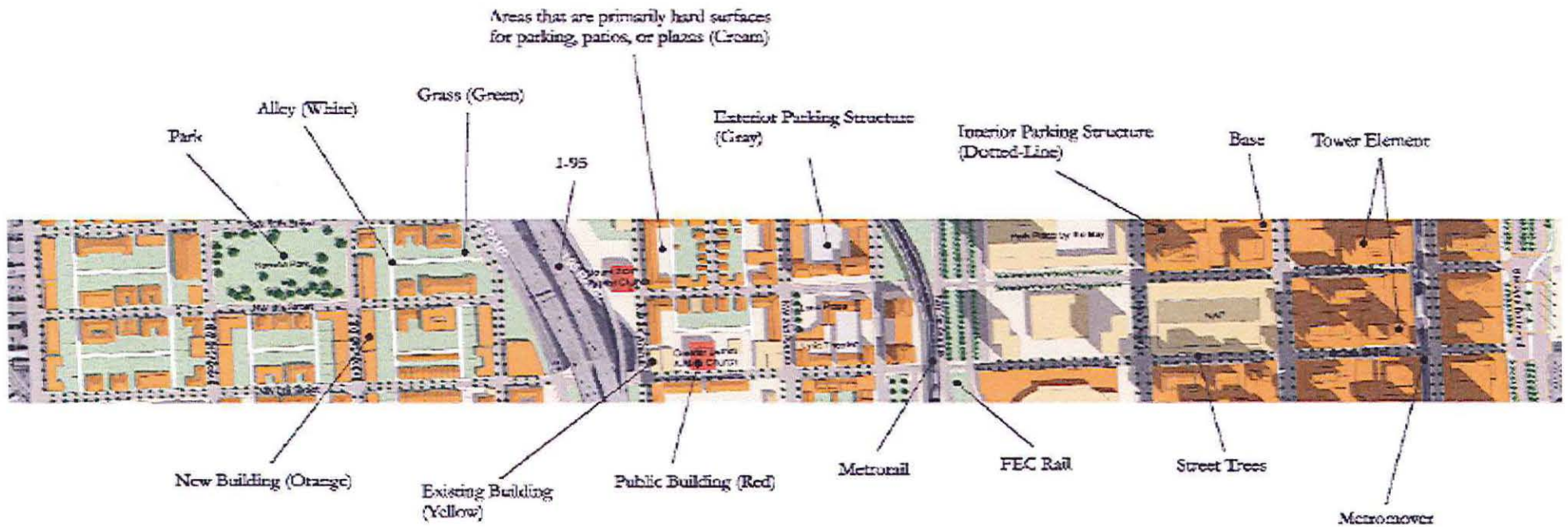
- The Building-To-Street Relationship: how buildings should face the street at the ground level. This includes elements such as distance between operable doors, percentage of window glazing, and the use of projecting elements to provide shade, such as colonnades and awnings, balconies, or overhangs.

- Building Envelope: how the mass of the building is expressed to maintain quality street spaces, while optimizing development potential.
- Architectural Elements: the basic architectural features to create fit with the climate and visual interest in buildings and to provide harmony among diverse designs by many architects.
- A Mixture of Uses: Reducing or eliminating off-street parking requirements for storefront businesses located at the street level will be attractive to small business, provided there is enough pedestrian traffic on the adjacent street. This may also be an incentive for a developer to build retail square footage at the base of an office or residential building, furthering the initiative of mixing uses.

The overall benefit will be to create flexibility within a framework of reasonable certainty, allowing the development community to deliver a variety of building types to provide a range of housing options and services needed to accommodate individuals of numerous lifestyles and economic positions.

Physical Plan

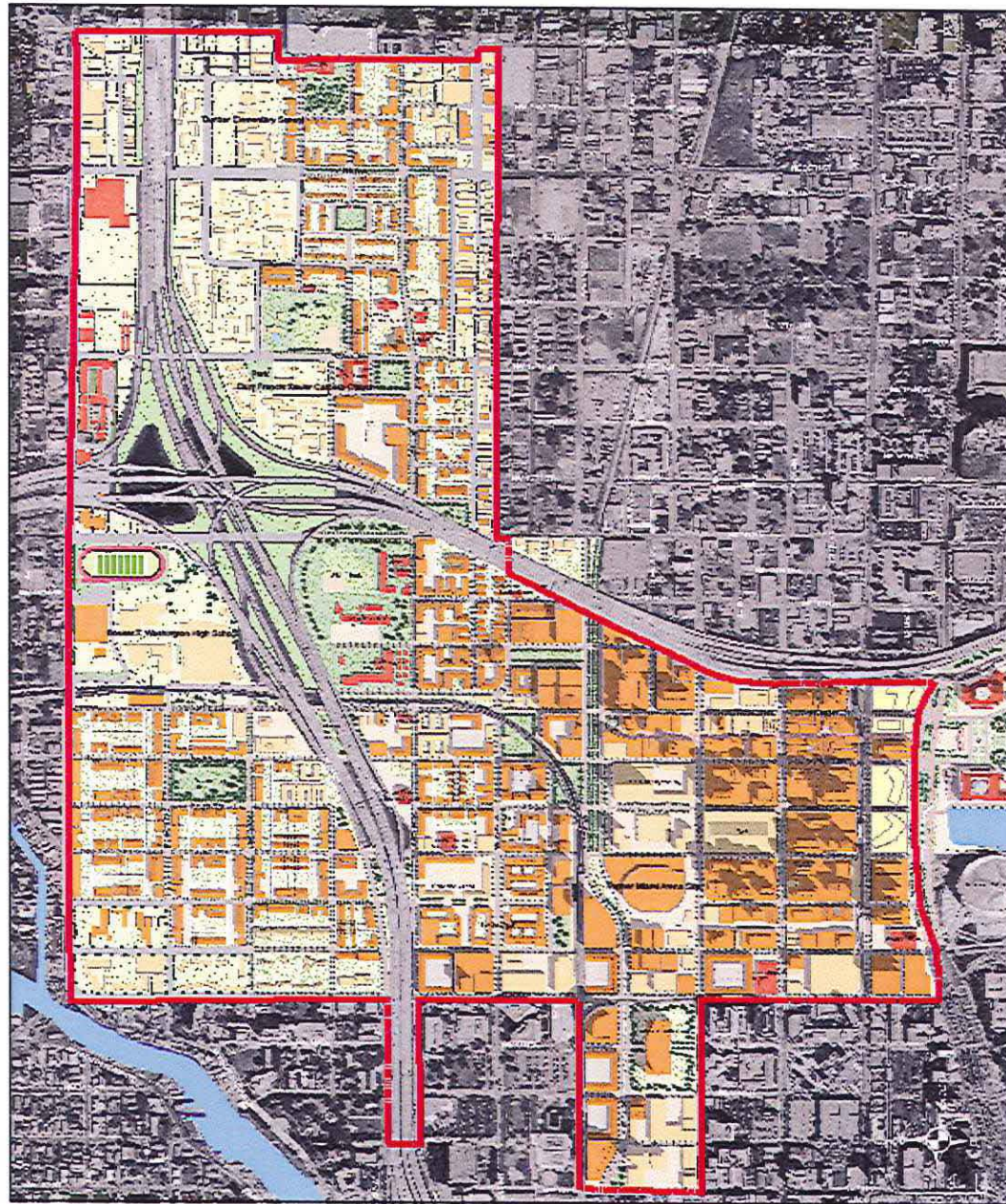
The Physical Plan shows the physical and geographic conditions of public and private buildings. The plan identifies civic buildings, private buildings, streets, highways, and mass transit lines. Various colors for areas between buildings identify parks and open spaces, parking locations, sidewalks, street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

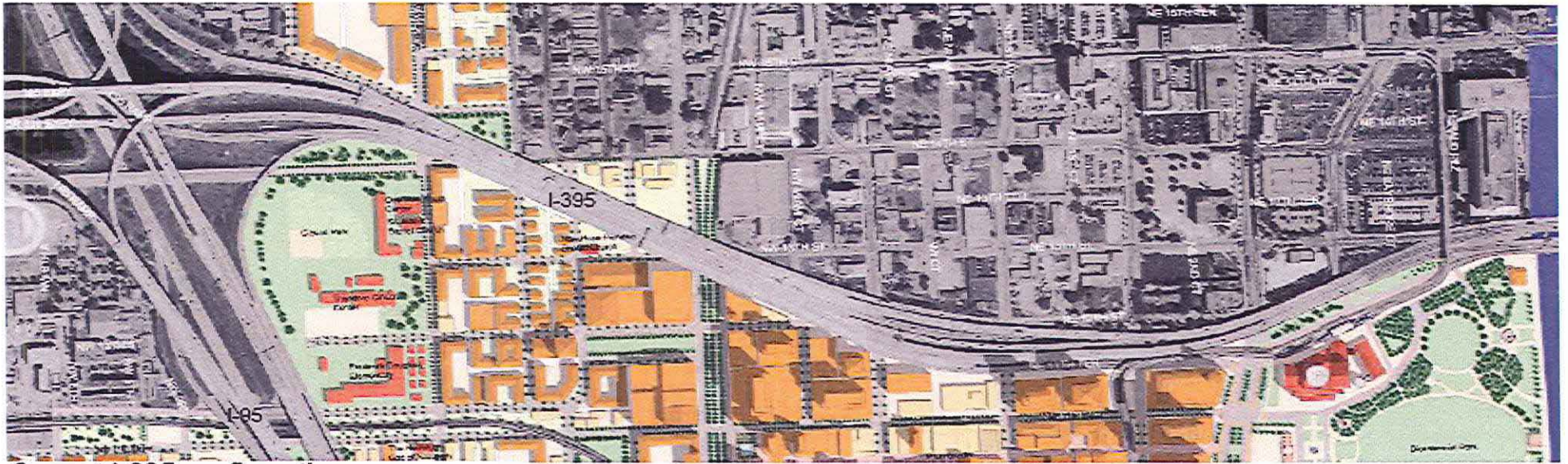


Possible Changes to I-395

The MPO has been discussing modifications to I-395 between I-95 and the MacArthur Causeway. Various scenarios have been presented by the Florida Department of Transportation, the apparent favored alternative being the one with trenched through-lanes with at-grade frontage roads. Park West and the Omni area would be reconnected with bridges for city streets spanning the travel lanes below. This alternative suggests moving the alignment of I-395 northward along NE-NW 13th Street, and therefore creating a re-developable swath of land at its current location.

The plans on the right compare this alternative with the Redevelopment Plan as drawn and show that it is compatible.





Current I-395 configuration.

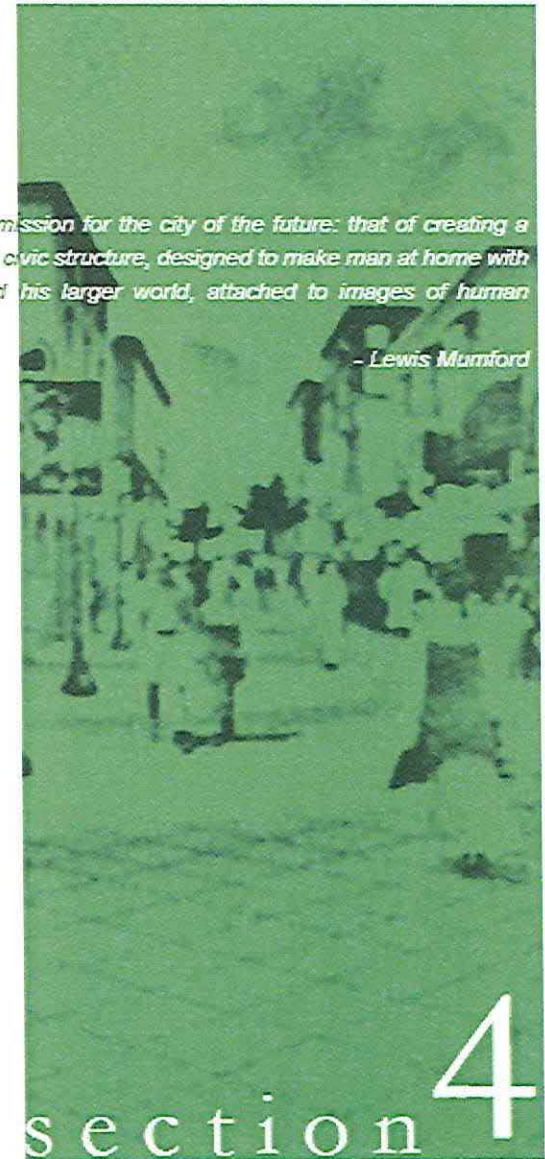


I-395 with "trenched" through-lanes along NE 13th Street.

- Projects and Project Areas, Overview
- Criteria for Physical Improvements
- Project Areas
 - Stakeholder's Roles
 - Project Area A. NW 1st Avenue
 - Project Area B. Overtown (including Little Broadway - Lyric Plaza)
 - Project Area C. NW 3rd Avenue Neighborhood Center
 - Project Area D. Historic Overtown Priority Business Corridor
 - Project Area E. West Overtown
 - Project Area F. Properties facing Biscayne Boulevard
 - Project Area G. The Promenade - Park West Entertainment District
 - Project Area H. NE 8th Street "Spine"
- Projects and Programs
 - Community Heritage and Historic Preservation
 - Promotion and Enhancement of Overtown and Park West as a Business Location
 - Planning, Development, Technical Assistance and Program Compliance
 - Street Improvements, Utility Infrastructure and Transportation
 - Home Ownership Pre-qualification and Counseling
 - Grants to Existing Businesses
 - Laredo/Re-use Plan (CLUC 90 Properties)
 - Comparison Chart: Goals and Supporting Projects

This sets the chief mission for the city of the future: that of creating a visible regional and civic structure, designed to make man at home with his deeper self and his larger world, attached to images of human nature and love.

- Lewis Mumford



Projects and Programs

Projects and Project Areas: An Overview

This section is organized into two primary subsections, “Project Areas,” and “Projects and Strategies.” The Project Areas are numbered “A” through “J” and as a group do not encompass the entire Redevelopment Area. They should be thought of as various “starting points” for projects within the Redevelopment Area. The impetus of focusing efforts into these Project Areas is a direct response to the unfair accusations by some members of the public that the CRA has spent large sums of money and has little to show for it. When money is spent evenly throughout the Redevelopment Area, it is difficult to see where the money has gone, because you can not stand in one location and see a 100% transformation. 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.

Overtown Civic Partnership: Focus efforts in partnership with the City of Miami and the CRA. The Overtown Civic Partnership's goals mirror those of the CRA. These include goals regarding housing and physical development, economic development, community buildings, and leadership development.

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: NW 1st Avenue

General Boundaries:

North: I-395 Overpass

South: NW 1st Street

East: properties that face NW 1st Avenue

West: properties that face NW 1st Avenue

Challenges

- There is an awkward traffic pattern for vehicles proceeding north along NW 1st Avenue.
- Pedestrians are crossing the railroad tracks under unsafe condition, simply because they are walking the shortest route between two points.
- The railroad tracks, buildings, and vacant properties lining NW 1st Avenue are unsightly.
- There is a general lack of sense of place resulting from low building heights in proportion to the street width. This takes away from the potential of NW 1st Avenue becoming an important signature location.

New Opportunities

There are a number of opportunities that an enhanced NW 1st Avenue will afford the neighborhood. One of these is the improvement of the pedestrian connection between the newly proposed Promenade in Park West and the Overtown neighborhood.

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 the Promenade and serve as a link to downtown Miami and Miami Beach for neighborhood residents.

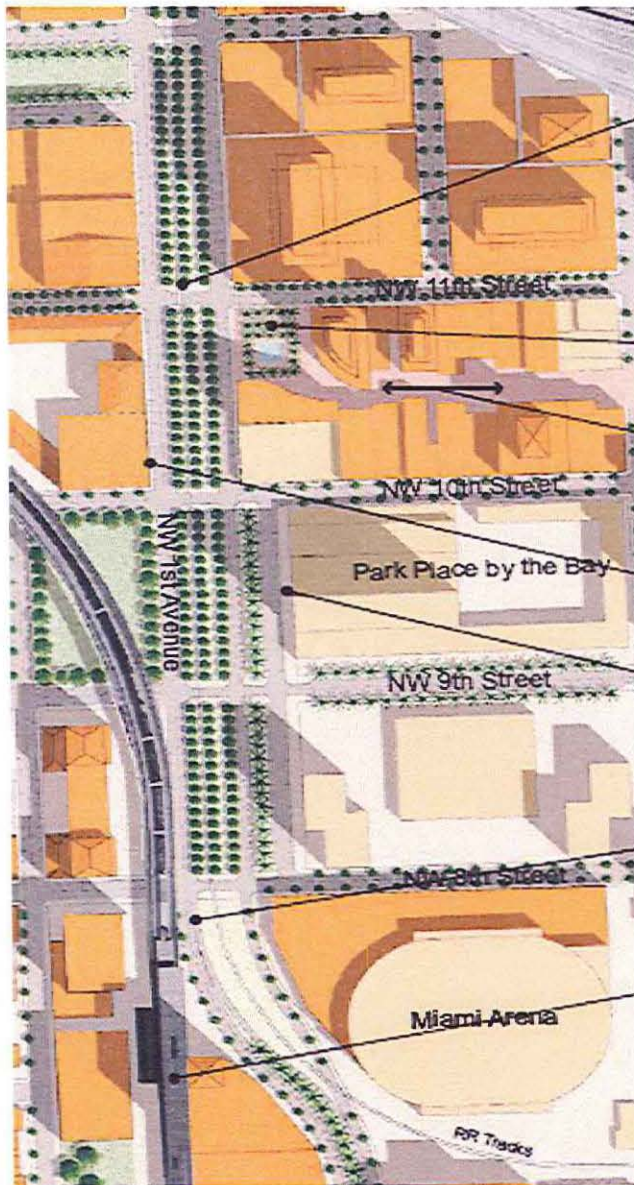
NW 1st Avenue does not need to be a strong retail oriented street. A mixture of office and residential buildings are the best choice for the extra-wide roadway. Retail efforts should be focused on the core area of Overtown and the key east-west streets such as 9th, 11th, and 14th.

Urban Design Solutions

- 1) With the current traffic pattern, northbound vehicles need to stop, turn left and cross the railroad tracks and then stop and turn right to continue north. To resolve this odd driving route, the main travel lanes of NW 1st Avenue will curve across to the western side of the railroad tracks and continue to the north. The roadway on the eastern side of the tracks should remain a two-way street.
- 2) Legitimize parking on the east side of NW 1st Avenue by marking on-street spaces and installing parking meters.

- 3) A number of changes and improvements are proposed in the Physical Plan to create a more pedestrian-friendly environment along NW 1st Avenue. Several new at-grade crossings of the railroad tracks are proposed. This will allow for safer pedestrian movement across the tracks as well as establish missing connections in the street grid. Improvements to sidewalks and the addition of street lights and shade trees along the median will provide a more enjoyable walking environment at all times of the day.
- 4) Taller building heights, when combined with the landscape improvements, will increase the definition of the public space on both sides of the tracks and will contribute to creating a sense of place. The natural surveillance that occurs when people can watch the Avenue through the windows of their homes or offices will make NW 1st Avenue a much safer place.
- 5) A parking structure in some location along NW 1st Avenue, 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.

NW 1st Avenue



NW 1st Ave between NW 7th St & I-395

Grade crossings at railroad right-of-way

Mid-block parking garages recommended

Possible location for plaza

Proposed Promenade

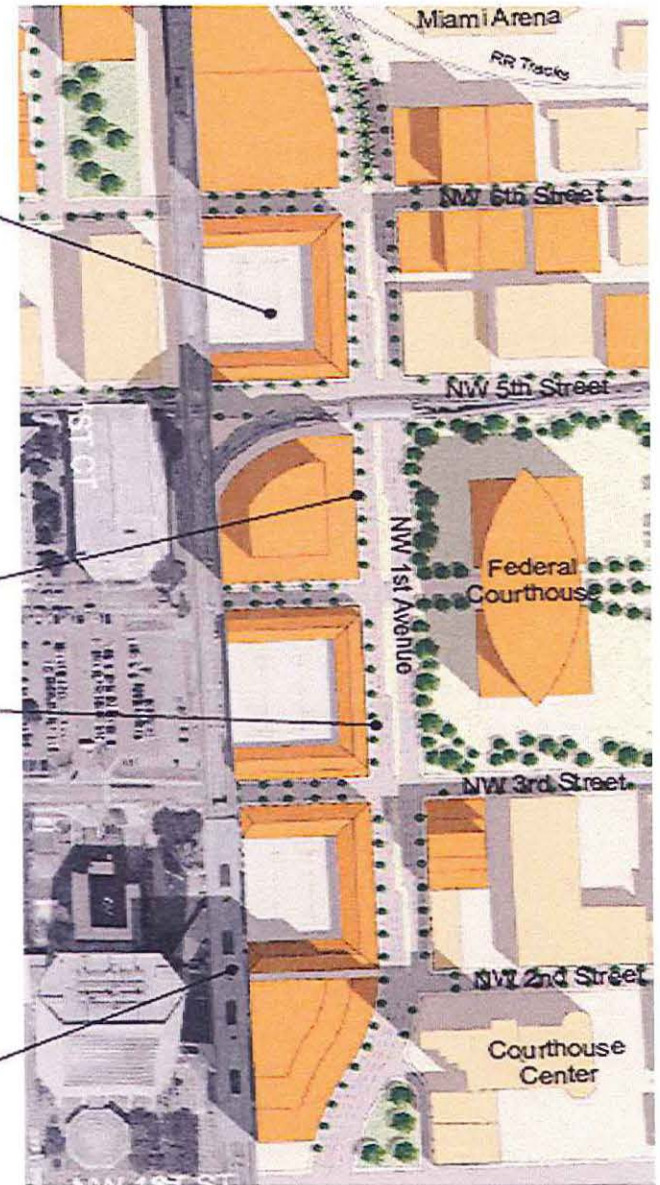
Future buildings built to front property line

On-street parking throughout

2 southbound and 1 northbound travel lanes diverted to west side of tracks.

Overtown Metrorail Station

Government Center Metrorail Station



NW 1st Ave between NW 1st St & NW 8th St



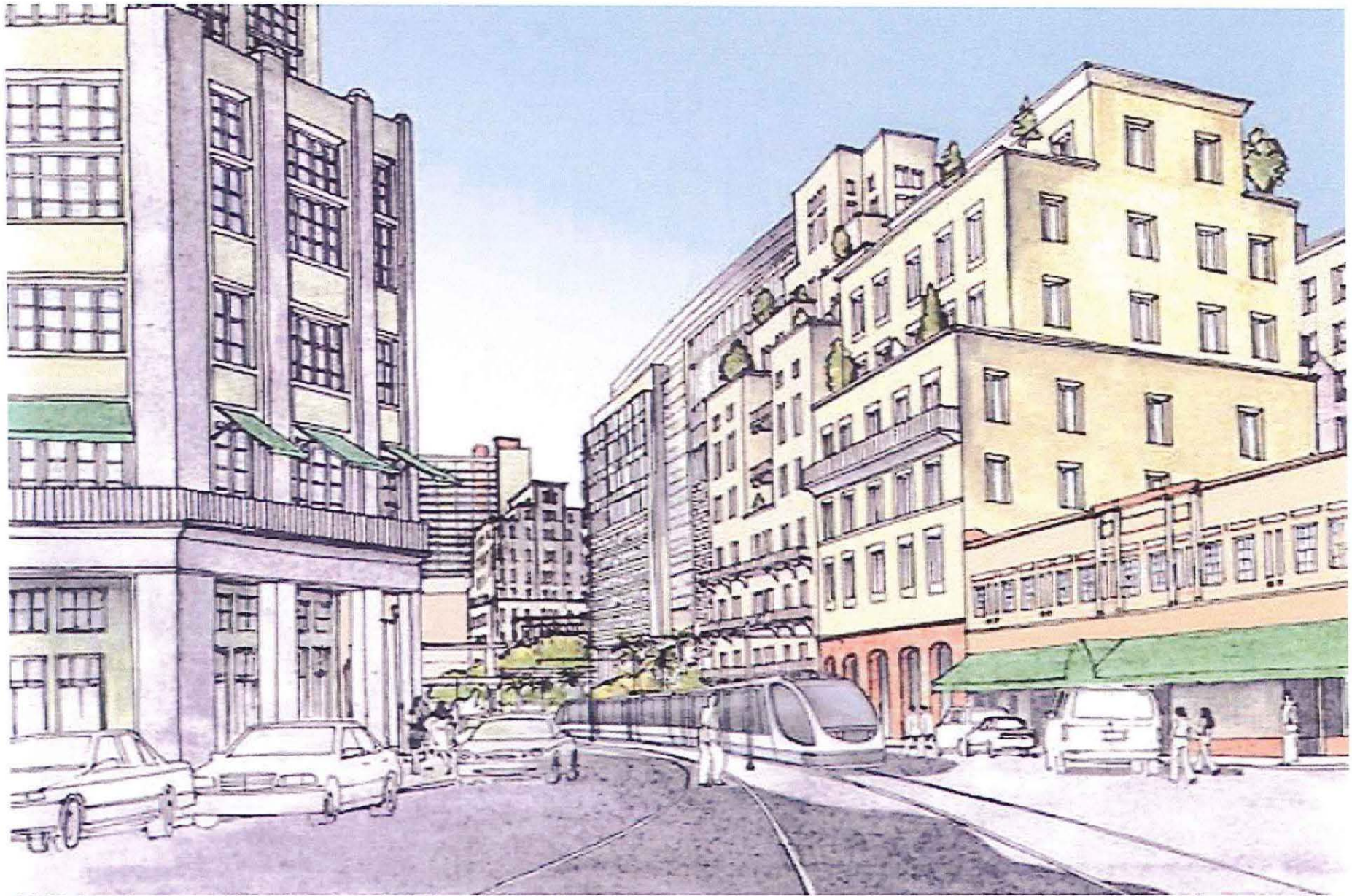
NW 1st Avenue, looking south: Existing conditions. The railroad tracks are especially divisive because few east-west streets cross them. The lack of shade, empty lots, and blank walls contribute to a hostile environment.



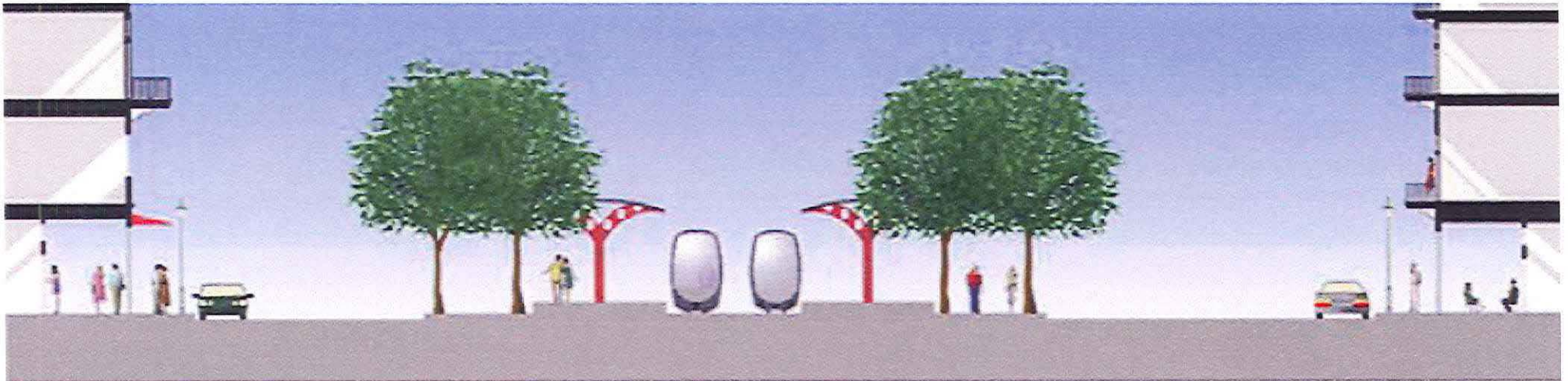
NW 1st Avenue, looking south. The right-of-way is to be reconfigured to accommodate light rail, on-street parking, and double alleys of shade trees. Properties fronting the street are illustrated as mixed-use buildings with housing on upper floors.



NW 1st Avenue, looking north: Existing conditions.



NW 1st Avenue, looking north. The right-of-way can accommodate on-street parking, light rail, and wider sidewalks.



NW 1st Avenue Section.

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 can not qualify for home ownership.
- Begin talks with FEC and Miami-Dade County Public Works to change the configuration of NW 1st Avenue. This Avenue has historically been the divider between Overtown and Park West, and the redesign is needed to make it the unifier.
- Support the City with the effort of revising the land development regulations, by funding the effort and/or promoting it with the community.

City of Miami: The Planning Department should prepare 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.

Overtown Civic Partnership: Continue efforts to implement public-private joint development projects.

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 along NW 1st Avenue 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

General Boundaries:

North: NW 14th 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.
- Insuring 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 has decreased in year 2000 from year 1990 according to the Federal Census, explaining the decrease in viable businesses that offer services to the residents.

New Opportunities

The Project Area called “Overtown” is intended to be the central core of Overtown. Groups like the Overtown Civic Partnership are proactively planning to revive Overtown, creating a “destination of choice.” 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.

The CRA, the County, and the South Florida Land Trust already control significant land parcels in this vicinity, and have been assembling them for the purpose of redevelopment.

The May 2002 Economic Programming Study prepared by ZHA, Inc. for all of Overtown recommends that an enticement program be created by an Action Team for Procurement. The Action Team is to be made up of commercial realtors, bankers, commercial developers, and a senior CRA staff member. Their job is to attract a tenant mix that supports the jazz, blues, and gospel entertainment venues and the supporting businesses in retail and services.

The Lyric Theater serves 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 commercial retail and residential developments is 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 midblock 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.

Stakeholders' Roles for Redevelopment

CRA:

- Offer land as part of public-private joint development projects, and coordinate County efforts to do the same.
- Support the City with the effort of revising the land development regulations, by funding the effort and/or promoting it with the community.
- 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 can not qualify for home ownership.
- Help existing and future commercial property owners attract quality tenants, and national retailers, by starting the

Action Team as described in ZHA, Inc.'s 2002 Economic Programming Study.

City of Miami: Change the Land Development Regulations for Overtown, to meet the vision for this area, and examine the extension or inclusion of the area around the Lyric Theater into the City's Entertainment District, so new businesses in Overtown can receive the same incentives that businesses in parts of Park West receive.

Overtown Civic Partnership: Continue efforts to implement public-private joint development projects, and help existing business owners improve the appearance of their storefronts by offering design suggestions for the facades and windows.

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.

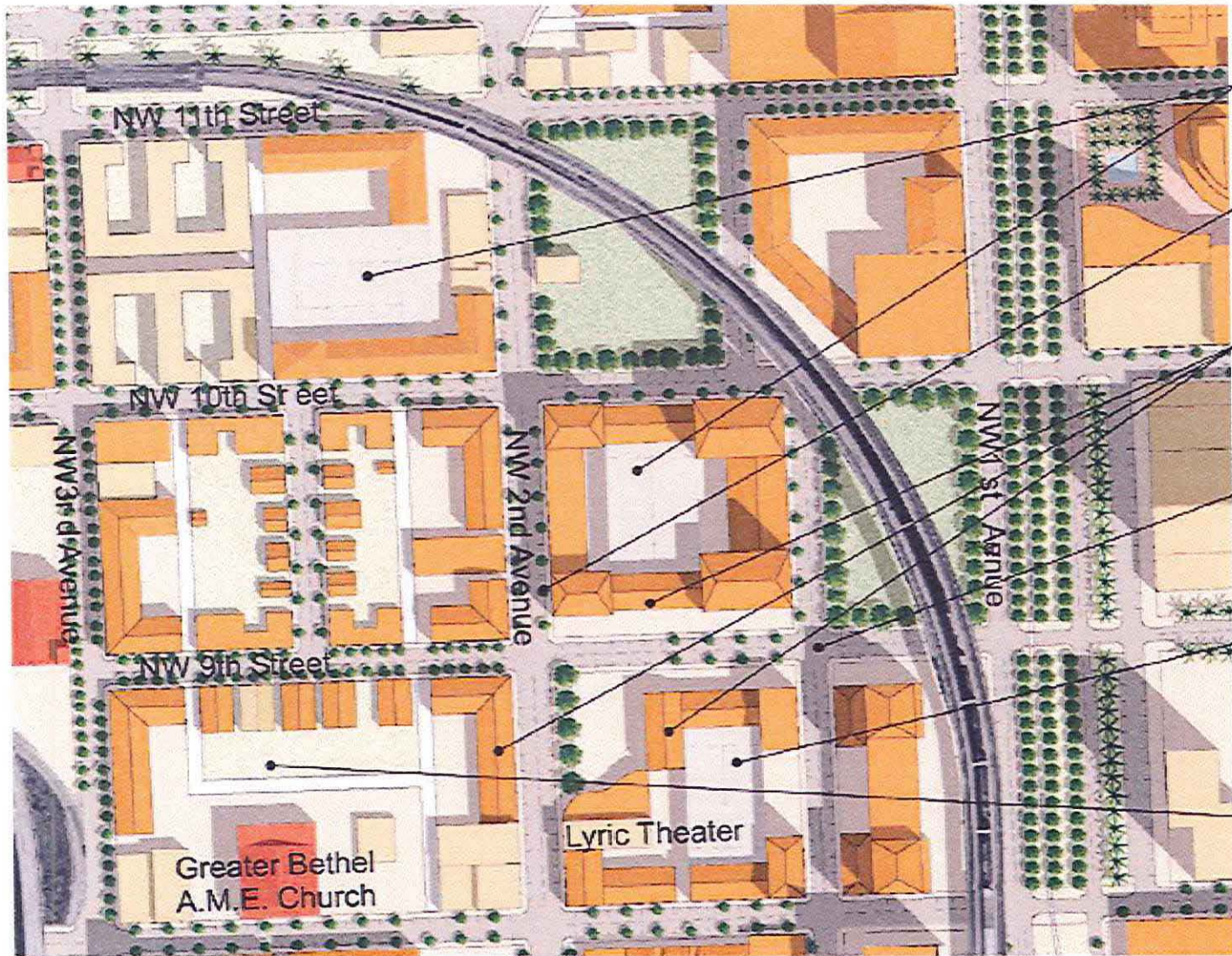
Overtown Community Oversight Board: Continue to monitor and offer

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.
- Assist in the development of complementary uses along the NW 2nd Avenue corridor.

Overtown



Mid-block parking garages recommended

On-street parking throughout

Plaza surrounded on all sides by mixed-use buildings

9th Street Pedestrian Mall opened to vehicular access

Mid-block parking garage recommended

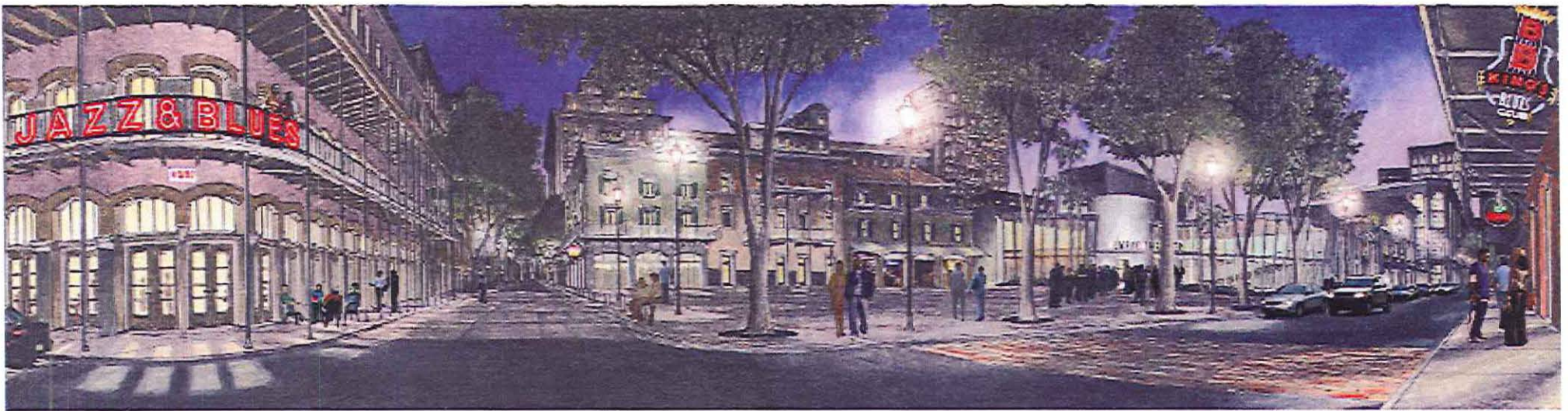
Historic Overtown Folklife Village (Redevelopment here should follow the 1997 Master Plan prepared for the Black Archives History & Research Foundation by DPZ & Company, updated from an earlier plan by Ron Frazier & Associates)



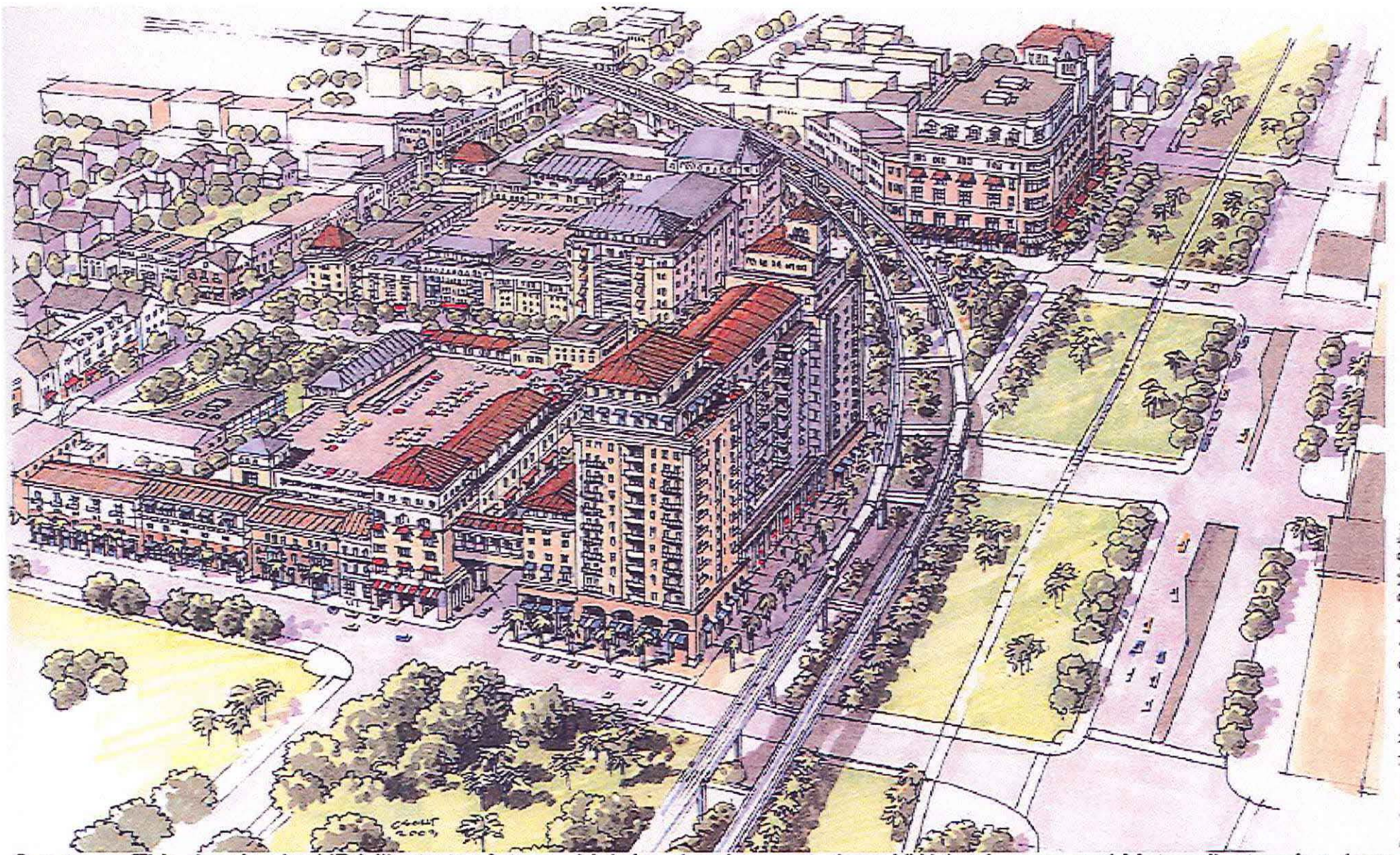
9th Street Pedestrian Mall

Historic Lyric Theater

N.W. 2nd Avenue, existing conditions. The street that was once the center of Overtown's nightlife is now characterized by empty lots, very little activity, and commerce. The Lyric Theater stands isolated; most of the dense urban fabric that once stood along this street was demolished. Because no buildings face the Ninth Street Pedestrian Mall along its western half, it lacks natural surveillance and feels desolate and unsafe.



A resurrected “Little Broadway” Entertainment District is to take shape around the Lyric Theater Plaza. Ninth Street could once again be opened to slow-moving vehicular traffic. Mixed-use buildings will define Ninth Street, facing the public realm with “eyes on the street.”



Drawing provided by Collins Center for Public Policy

Overtown: This drawing by UDA illustrates intense highrise development along NW 1st Avenue and Metrorail, stepping down to the smaller scaled buildings of Overtown's Folklife Village.



Drawing provided by Collins Carter for Public Policy

Overtown: The Lyric Theater and NW 2nd Avenue.



Drawing provided by Collins Center for Public Policy.

The Folklife Village: NW 9th Street.

Project Area C: NW 3rd Avenue Neighborhood Center

General Boundaries:

North: NW 22nd Street
South: I-395 Overpass
East: NW 1st Place
West: NW 4th Avenue

Challenges

- Buildings that once opened toward the street with doors and windows have been closed up, 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 development, such as Village of St. Agnes, Carrie Meek Tower, and St. John

Village will increase the variety of housing choices and diversify the household types and incomes, and return the customers needed for the businesses. 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.

ZHA's 2003 Economic Programming Report supports the need for additional retail in North Overtown, especially with the 102 new units that are soon to come on the market.

Urban Design Solutions

- 1) Use the Culmer Center property as a redevelopment site.
 - a) 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.
 - b) 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.

- c) 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.
 - d) 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 can not qualify for home ownership.
- Initiate a streetscape improvement project for North Overtown.
- Help attract new businesses to NW 3rd Avenue in anticipation of new residents moving into Village of St. Agnes, Carrie Meek Tower, and St. John Village, making those businesses more viable than with the current population.
- Provide assistance perhaps through a 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 North Overtown, and request the County to redevelop the Culmer Center.

Overtown Civic Partnership:

- Request the County to redevelop the Culmer, or seek a third party to enter into a joint venture with the County.
- Focus efforts on West Overtown in a similar manner to that of the core of Overtown.

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 North Overtown 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.

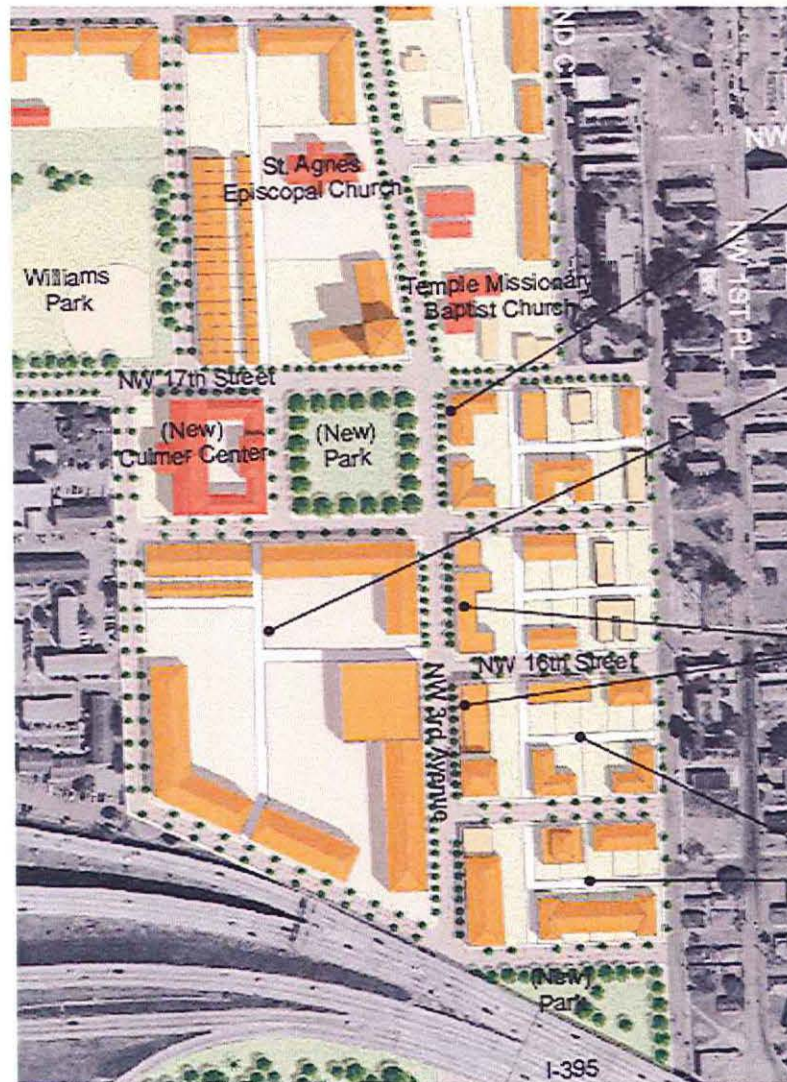
The Black Archives, History & Research Foundation of South Florida, Inc.:

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.

NW 3rd Avenue Neighborhood Center



Buildings built to front property line

Redeveloped Culmer Center property

Mixed-use buildings located along avenue

Rear lanes provide access to parking behind buildings



NW Third Avenue, Culmer Square. Culmer Square is to be reconfigured as a public green space surrounded by residences, commercial enterprises, and civic institutions.

Project Area D: Historic Overtown Priority Business Corridor

General Boundaries:

North: I-395 Overpass

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 10th 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 Metrorail 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. The May 2002 Economic Programming Study, prepared by ZHA, Inc. for all of Overtown, estimates the magnitude of commercial and residential development that Overtown can sustain. It recommends that an enticement program be created by an Action Team for Procurement. The Action Team is to be made up of commercial realtors, bankers, commercial developers, and a senior CRA staff member. Their job is to attract a tenant mix that supports the jazz, blues, and gospel entertainment venues and the supporting businesses in retail and services. The study suggests that the success of future residential development is dependant upon the success of the commercial uses. This action team will have to work on the Priority Commercial Corridor in a coordinated manner with entertainment 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 the Overtown Civic Partnership.
- Help existing and new commercial property owners attract quality tenants, and national retailers, by starting the Action Team as described in ZHA’s 2003 Economic Programming Study.
- 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 can not qualify for home ownership.

City of Miami: Examine current land development regulations for the possibility of revisions, and upgrade the appearance and facilities at Athalie Range # 1 Mini Park.

Overtown Civic Partnership: Continue development efforts for this area.

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.
- Continue to work jointly with the Overtown Civic Partnership towards improvements in the neighborhood.

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: West Overtown

General Boundaries:

North: NW 11th Street
South: NW 7th 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.
- Boarded up buildings greet motorists entering Downtown from the I-95 ramp that becomes NW 3rd Court.
- 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. ZHA’s 2003 Economic Programming Report supports the need for residential units in West 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 up the superblock so that streets will surround all four sides of Reeves Park will make the park appear to be safer.

West Overtown 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 local residents 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 can not qualify for home ownership.
- Help promote neighborhood serving retail for West Overtown in a similar manner to Historic Overtown Priority Business Corridor.
- Encourage the City to change the one-way streets in West Overtown back to two-way streets.
- Assist residential developers to provide additional quality housing in West Overtown.

- Help existing and future commercial property owners attract quality tenants, and national retailers, by starting the Action Team as described in ZHA's 2003 Economic Programming Study

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

Overtown Civic Partnership: Focus efforts on West Overtown in a similar manner to that of the core of Overtown.

Developers: Continue to provide more residential units in West Overtown that meet

the goals and principles of this Redevelopment Plan.

Residents in the Community:

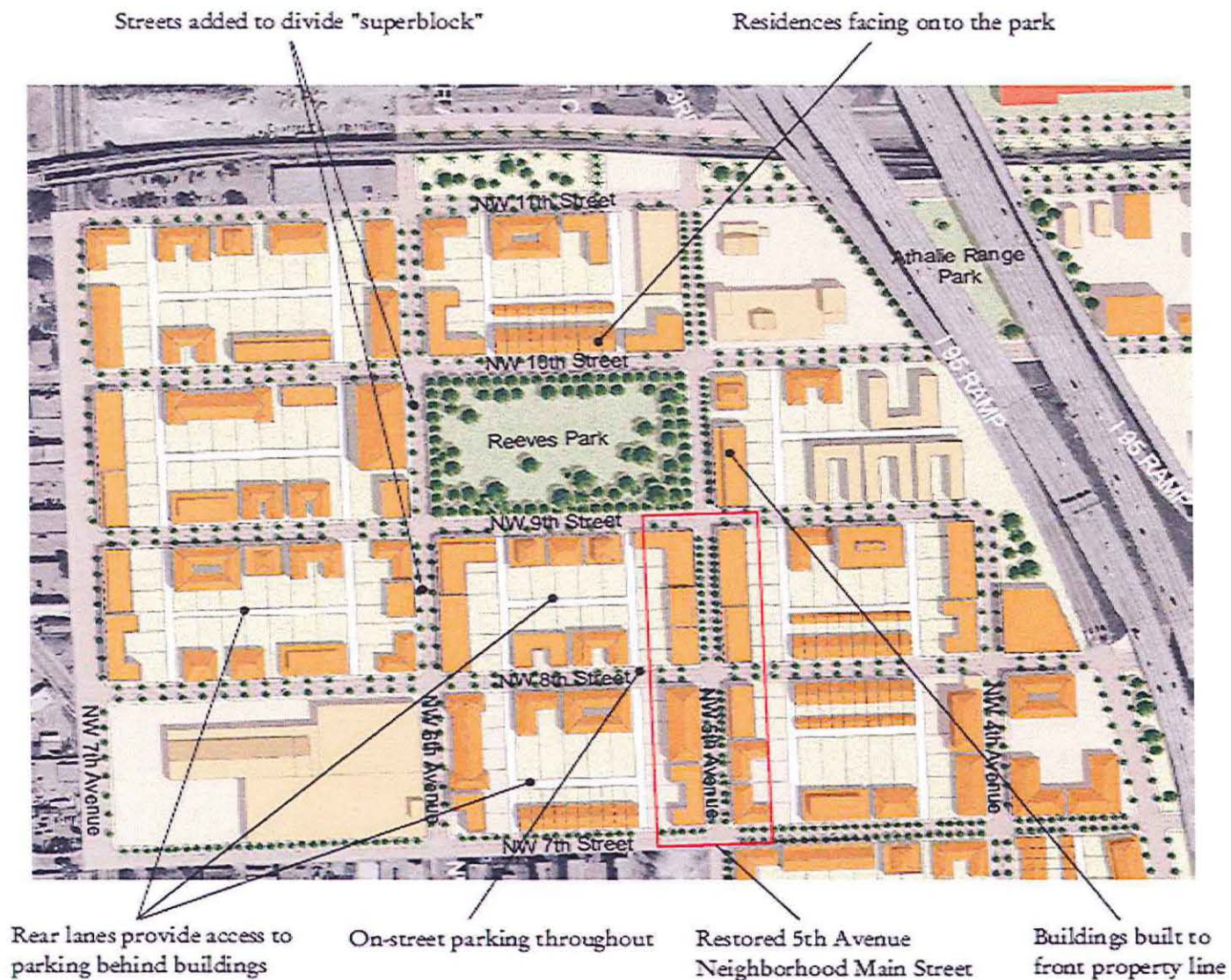
- Residents should participate in programs to better prepare them to take advantage of home ownership and opportunities that arise from redevelopment.
- Appeal to FDOT and the City of Miami to renovate Athalie Range # 1 Mini Park in accordance with the goals to revitalize Overtown.

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.

West Overtown





Reeves Park, existing conditions: Apartment buildings are set back far from the street. There are few windows and doors facing the park, depriving it of natural surveillance.



Reeves Park, in the future: Apartment buildings are rebuilt closer to the street with doors and windows facing the park. Low-slung buildings are to be replaced with apartments of more vertical proportions.

Project Area F: Properties Facing Biscayne Boulevard

General Boundaries:

North: I-395

South: NE 5th Street

East: Biscayne Boulevard

West: NE 2nd Avenue

Challenges

- Most properties facing Bicentennial Park remain vacant and only used for parking for events at the American Airlines Arena. However, ownership has changed, which may signal that change is not too far off.
- Zoning regulations for buildings fronting Bicentennial Park do not necessarily promote street-oriented buildings.
- Biscayne Boulevard is difficult to cross with the fast-moving traffic and the large number of travel lanes. There are very few marked crosswalks.

New Opportunities

Requiring buildings to be sited on the front property line or a designated “build-to” line will allow Biscayne Boulevard to develop into an urban street befitting its location and history. Building envelope controls should prevent new buildings from blocking air flow and light from existing buildings behind them, to optimize air quality.

Awnings, colonnades, and balconies must

provide needed protection from the elements for passing pedestrians. These sheltered locations will also provide opportunities for outdoor dining along Biscayne Boulevard, contributing to Miami’s warm-weather lifestyle.

Parking garages lined with habitable spaces facing the streets will help satisfy the parking needs of the new Biscayne Boulevard buildings. The habitable space lining the garages will give these utilitarian structures an urban face toward the public spaces of the streets and Park.

Urban Design Solutions

- 1) The primary solutions to the challenges faced by Biscayne Boulevard buildings will be found in changes to the zoning code. These code changes must address such issues as building placement, awnings, and colonnades, among others. The Biscayne Boulevard Special Area Plan details these recommended changes.
- 2) More control is to be exercised over the building envelope, allowing buildings to interact more sensitively with prevailing breezes and improve air quality. A twelve story building base requirement should be instituted to create a more unified “street wall” and improve the spatial enclosure along Biscayne Boulevard and Bicentennial Park.

- 3) Additional pedestrian crossings are to be located along Biscayne Boulevard to increase pedestrian safety and mobility.
- 4) With the two new museums planned for Bicentennial Park, their parking demands should be met offsite, on the west side of Biscayne Boulevard. By making the motorists park west of Biscayne and walk down the streets and across the Boulevard, merchants gain better visibility, and the pedestrian traffic makes the streets safer, just by their presence.

Stakeholders’ Roles for Redevelopment

CRA:

- Support the City with the effort of revising the land development regulations, by funding the effort and/or promoting it with the community.
- Until such time as the new land development regulations are in place, facilitate meetings with property owners prior to the completion of their construction documents and approvals to show them the intentions of the new regulations.

City of Miami:

- Help the CRA implement a shared parking garage to serve the Museums and Adrienne Arsht Center for the Performing Arts of Miami-Dade County on the west

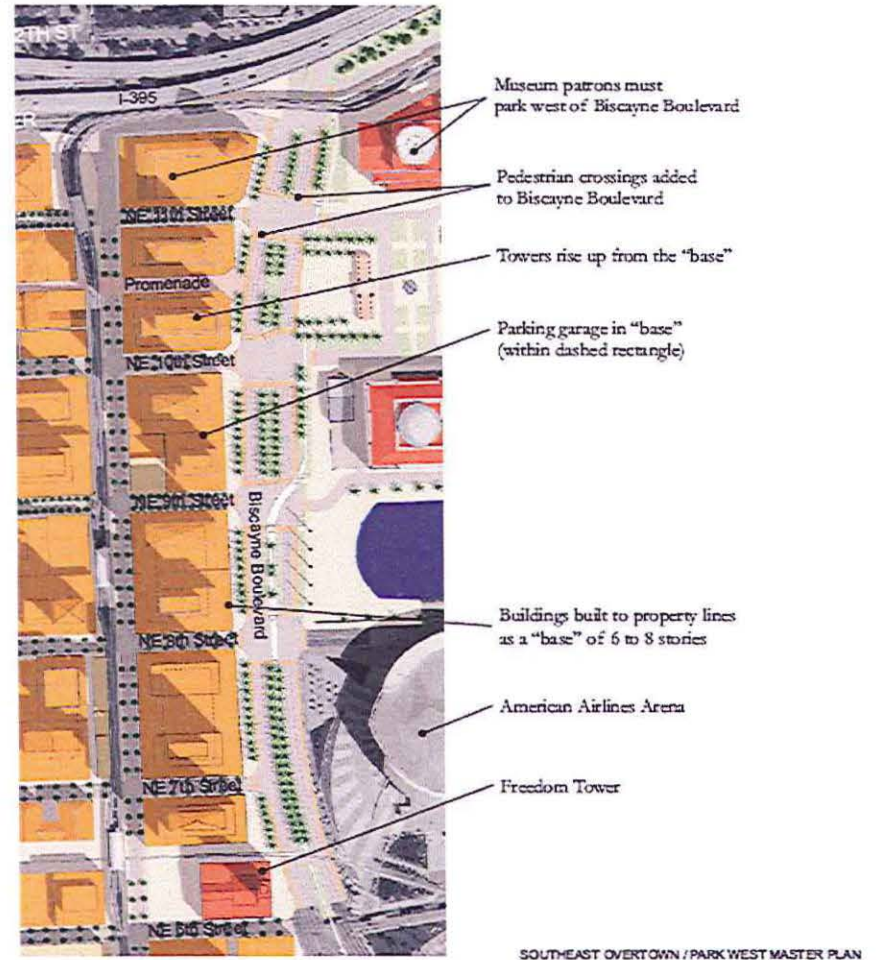
side of Biscayne Boulevard.

- The Planning and Zoning Departments should prepare new development regulations for properties along Biscayne Boulevard in Park West to create rules that will provide an attractive, comfortable, and safe pedestrian environment facing Biscayne Boulevard.

Commercial Property Owners and Developers:

- Every floor facing Biscayne Boulevard should have habitable and useable space. Parking garages on lower floors should have “liners” of habitable space. Drop-offs may occur in the on-street parking lane, should FDOT create a parking lane in its new design for the roadway.
- Primary entrances should face Biscayne Boulevard.
- Vehicular entrances to garages and delivery bays should occur on NE 2nd Avenue, but not on Biscayne Boulevard.

Biscayne Boulevard





Properties facing Biscayne Boulevard are to be developed with mixed-use buildings. Residences and offices are located above shops and restaurants. A redesigned Biscayne Boulevard incorporates light rail, trees, and wide sidewalks.

Project Area G: The Promenade

General Boundaries:

North: NE/NW 11th Street

South: NE/NW 10th Street

East: Biscayne Boulevard

West: NW 1st Avenue

Challenges

- Unused railroad right-of-way that has become an unsightly alley.
- Nondescript, windowless buildings lining the right-of-way, contributing to a bleak atmosphere.
- The current physical conditions provide hiding locations for wrong-doers and the homeless.
- Rapid success of the Entertainment District has resulted in peak times for parking and traffic congestion.
- Businesses open during daylight hours are few, causing the area to look empty and abandoned during the day.

New Opportunities

The Promenade holds the promise of a great location for a vibrant entertainment district and setting for an urban lifestyle in Miami. It will be a pedestrian link between Overtown, Biscayne Boulevard, and the new museums in Bicentennial Park, activated by nightclubs and restaurants at night and locally serving businesses during the day. New residents will

be some of the patrons supporting the local economy. The parking needs of these patrons will be accommodated in a lined parking structure adjacent to NW 1st Avenue.

New mid-block plazas that will be created along the Promenade will function as public gathering spaces for the clubs that have recently been relocating to the Promenade.

Most successful commercial districts have anchors to draw patrons. The Promenade will have on its eastern edge a renovated Bicentennial Park (future Museum Park), with two new museums, the Miami Art Museum (MAM), and the Miami Museum of Science. At the western end of the Promenade, along NW 1st Avenue, a significant anchor has not yet been identified. This anchor should attract people to the neighborhood during daylight hours, as well as at night.

Terraces, whether part of new buildings or added to the existing buildings, will provide space for outdoor dining at ground level and above, improving the “outdoor” lifestyle that Miami’s weather allows.

Urban Design Solutions

- 1) Examine and modify, if necessary, zoning regulations to encourage new multi-story mixed-use buildings and parking garages. The requirement of windows, doors, and terraces to the existing buildings along the Promenade will contribute to the natural

surveillance of the space making the environment safer. New regulations could add incentives additional parking for civic buildings such as the Center for the Performing Arts, the two arenas, and the future museums in Bicentennial Park.

- 2) Design a construction plan that will detail the approach to lighting, signage, and new pavement in an effort to encourage business activity and make the area safer. This could be implemented on a block by block basis as funds permit.
- 3) Modify the boundaries of the City’s Entertainment District to include just the properties that face NE/NW 11th Street and NE/NW 10th Street from Biscayne Blvd on the east to NW 1st Avenue on the west (including both sides of NW 1st Avenue).
- 4) Review the Promenade Special Area Plan for more design concepts and strategies.

Stakeholders’ Roles for Redevelopment

CRA:

- Fund and implement improvements to the former railroad now known as the Promenade. These improvements should include, but not be limited to, re-surfacing pavement, landscaping, increased lighting, and painting. Acquiring the services of engineers or landscape architects may be required.

- Coordinate and help facilitate in some manner, an air conditioned garbage location accessible by all the businesses along the Promenade. This could be constructed as part of a new building or by renovating an existing one. Management of this facility should be taken on by one of the building managers for collecting fees, for example.
- Support the City with the effort of revising the land development regulations, by funding the effort and/or promoting it with the community.

City of Miami:

- Work with the CRA if necessary to implement the shared garbage facility. The City should not be responsible for the management of this facility.
- The Planning Department should prepare new development regulations for properties with C-1 zoning in Park West, to allow an increase in development opportunity.
- Support the creation of a zoning ordinance that allows outdoor dining for the Promenade.
- Examine the modification of the boundaries for the City's Entertainment District. Interest appears to be focused on the 11th Street area. The southern

portion of the boundaries should be removed. The boundaries can be extended to the west to include portions of Overtown. The area around the Lyric Theater should be included.

- Continue to provide police support for the Redevelopment Area.
- Solve the homeless situation in the area and assist Charities Unlimited in the relocation and/or upgrade of its Camillus House facility.
- Assist in the infrastructure installation for the area, particularly the wiring of fiber optics.

Overtown Civic Partnership: Seek opportunities for the positive effects of the Entertainment District to “spill” over into Overtown

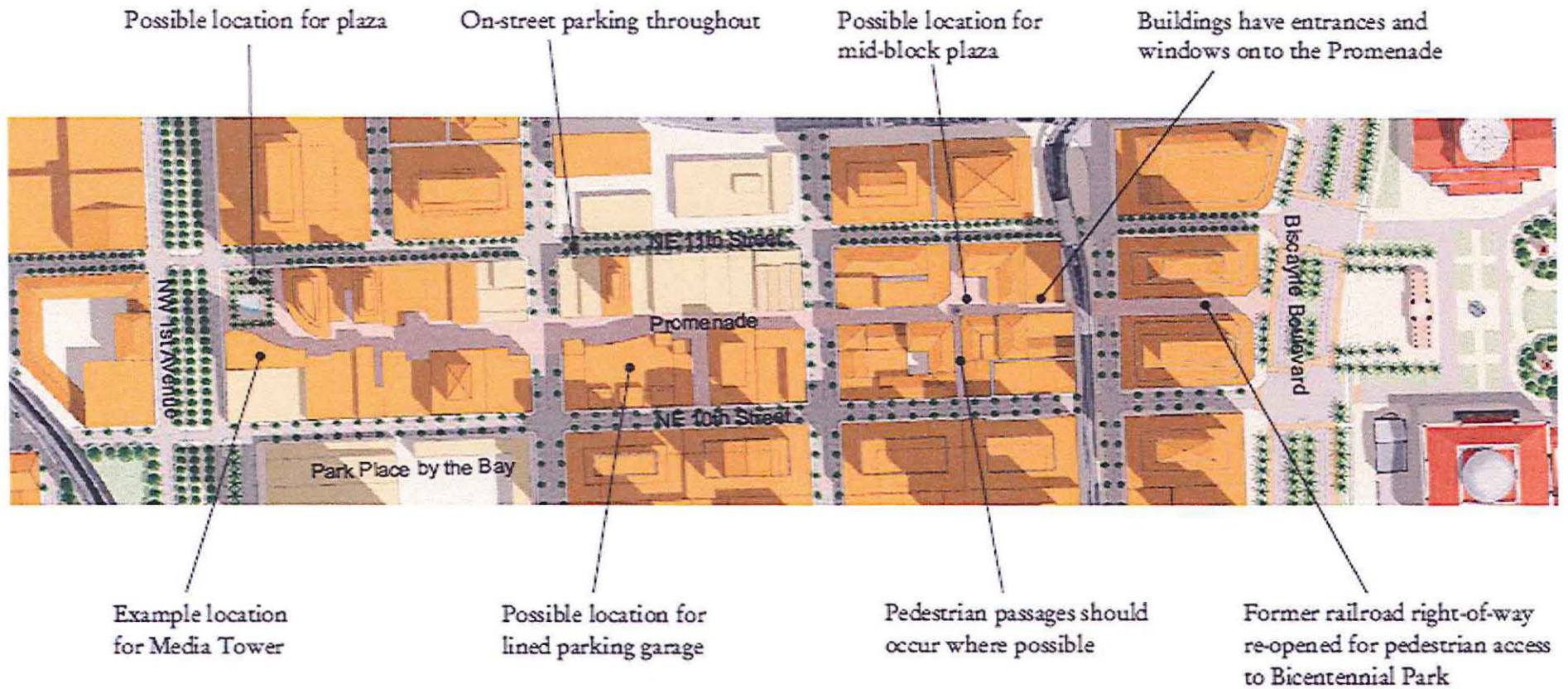
Commercial Property Owners and Developers:

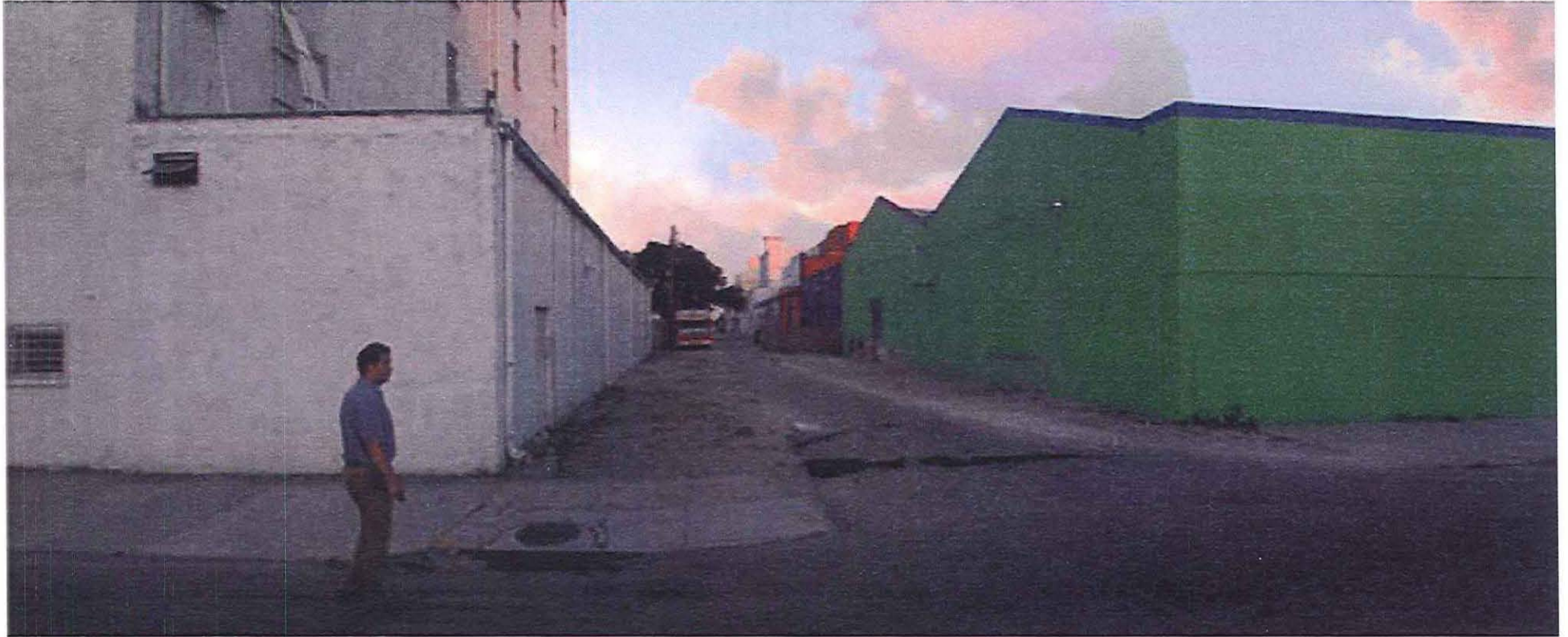
- When renovating existing structures or building new ones orient patio entrances, outdoor dining, or entertainment spaces to the Promenade.
- Enclose unsightly rear building items, such as electrical meters, back flow preventers, etc.
- Place mechanical equipment on roofs to keep the Promenade free of the noise and

unsightliness.

- Work with the CRA or City to create a shared garbage facility.

Promenade





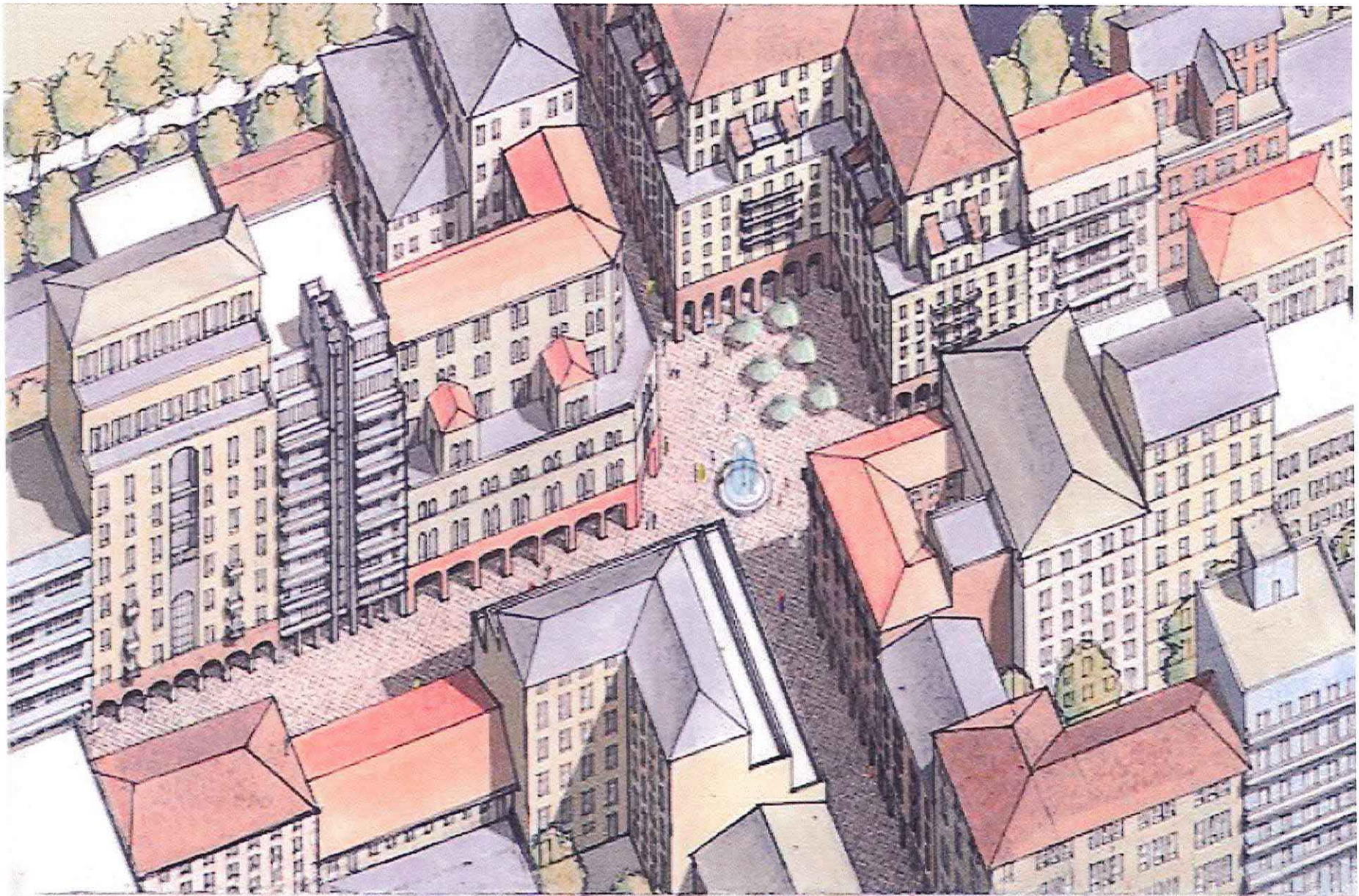
Alley between 10th and 11th Streets:
Existing conditions.



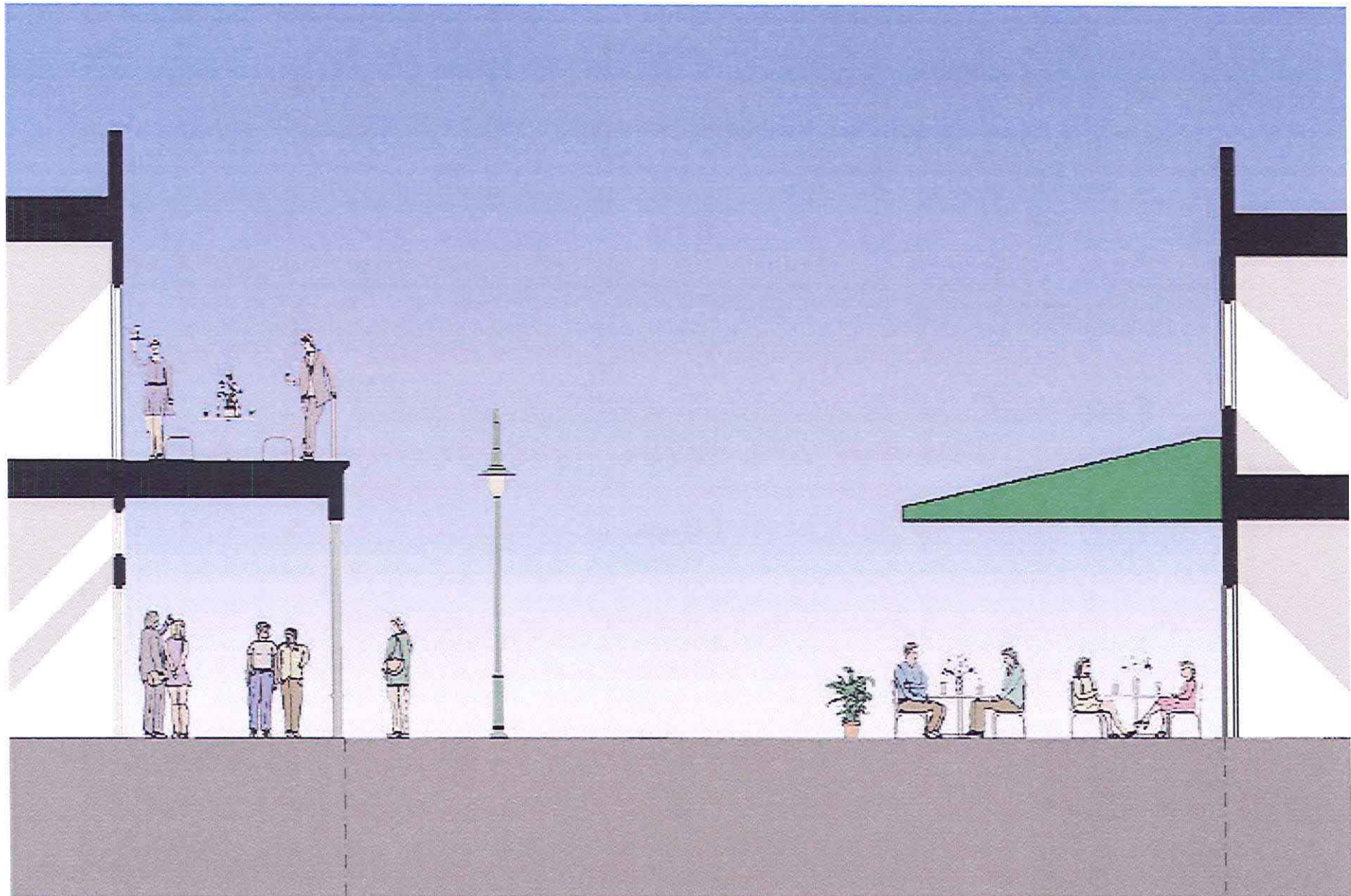
The Promenade: The first round of improvements include uniform paving material, lighting, and initial facade treatments.



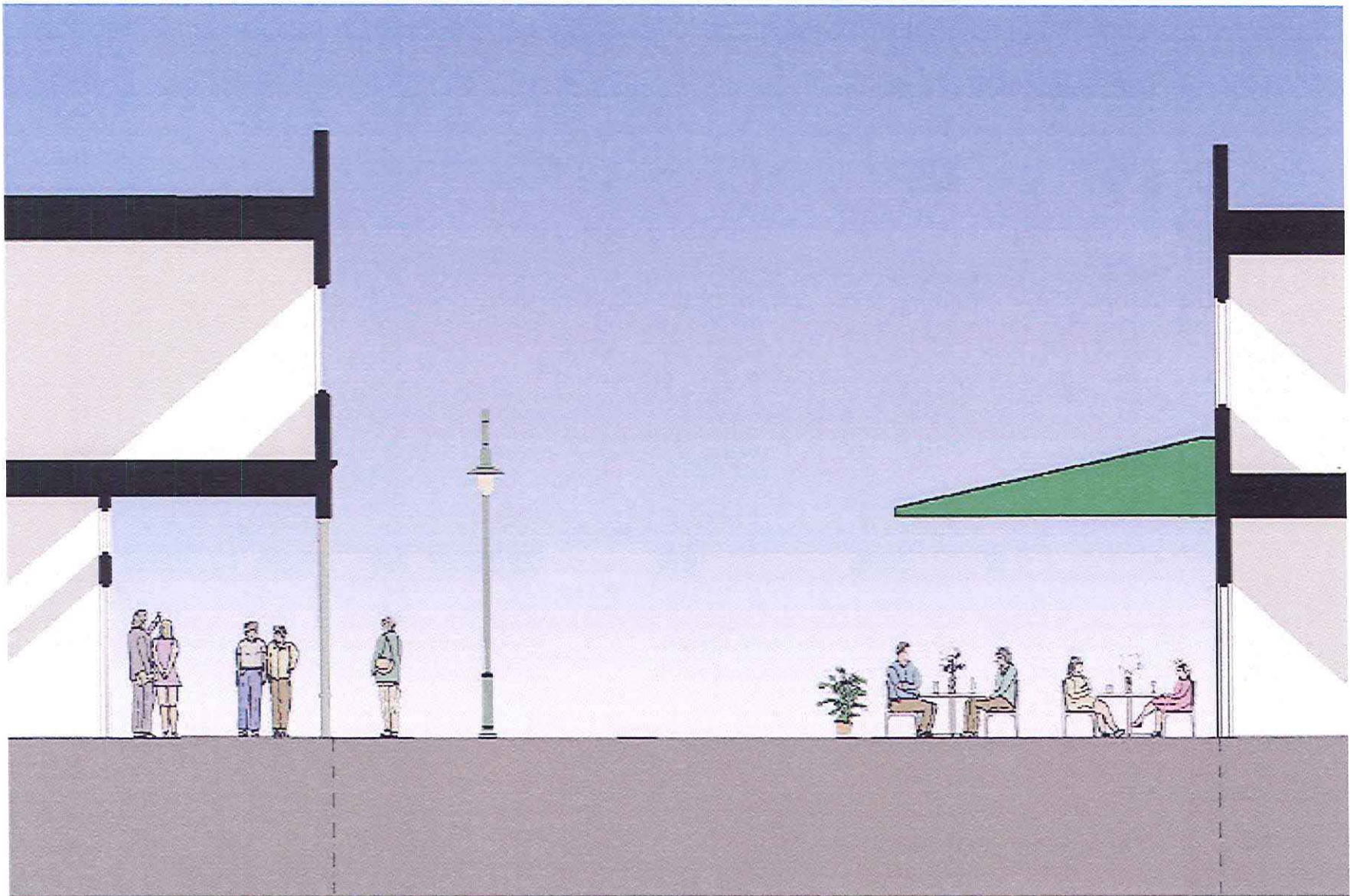
The Promenade, over time: New buildings will be added and additional properties transformed. Signs can be changed frequently.



The Promenade: Mid-block paseos will provide alternative routes for pedestrians, increase retail frontage, and become community gathering spots. A small piazza is envisioned with outdoor dining, kiosks, and a fountain.



The Promenade: Canopies and arcades will shade those who are dining and walking along the Promenade, extending the potential hours of operation to include daytime.



The upper floors of buildings may project over the storefronts.

**Project Area H: NE 8th Street/
Miami WorldCenter**

General Boundaries:

North: NE 10th Street

South: NE 6th Street

East: Biscayne Boulevard

West: N. Miami Avenue

Challenges: Despite the location, properties are somewhat separated from the neighboring downtown. Barriers include the elevated Metromover tracks on 5th Street and the FEC railroad right-of-way between 6th and 7th Streets. 7th Street is not a through-street, because it is blocked by the former Miami Arena site.

New Opportunities

Recently various property owners in this area have organized a collective effort to coordinate future development across multiple City blocks. They can do this with flexibility if the City designates a zoning district that would allow transferring certain zoning requirements and entitlements from one block to another within the district. This flexibility will allow opportunities for a grocery store, additional commercial anchor stores, and better configurations for parking structures since some of the blocks are very small for garage.

ZHA, Inc. identified in its 2003 report to the CRA that there is potential in setting up

and attracting a new business market in preventative medical care to Park West, generally supported by people with greater means, spending more than 19 billion dollars nationally each year. These medical related uses are not necessarily required for the 8th Street Spine but are offered here as a unique market potential for the area.

Preventative medical care includes health maintenance tests and scans to make sure that customers are healthy and for early diagnosis of possible health problems. Tests may include EKG (resting and treadmill), visual acuity testing, audiogram, chest x-ray, spirometry, non-invasive colonoscopy, blood workup, body composition, and nutrition counseling. Customers will have access to over 100 specialists and may receive additional diagnostic tests such as calcium-score heart scan, CT lung scans, total body scan of the heart, lungs and abdomen/pelvis, ultrasound for carotid arteries, dental examination, skin exams, and cosmetic surgery consultations.

Mingled with the medical services are holistic services that include traditional therapeutic massages, facials and body treatments, and energy healing (Tai Chi, Yoga and meditation classes, hands-on healing).

Urban Design Solutions

The success of this project depends on the creation of a district of various buildings

and businesses catering to the preventative medical market and to typical residential and commercial markets. The physical form of this district will not vary from the urban form for Park West described elsewhere in this plan.

Current property owners should be interested in this idea, because if successful, it will provide demands for leaseable space or land/building purchases in a unique market for South Florida. If this is slow to implement, conventional market demands can provide tenants.

As in the Promenade Area and elsewhere, the zoning regulations need to be examined and modified, if necessary, throughout Park West to encourage new multi-story mixed-use buildings and parking garages. The requirement of windows, doors, and terraces to the existing buildings along streets will contribute to the natural surveillance making the environment safer. New regulations could:

- increase the FAR and density limits, or eliminating them all together.
- have separate FAR requirements for each use as an incentive to get mixed used buildings.
- allow for transfer of development potential from one property or block to another.

- add flexibility to setbacks and increased greenway setbacks on certain streets connecting major public facilities;
- swapping public and privately owned land to move public rights-of-way from their existing locations to new ones. For example, 7th Street could be swapped for land next to 8th Street to make a larger right-of-way that could include a significant green way between the two arenas.
- include a streamlined the regulatory process and increase MUSP thresholds.

Stakeholders' Roles for Redevelopment

CRA:

- The CRA must first approach the hospitals and confirm ZHA's solicitation of the hospital's interest and the understanding this is a hospital-related real estate venture as part of the regionalization of medical/health services.
- Set up a long range planning committee devoted to finding a workable manner to construct and recruit tenancy for the complex. See ZHA's 2003 report for more details regarding this committee.
- Support the City with the effort of revising the land development regulations, by funding the effort and/or promoting it with the community.

City of Miami:

- *Economic Development Initiatives:* validate the economic viability of preventative medical uses and make recommendations to the CRA board whether to pursue this project.
- *Planning Department:* prepare new development regulations for properties in Park West, to allow an increase in development opportunity.

Commercial Property Owners and Developers:

- Collaborate with the CRA to get this project started. Volunteer to participate on the planning committee devoted to designing a coordinated effort and for recruiting and setting up the potential preventative medical care market.
- Leasing agents may want to assist with meeting with the hospitals and doctors.

Miami WorldCenter

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."



**Project Area I: Camillus House/UM
Research District**

General Boundaries:

North: NW 20th Street
South: NW 15th Street
East: I-95
West: NW 7th Avenue

Camillus House's new home on a 3.1-acre lot adjacent to the intersection of US95 and 836.

The seven-building center will provide a "safe-haven" and services for up to 4,500 persons each year who are homeless and in need of food, shelter, medical attention and job training. The new center will be built following the latest "green" construction guidelines, which will provide Camillus House with a significant reduction in operational costs.

The center, which is located in Miami's health district, an area surrounded by other well-established medical, research and community service buildings, includes a central courtyard and a total of 340 beds including emergency shelter beds, rehabilitation and treatment beds, 80 permanent housing units and 64 beds for individuals in job training programs.

**Project Area J: Townpark Ownership
District**

General Boundaries:

North: NE 20th Street
South: NW 16th Street
East: NW 4th Avenue
West: I-95

Townpark Village is a cooperative housing development by HUD for low income families. Built in 1972, these 2 and 3-story homes consist of 2, 3, and 4 bedroom units. Homeownership has been a major theme to encourage redevelopment in the Overtown community and these residents have decided to transition from co-ownership with HUD to private homeowners.

Projects and Strategies:

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

- I. Community Heritage and Historic Preservation
- II. Promotion and Enhancement of Overtown and Park West as a Business and Investment Location
- 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 to Existing Business Program
- VII. Laredo/Re-Use Plan (CLUC 90 Properties) Program

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

I. Community Heritage and Historic Preservation

1. Renovation of Historically Significant Buildings

✓ #1-#6 supports all of 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 Culmer-Overtown by focusing one era in its history, the "Little Broadway" jazz era; (2) to establish interest in the Afro-Caribbean heritage by encouraging tourism, trade and cultural exchanges. Develop these

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

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

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

Churches

- Greater Bethel A.M.E. Church, 245 NW 8th Street
- Mt. Zion Baptist Church, 301 NW 9th Street
- Building which was formerly the Lyric Church, NW 2nd Avenue and 8th Street, and the adjacent building
- Ebenezer Methodist Church, 1042 NW 3rd Avenue
- 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

- Lyric Theatre, 819 NW 2nd Avenue
- Clyde Killens' Recreation Hall, NW 2nd Avenue and NW 10th Street

Public Buildings

- Black Police Precinct and Courthouse, 1009 NW 5th Avenue
- Dorsey Library, 100 NW 17th Street

Residences

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

The City of Miami, in conjunction with the Black Police Benevolent Association, completely rehabilitated the former Police Precinct located at 5th Avenue and 11th Street in Overtown. The building has been vacant since 1990's and was renovated to be used as a Black Police Museum. In addition, the facility was designed and equipped to promote cultural activities for and within the Overtown community.

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 first 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
- 600 Biscayne Blvd., Freedom Tower

These buildings reflect the wide variety of architectural styles common to Miami, particularly Mediterranean Revival and frame and masonry vernacular structures. Two of the buildings, however, are examples of styles unusual to Miami: 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
- Dorsey Library, 100 NW 17th Street

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 are allowed to 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.

- ✓ #1-#6 *supports all of 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 Historic Folklife Village Development

The 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 in order to assist in the efforts of developing the area.

5b. Technical Assistance to Historic Lyric Theater 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 is currently under renovation 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 Historic Overtown Folklife Village. The CRA will assist in The Black Archives, History & Research Foundation of South Florida, Inc.'s on-going efforts to rehabilitate the theater and make available related support facilities. Assistance will include a right of way for access to back of house related activities and potential parking.

5c. Planning, Design and, Development of Infrastructure Improvements in the Historic Folklife Village

As a complement to 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 and the Folklife Village

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 Folklife Village.

6. Promotion of "Historic Overtown" as a Tourist Destination

- ✓ #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. Update Housing Policy, Periodically

- ✓ #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 of the goals*

The CRA will search for, evaluate, and advertise public-private development opportunities that will utilize the land owned by the CRA in an effort 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.
- coordinating, and help facilitate in some manner, an air conditioned garbage location accessible by all the businesses along the Promenade. This could be constructed as part of a new building or by renovating an existing one. Management of this facility should be taken on by one of the building managers for collecting fees, for example

2. Investigation into Hospital-related Real Estate Ventures

- ✓ #2 *Expanding the Tax Base using Smart Growth Principles*
- ✓ #4 *Job Creation*
- ✓ #6 *Improving the Quality of Life for Residents*

ZHA, Inc. has identified in its 2003 report to the CRA that there is potential in setting up and attracting a new business market in preventative medical care to Park West, generally supported by people with greater

means, spending more than 19 billion dollars nationally each year. This is identified in Project Area H, of this section.

The CRA will approach the hospitals and confirm ZHA's solicitation of the hospital's interest as a hospital-related real estate venture, part of the regionalization of medical/health services. If there is interest on behalf of the City and the hospitals to pursue this idea, the CRA will also establish long range planning committee devoted to finding a workable manner to construct and recruit tenancy for the complex. See ZHA's 2003 report for more details regarding this committee. The location for this grouping of medical related uses may occur elsewhere than along NE 7th or 8th Streets, provided it remains within the CRA.

3. Establish an "Action 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*

ZHA, Inc., the CRA's economic feasibility

consultants, has identified in its 2003 report to the CRA an approach to attracting new businesses to Overtown, with incentives and organization.

The CRA will review the strategy and establish an Action Team for the purpose of attracting new businesses to Overtown. The CRA may elect to call the committee by a name different from "Action Team." To start, the Action Team will focus on NW 3rd Avenue from the Culmer Center south to NW 8th Street, the area identified in this plan as the core of Overtown, and along NW 1st Avenue from I-395 south to NW 5th Street, and along 11th Street and the Promenade. The CRA will keep the Action Team informed of new residential projects as they are being proposed to help in the effort to attract new businesses.

4. Enhancement of Property Assessments and Options to Improve Values in the Vicinity of Camillus House

- ✓ #2 *Expanding the Tax Base using Smart Growth Principles*

Camillus House is a unique facility serving special needs and indigent populations. This area of the CRA is in need of special attention. In order to promote growth along this

segment of the Biscayne Boulevard entrance into the City of Miami, the CRA is proposing to research and implement specific options for spurring growth in this key segment of Park West. Potential courses of action include improving deterrent uses, planning enhancements and alternatives, and stabilizing neighborhoods.

5. Property Assessment Reevaluation

- ✓ #2 *Expanding the Tax Base using Smart Growth Principles*

The property values in the CRA continue to appear under assessed. In 1998, the City of Miami requested that the Governor of Florida undertake a review of the Dade County Property Appraisal methodology and practice of assessing property values in the City of Miami. The practice of undervalued assessments particularly related to commercial property negatively impacts the incentives for a developer to invest in the area. The CRA proposes to continue efforts to follow up on this request.

6. 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

- ✓ #4 *Job Creation*
- ✓ #5 *Promotion & Marketing*
- ✓ #6 *Improving the Quality of Life for Residents*

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.

7. Planning, Design, and Development of a Job Creation Plaza

- ✓ #2 *Expanding the Tax Base using Smart Growth Principles*
- ✓ #4 *Job Creation*

In order 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.

8. Development of a Professional Business Office

- ✓ #2 *Expanding the Tax Base using Smart Growth Principles*
- ✓ #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 Historic Overtown Folklife Village, it should follow the design guidelines of the Historic Overtown Folklife Village Master Plan.

9. 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*
- ✓ #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 of 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:

- NW 1st Avenue
- Overtown (including Little Broadway-Lyric Plaza)
- NW 3rd Avenue Neighborhood Center
- Historic Overtown Priority Business Corridor
- West Overtown
- Properties facing Biscayne Boulevard
- The Promenade – Park West Entertainment District
- NE 8th Street/Miami WorldCenter
- Camillus House/UM Research Center
- Townpark Homeownership District

2. Changes to Land Development Regulations

✓ #1-#6 supports all of the goals

The CRA will initiate the re-zoning of all properties within the Redevelopment Area, for reasons described in Section 3 of this Redevelopment Plan. Tasks will include:

- Funding this initiative and promoting it within the community
- Hold workshops and meetings with the community and the City of Miami Planning Department to prepare the first draft of an ordinance for a new zoning district or districts for properties within the CRA.
- Revise a subsequent draft of the ordinance.
- Provide guidance and support for the re-zoning effort during the re-zoning process.

3. Increase Parking Supply

✓ #2 *Expanding the Tax Base using Smart Growth Principles*

✓ #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

4. Miscellaneous Land Acquisition

✓ #1-#6 supports all of 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. Acquiring more land for publicly accessible green space for active and passive recreational use will also be a priority.

5. 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.

6. Monitor Conditions At Public Schools Serving Students in the Redevelopment Area

- ✓ #3 *Housing: Infill, Diversity, & Retaining Affordability*
- ✓ #6 *Improving the Quality of Life for Residents*

The CRA will send an individual or small committee to each of the public schools that serve students that live within the Redevelopment Area. Since the quality of schools is often the number one factor for choosing where to buy a house, the intention of this project is for the CRA to help improve the neighborhood schools where possible. The purpose of the school visits is to look for:

- Physical improvements that can better the appearance of the schools
- Review the performance of the students as compared to other local, state and national public schools
- Overcrowding or under utilization of the facilities

The CRA will record observations and make recommendations and requests to the School Board. The CRA may ask the City

Commission to make requests to the School Board as well. Since many of the schools serving the CRA area are outside of the Redevelopment Area, the CRA can only fund, if possible, improvements to those schools inside the boundaries.

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

- ✓ #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.

8. Technical Assistance/Liaison to Optimist Club Activities

- ✓ #4 *Promotion & Marketing*
- ✓ #6 *Improving the Quality of Life for Residents*

The CRA proposes to continue to provide assistance and support to the Optimist Clubs in terms of policy guidance, assistance with local governmental organizations, and other technical assistance.

9. 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.

10. 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 StSt. 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., Overtown Civic Partnership and the City of Miami in implementing these gateways and preserving the historic context of the area.

11. 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.

12. Promote 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 developemnt. The CRA will not offer assistance 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. 9th Street Pedestrian Mall
2. The Promenade (between 10th and 11th Streets)
3. NW 3rd Avenue (south of I-395) for the Historic Priority Business Corridor

4. NW3rd Avenue (north of I-395)
5. NE/NW 11th Street (Entertainment District)
6. NW 1st Avenue

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.
- Discussions FEC and Miami-Dade County Public Works to change the configuration of NW 1st Avenue. This Avenue has historically been the divider between Overtown and Park West, and the redesign is needed to make it the unifier.

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

- ✓ #2 *Expanding the Tax Base using Smart Growth Principles*
- ✓ #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 reconstruction 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

- Assisting in the decision making process of possible changes to I-395 and I-95 as the MPO continues its study and discussion regarding the removal or reconfiguration of those two federal highways.

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 areas, as described in the Miami at Midnight report. 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*

- ✓ #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
- ✓ #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 Historic Overtown Folklife Village, 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 can not qualify for home ownership.

VI. Grants to Existing Businesses

- ✓ #1 Preserving Historic Buildings & Community Heritage

- ✓ #2 Expanding the Tax Base using Smart Growth Principles
- ✓ #4 Job Creation
- ✓ #6 Improving the Quality of Life for Residents

The CRA proposes to assist in creating jobs by providing technical assistance with Section 108 loan applications and administering a revolving loan pool, which will make low interest, low downpayment, 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. Laredo/Re-Use Plan (CLUC 90 Properties) Program

- ✓ #1 Preserving Historic Buildings & Community Heritage
- ✓ #3 Housing: Infill, Diversity, & Retaining Affordability

The CRA will continue to support development proposals that utilize current vacant government owned and County Land Use Code (CLUC) 90 properties located within the Redevelopment Area. The CRA will liaise with Miami-Dade County in clearing

title and promoting scattered site housing on these properties.

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.

Comparison Chart: Goals and Supporting Projects Project Names	Goal #1: Preserving Historic Buildings & Community Heritage	Goal #2: Expanding the Tax Base using Smart Growth Principles	Goal #3: Housing: Infill, Diversity, & Retaining Affordability	Goal #4: Creating Jobs within the Community	Goal #5: Promotion & Marketing of the Community	Goal #6: Improving the Quality of Life for Residents
I. Community Heritage and Historic Preservation						
1. Renovation of Historically Significant Buildings	*	*	*	*	*	*
2. Historic Designation	*					
3. Promote and/or Organize Activities and Events That Recreate the Former Vitality and Atmosphere of the Community	*				*	
4. Provide Incentives for Revitalization in "Historic Overtown"	*	*	*	*		*
5. Establish a First-Class Residential Village Containing a Cluster of Restored Buildings, The Folklife Village.	*	*	*	*	*	*
5a. Provide Planning, Coordination, and Technical Assistance to the Black Archives Historic Folklife Village Development	*	*	*	*	*	*
5b. Technical Assistance to Historic Lyric Theater Redevelopment	*	*		*	*	*
5c. Planning Design and Development of Infrastructure Improvements in the Historic Folklife Village	*	*	*	*	*	*
5d. Planning, Design and Development of Parking Facilities to Support the Lyric Theater and the Folklife Village Historic Preservation	*	*		*	*	*
6. Promotion of "Historic Overtown" as a Tourist Destination	*				*	*
7. Establishment of Artists District by Legislation	*			*		*
8. Update Housing Policy, Periodically			*			

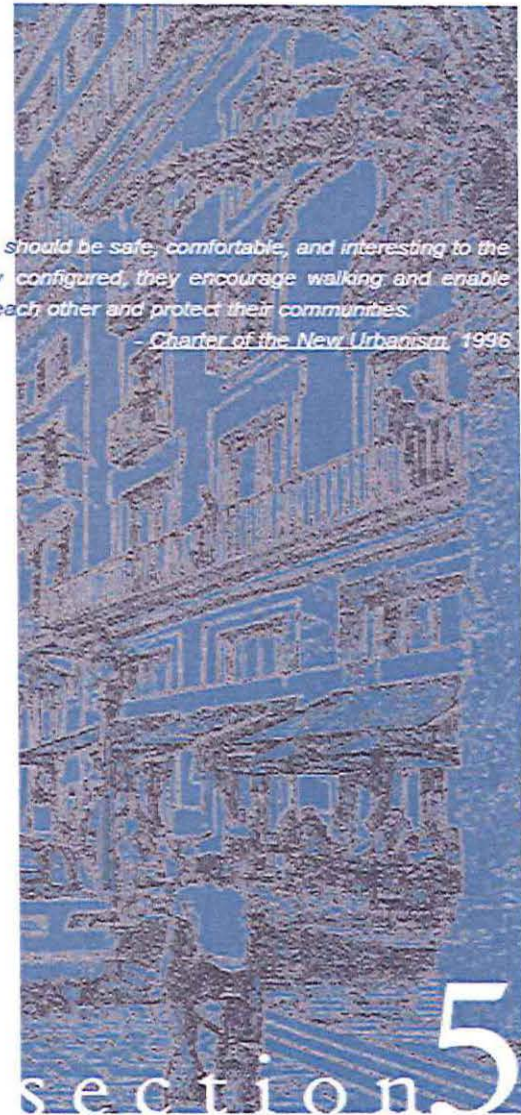
Comparison Chart: Goals and Supporting Projects (Continued) Project Names	Goal #1: Preserving Historic Buildings & Community Heritage	Goal #2: Expanding the Tax Base using Smart Growth Principles	Goal #3: Housing: Infill, Diversity, & Retaining Affordability	Goal #4: Creating Jobs within the Community	Goal #5: Promotion & Marketing of the Community	Goal #6: Improving the Quality of Life for Residents
II. Promotion and Enhancement of Overtown and Park West as a Business and Investment Location						
1. Seeking Public/Private Development Opportunities	*	*	*	*	*	*
2. Investigation into Hospital-related Real Estate Ventures		*		*		*
3. Establish an "Action Team for Procurement" to enlarge the Business Community	*	*		*	*	*
4. Enhancement of Property Assessments and Options to Improve Values in the Vicinity of Camillus House		*				
5. Property Assessment Reevaluation		*				
6. Identification, Marketing and Negotiation of a National Franchiser as a Pioneer Project for the Historic Priority Business Corridor		*		*	*	*
7. Planning, Design and Development of a Job Creation Plaza		*		*		
8. Development of a Professional Business Office		*		*		
9. Development and relocation of new Businesses to Overtown and Park West		*		*	*	*

Comparison Chart: Goals and Supporting Projects (Continued) Project Names	Goal #1: Preserving Historic Buildings & Community Heritage	Goal #2: Expanding the Tax Base using Smart Growth Principles	Goal #3: Housing: Infill, Diversity, & Retaining Affordability	Goal #4: Creating Jobs within the Community	Goal #5: Promotion & Marketing of the Community	Goal #6: Improving the Quality of Life for Residents
III. Planning, Development, Technical Assistance and Program Compliance						
1. Facilitation of the improvements identified in each of the Project Areas	*	*	*	*	*	*
2. Changes to Land Development Regulations	*	*	*	*	*	*
3. Increase Parking Supply		*				*
4. Miscellaneous Land Acquisition	*	*	*	*	*	*
5. Support for Greenways						*
6. Monitor Conditions At Public Schools Serving Students in the SEOPW CRA		*	*			*
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						*
8. Technical Assistance/Liaison to Optimist Club Activities				*		*
9. Plan the Improvements of the Overtown Parks: Gibson Park, Williams Park, Reeves Park, Dorsey Park and Athalie Range # 1 Mini-Park						*
10. Development of a "Gateways" Project into the Omni and the Southeast Overtown Park West Areas	*				*	
11. Update the Housing Policy	*		*			
12. Promote Affordable Housing to Developers	*		*			

Comparison Chart: Goals and Supporting Projects (Continued) Project Names	Goal #1: Preserving Historic Buildings & Community Heritage	Goal #2: Expanding the Tax Base using Smart Growth Principles	Goal #3: Housing: Infill, Diversity, & Retaining Affordability	Goal #4: Creating Jobs within the Community	Goal #5: Promotion & Marketing of the Community	Goal #6: Improving the Quality of Life for Residents
IV. Street Improvements, Utility Infrastructure, and Transportation						
1. Streetscape Projects	*				*	*
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		*				*
3. Pedestrian Compatible Community Transit System						*
4. Pilot Infrastructure Improvement and Maintenance Program		*		*		*
5. Plan/Coordinate/Design Special Lighting, Security District (Pedestrian Enhancements)		*				*
V. Home Ownership Pre-Qualification and Counseling Program						
	*		*			*
VI. Grants to Existing Businesses Program						
	*	*		*		*
VII. Laredo/Re-Use Plan (CLUC 90 Properties) Program						
	*		*			

Streets and squares should be safe, comfortable, and interesting to the pedestrian. Properly configured, they encourage walking and enable neighbors to know each other and protect their communities.

- Charter of the New Urbanists, 1996



- Introduction
- Capital Improvement Goals
- Prioritizing Capital Improvements
- Potential Funding Sources
- Capital Improvement Costs by Project Area
- Capital Improvement Costs - Not Project Area Specific
- Capital Improvement Costs - Summary

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. 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 to upgrade the appearance to attract new investors and development.
- 2) Protect the health and safety of the residents by improving the performance of the City's infrastructure systems.
- 3) 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.

Place Corridors

The Project Areas set forth in Section 4 do not encompass the entire Redevelopment Area, but when started, 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.

First 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.

Areas outside of the Project Areas may need improvements too, such as water and sewer upgrades, parking structures and parking shuttles. These will be evaluated as to their impact on furthering the efforts in the specific Project Areas.

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 or 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 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 2003. 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 2003-2004

Projects budgeted for the Fiscal Year 2003 - 2004 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 A - NW 1st Avenue

Overall Priority: Medium

The visual nature of the street needs improvement since the railroad right-of-way is rather unsightly. This avenue can become a linear park (with transit & rail) with similar buildings and uses on both sides of the track, so that the two areas become more unified in character.

First Steps – High Priority

Discussion should begin immediately with FEC to find out their intentions for the right-of-way and to find the possibility of modifying the roadways on both sides as described in this plan, which will require acquisition of portions of the right-of-way.

Project F - Biscayne Boulevard

No items are listed for Biscayne Boulevard because improvements within the right-of-way are part of current projects in the planning stage by the Florida Department of Transportation.

Project A - NW 1 st Avenue			OVERALL EST. COST: \$5,297,400
<i>Future Items:</i>			
ITEM	LINEAR FT	COST / Lin. Ft.	COST
NW 1 st Avenue Streetscape	3,600	\$1,120	\$4,032,000
Water Main			\$306,000
Sanitary Sewer Main			\$76,500
TOTAL:			\$4,414,500
20% Contingency			\$882,900
TOTAL:			\$5,297,400

Capital Improvements by Project Area

Project B - Overtown - Little Broadway

Overall Priority: High

Overtown is the heart of the African-American community. The CRA will reinforce its previous investments in the neighborhood by focusing its present efforts and resources here to get results.

Current Improvements identified in the budget for FY 2004:

- Grant to Lyric Theater expansion
- Grant to Renovation of Ward Rooming House
- Land Acquisitions (including appraisals, environmental, etc.)
- Grant for Historic Folk Life Village Food Franchise

Project B - Overtown			OVERALL EST. COST: \$10,340,887	
<i>Future Items:</i>				
ITEM	LINEAR FT	COST / Lin. Ft.	COST	
NW 11th. St.	1,500	\$750	\$1,125,000	
NW 10th. St.	1,500	\$750	\$1,125,000	
NW 9th. St.	1,500	\$750	\$1,125,000	
NW 1st. Ct.	450	\$750	\$337,500	
NW 2nd. Ave.	1,400	\$750	\$1,050,000	
NW 3rd. Ave.	1,400	\$750	\$1,050,000	
Water Main			\$281,925	
Sanitary Sewer Main			\$70,481	
Land Acquisitions (after FY04)			\$1,500,000	
Historic Folk Life Village Tech. Assistance (after FY04); Type: Grant			100,000	
			SUBTOTAL:	\$7,764,906
			20% Contingency	\$1,552,981
			TOTAL:	\$9,317,887
<i>Items currently listed in the budget for FY2004:</i>				
Lyric Theater expansion	Type: Grant		To be determined	
Ward Rooming house renovation	Type: Grant		8,000	
Land Acquisitions (including appraisals, environmental, etc.)			1,000,000	
Historic Folk Life Village Food Franchise	Type: Grant		15,000	
			TOTAL:	\$1,023,000

Capital Improvements by Project Area

**Project C - NW 3rd Avenue
Neighborhood Center**

Overall Priority: Medium

This project provides attention to the northern portion of Historic Overtown's Business Corridor (NW 3rd Avenue) that was sliced in two by the creation of I-395.

First Steps – High Priority

Provide streetscape improvements similar to Project D – Historic Overtown Priority Business Corridor.

Project C - NW 3rd Avenue Neighborhood Center			OVERALL EST. COST: \$6,111,750
<i>Future Items:</i>			
ITEM	LINEAR FT	COST / Lin. Ft.	COST
NW 3rd Ave.	1,500	\$750	\$1,125,000
NW 7th. St.	1,000	\$750	\$750,000
NW 4th Ave.	1,250	\$750	\$937,500
NW 14th. St.	340	\$750	\$255,000
NW 15th. St	340	\$750	\$255,000
NW 16th. St.	340	\$750	\$255,000
NW 16th. Terr.	780	\$750	\$585,000
I-395 Frontage Road	550	\$850	\$467,500
Water Main			\$370,500
Sanitary Sewer Main			\$92,625
		SUBTOTAL:	\$5,093,125
		20% Contingency	\$1,018,625
		TOTAL:	\$6,111,750

Capital Improvements by Project Area

**Project D - Historic Overtown
Priority Business Corridor**

Overall Priority: High

This corridor is the historic main street along NW 3rd Avenue. Portions of this area also fall within the Folk Life Village. The CRA will reinforce its previous investments in the neighborhood by focusing its present efforts and resources here to get results.

Current Improvements identified in the budget for FY2004:

- Facade Program on NW 3rd Avenue between 8th Street and 14th Street.

Project D - Historic Overtown Priority Business Corridor			OVERALL EST. COST:	
			\$12,711,250	
<i>Future Items:</i>				
ITEM	LINEAR FT	COST / Lin. Ft.	COST	
NW 11th. St.	1,400	\$750	\$1,050,000	
NW 10th. St.	1,400	\$750	\$1,050,000	
NW 9th. St.	1,600	\$750	\$1,200,000	
NW 8th. St.	1,800	\$750	\$1,350,000	
NW 7th. St.	1,800	\$750	\$1,350,000	
NW 3rd. Ave./I-95 Exit	450	\$750	\$337,500	
NW 4th. Ave.	700	\$750	\$525,000	
NW 5th. Ave.	1,200	\$750	\$900,000	
NW 6th. Ave.	1,200	\$750	\$900,000	
NW 7th. Ave.	1,200	\$750	\$900,000	
Water Main			\$157,500	
Sanitary Sewer Main			\$39,375	
SUBTOTAL:			\$9,759,375	
20% Contingency			\$1,951,875	
TOTAL:			\$11,711,250	
<i>Items currently listed in the budget for FY2004:</i>				
Façade Program on NW 3 rd Avenue between 8 th Street and 14 th Street			1,000,000	
TOTAL:			1,000,000	

Capital Improvements by Project Area

Project E – West Overtown

Overall Priority: Medium

West Overtown is the core of the area added to the Redevelopment Area west of I-95, but east of NW 7th Avenue.

First Steps – High Priority

See Section 4, Projects and Programs (Project E) for actions that do not require capital improvements.

Project E – West Overtown			OVERALL EST. COST: \$4,101,750
<i>Future Items:</i>			
ITEM	LINEAR FT	COST / Lin. Ft.	COST
NW 3rd Ave.	1,500	\$750	\$1,125,000
NW 14th. St.	400	\$750	\$300,000
NW 13th St.	400	\$750	\$300,000
NW 12th. St.	400	\$750	\$300,000
NW 11th. St	400	\$750	\$300,000
NW 10th. St.	400	\$750	\$300,000
Water Main			\$634,500
Sanitary Sewer Main			\$158,625
		SUBTOTAL:	\$3,418,125
		20% Contingency	\$683,625
		TOTAL:	\$4,101,750

Capital Improvements by Project Area

Project G - The Promenade

Overall Priority: High

The Promenade occupies the former municipal railroad right-of-way owned by the CRA in the burgeoning Entertainment District. The CRA will reinforce its previous investments in the neighborhood by focusing its attention here to get results. Additional parking, shuttles to distant parking locations, and changes to the land development regulations are urgently needed to support the recently renovated businesses on NE 11th Street.

Current Improvements identified in the budget for FY 2004:

- Security Cameras for the Entertainment District, however there is no cost identified.
- Interim Promenade construction: to clean up, pave a center lane, and add landscaping has been approved for \$500,000.

Project G - The Promenade			OVERALL EST. COST: \$6,993,000
<i>Future Items:</i>			
ITEM	LINEAR FT	COST / Lin. Ft.	COST
Miami Ave.	700	\$750	\$525,000
Grand Promenade	1,800	\$750	\$1,350,000
N 11th. St.	1,800	\$750	\$1,350,000
N 10th. St.	1,800	\$750	\$1,350,000
NE 1st. Ave.	700	\$750	\$525,000
NE 2nd. Ave.	700	\$850	\$525,000
Water Main			\$162,000
Sanitary Sewer Main			\$40,500
SUBTOTAL:			\$5,827,500
20% Contingency			\$1,165,500
TOTAL:			\$6,993,000

Capital Improvements by Project Area

**Project H - NE 8th Street/
Miami WorldCenter**

Overall Priority: Low

Priority should be raised if property owners or elected officials show stronger interest in the concept as described in Section 4, Projects and Programs, and further described in the market analysis performed for the CRA by ZHA, Inc.

Project H - NE 8 th Street / Miami WorldCenter			OVERALL EST. COST: \$3,315,938
<i>Future Items:</i>			
ITEM	LINEAR FT	COST / Lin. Ft.	COST
Miami Ave.	500	\$750	\$375,000
NE 6th. St.	700	\$750	\$525,000
NE 7th. St.	700	\$750	\$525,000
NE 8th. St.	700	\$750	\$525,000
NE 1st. Ave.	500	\$750	\$375,000
NE 2nd. Ave.	500	\$850	\$375,000
Water Main			\$50,625
Sanitary Sewer Main			\$12,656
		SUBTOTAL:	\$2,763,281
		20% Contingency	\$552,656
		TOTAL:	\$3,315,938

Capital Improvement Costs - Not Project Area Specific

There are capital improvement projects within the Redevelopment Area that are needed outside of the specific project areas and some that address problems that face all areas within the Redevelopment Area. These typically connect or "link" the city infrastructure and mobility of people living, working, shopping, and visiting the Redevelopment Area.

Other Capital Improvements

Overall Priority: High

The items in this category are listed in the FY 2004 Budget, except for the Water Main and Sanitary Sewer Main items shown at the very bottom of the list.

Other Capital Improvements		OVERALL EST. COST: \$19,431,119
<i>Future Items:</i>		
ITEM	COST	
Property Maintenance	\$146,000	
WASD - Infrastructure Improvements - Major entertainment commercial corridors (first effort to include: 3 rd Avenue, 14 th Street, 11 th Street, 2 nd Avenue)	\$2,000,000	
WASD - Impact Fee Reduction Subsidized Loan Program	\$300,000	
Entertainment Grants	\$200,000	
Developer Construction Loans (leveraged) via Grow Miami Fund	\$2,000,000	
Grants to private property owners for existing structures	\$1,905,000	
11 th Street Expansion PD&E in FY2004	\$150,000	
11 th Street Expansion PD&E beyond 2004	\$5,850,000	
9 th Street Streetscape Phase 3	\$1,400,000	
Water Main	\$4,360,443	
Sanitary Sewer Main	\$1,119,676	
	TOTAL:	\$19,431,119

Capital Improvement Costs -Not Project Area Specific

Community Intermodal System

Projects in this category include various Intermodal system improvements in the context of the redevelopment of the CRA and are subject to intermodal designations and the availability of grants and appropriations of Federal and State transportation trust funds.

Overall Priority: High

Time is of the essence to attract Federal funding for these improvements.

Breakdown of the item: Intermodal Connectors for Freight, Goods, and Passengers, (shown in chart, right)

Intermodal Connectors: \$6.0 Million

- Passenger zone Intermodal improvements
- Freight Intermodal Facility Improvements
- Additional Intermodal Improvements would be scheduled for implementation after 2012 costing approximately \$76Million

Breakdown of the item: Parking Structures and Parking Shuttles (shown in chart, right)

Vehicles and infrastructure: \$ 8.4 Million

- Promenade to I-395 Parking Loop (Demonstration Project)
- Central Loop (connecting Cultural Buildings)
- NW 3rd Avenue Loop
- Miami Avenue Area Loop

(Breakdown is continued on next page)

Community Intermodal System, 2004 - 2012	OVERALL EST. COST: \$30,900,000
<i>Future Items:</i>	
ITEMS:	COST
Intermodal Connectors for Freight, Goods, and Passengers <i>These pedestrian and vehicular access improvements include substantial street, mixed-mode corridor and greenway improvements as described in the Miami at Midnight report. Additionally the SEOPW CRA should use these improvements to enhance future Amtrak-Florida East Coast (FEC) service options for Overtown and Park West</i>	\$6,000,000
Parking Structures and Parking Shuttles <i>The pedestrian-oriented parking structures and associated parking line buildings will help establish the urban form of the walking environment. The parking shuttle vehicles will help extend the travel distance of the pedestrian trip and thereby improving the Intermodal access between Port of Miami, , Metrorail, Metromover, I-95, and Miami International Airport. (and Amtrak when FEC service is established)</i>	\$23,400,000
Contingencies and Incentive Fees Every large capital project needs to reserve funds for contingencies and incentive fees to better manage project costs and to meet the completion schedule (remainder 3.3 million for contingencies and incentive fees for work scheduled after 2012).	\$1,500,000
TOTAL:	\$30,900,000

Community Intermodal System, After year 2012	OVERALL EST. COST: \$110,300,000
---	---

***** Note: The costs referenced in the charts above are further described in the Miami at Midnight report, Section H, Order of Magnitude Cost, on pages 19 through 24.

Breakdown of the item: Parking Structures and Parking Shuttles *(continued from prev. page)*

- Additional Routes (per Miami at Midnight Report) would be scheduled for implementation after 2012 costing approximately \$10 million.

Parking Structures: \$ 12 Million

- For 800 Spaces x 15K per space
- Structures associated with additional Routes (per Miami at Midnight Report) would be scheduled for implementation after 2012 costing approximately \$18 million.

Transit Barn \$ 3 million

- With Shared Freight Loading Facilities and Maintenance Facilities (5K sq. ft.)
- Expansion associated with additional Routes (per Miami at Midnight Report) would be scheduled for implementation after 2012 costing additional \$3 million.

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 2004 Budget should be completed by the year end of 2006. Substantial accomplishments to the projects deserving the highest priority should be completed by 2008.

These are:

- Overtown,
- NW 3rd Avenue, and

- The Promenade

Revisions to the development regulations should be completed and adopted by year end 2004. All the remaining projects, provided efforts to obtain additional funding are successful, should be completed by 2012.

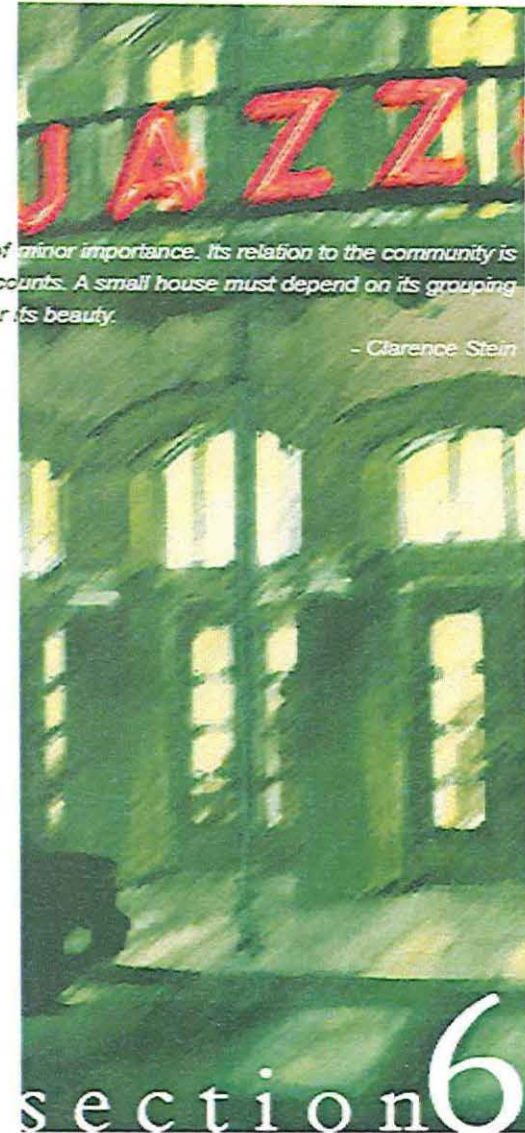
Capital Improvement Costs -Summary

Capital Improvements Summary		OVERALL EST. COST: \$99,203,094
BY PROJECT AREA:		COST
Project A - NW 1 st Avenue		\$5,297,400
Project B - Overtown		\$10,340,887
Project C - NW 3 rd Avenue Neighborhood Center		\$6,111,750
Project D - Historic Overtown Priority Business Corridor		\$12,711,250
Project E - West Overtown		\$4,101,750
Project F - Biscayne Boulevard	***Funded by FDOT***	\$ 0
Project G - The Promenade		\$6,993,000
Project H - NE 8 th Street Spine		\$3,315,938
	SUBTOTAL:	\$48,871,975
NOT PROJECT AREA SPECIFIC:		
Other Capital Improvements		\$19,431,119
Community Intermodal System		\$30,900,000
	SUBTOTAL:	\$50,331,119

- Neighborhood Overview
- Housing Policy
- Relocation Policy
- Traffic Circulation
- Environmental Quality
- Effect on School Population
- Community Facilities and Services
- Physical and Social Quality

The house itself is of minor importance. Its relation to the community is the thing that really counts. A small house must depend on its grouping with other houses for its beauty.

- Clarence Stein



Residential Uses and the Neighborhood Impact of Redevelopment

Neighborhood Overview

The Redevelopment Area has a wide range of land uses because of its proximity to the Central Business District.

Park West, the eastern part of the Redevelopment Area, predominantly has old warehouses that once contained businesses that relied on the proximity of the Port of Miami, when it was located at what is now Bicentennial Park. Park West is now home to one sports stadiums - American Airlines Arena (Miami Arena - demolished in September 2008), the Network Access Point (NAP) facility that provides computer data storage related services, three large residential towers, an expansion of the Wolfson Campus of Miami-Dade Community College, and several new nightclubs catering to the "after hours" market.

The majority of the existing residents in Park West resides in the three towers located on NW 1st Avenue near the former Miami Arena site, while four new luxury mixed-use residential towers were development during the recent real estate boom from 2003-2007. This represents a potential increase in new middle to upper income residents to the Park West area but the recent recession, occupancy of these edifices will proves to be a challenge for the next 2-5 years. The Southeast

Overtown residents reside in largely low-rise, older rental development scattered throughout the community. There is a large homeless population and an outdated homeless feeding facility in Park West that the City of Miami is in the process of providing assistance in relocating. The existing population in Southeast Overtown is considerably younger and poorer than the City of Miami and Miami-Dade County as a whole, and reflects a slightly higher median household size. The existing households in Southeast Overtown are more likely to be headed by 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 ZHA's 2003 Economic Programming Study, a review of the 1990 and 2000 US Census and Claritas market research service data shows that homeownership is very low in Overtown, about 10%. This low homeownership rate is a reflection of the low household incomes in the community and the lack of affordable homeownership development in the community. For comparison, the City of Miami as a whole has

about 35% of its residential units owner occupied. In 2002, almost 50 percent of Overtown's households earned less than \$15,000 per year. The population of the CRA area has increased by 2.9% between 1990 (6,599) and 2000 (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 similar to 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 hospital area 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 are anticipated for Bicentennial Park, (to be renamed "Museum Park").

Housing Policy

The following items constitute the CRA's Policy toward Housing, both market rate and affordable:

- 1) The CRA will only endorse, support, encourage, assist or initiate housing initiatives that will do their part to:
 - a) Improve living conditions for all residents of the neighborhoods
 - b) Incorporate a variety of housing options and serve a range of incomes

- c) Includes design features and considerations that contribute to the livability of the community

- d) Furthers the development of "workforce" housing through partnerships with employers located in and surrounding the community, including the use of Employer Assisted Housing models

- 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 help them find redevelopment opportunities and to assist with overcoming obstacles they may 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) Establish inclusionary zoning [proposed Miami21] policies that will require a percentage of the units in all

new rental and homeownership developments to be affordable 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 50% 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 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 as a result 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 psychological barriers; however there are several locations where the city streets pass under or over the highway. The FEC 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, Hypothetical Build-out Plan: “Transportation System: Mobility and Access.” 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 2000 was 6,792, an increase from 6,599 in 1990. 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.

FDOT is proposing changes for the Port of Miami traffic, which will include

modifications to NE/NW 5th and 6th Streets to have three travel lanes in each direction, and additional ramps on to I-95 for northbound traffic, and traffic westbound on SR836, The Dolphin Expressway. This project was recently rejected by the MPO so efforts to determine new alternatives should be undertaken.

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 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 are primarily in Park West, along the FEC railroad tracks, and along NW 7th Avenue.

Effect on School Population

In 2000, the population of the Redevelopment Area was 3,904. The average household size in the 2000 Census for Miami-Dade County was 2.90, which means there are approximately 1,347 households. Using Miami-Dade County Public School's five-step School Impact Review Analysis Process, this suggests that there are currently approximately:

- 238 school children enrolled in elementary school;
- 130 school children enrolled in middle school; and
- 151 school children enrolled in high school.
- 519 total students (estimated)

Since the projected population growth for the Redevelopment Area is difficult to estimate given the large development potential, two scenarios were calculated using the School Impact Review Analysis Process (see Section 10, Appendix C). Based on this analysis, substantial numbers of new residents will require the construction of new schools or major additions to existing ones. If every property in the Redevelopment Area was built out to its maximum potential, with current zoning, Miami-Dade Public Schools will need to double the size of Booker T. Washington High School and add multiple middle and elementary schools

Currently with the low utilization of the one high school serving the neighborhood, 2000 to 3000 more residential units can be added to the school district and stay within capacity limits. That is not true for the middle and elementary schools. The two middle schools serving the area are both currently overcrowded. The elementary schools are currently underutilized but new development generates more students at the elementary level.

The analysis only took into account the public schools, not charter schools. The student population in the charter schools can come from outside the Redevelopment Area and Miami-Dade County Public Schools does

not factor them into their formulas. Factors that can affect the projections of the school impact analysis:

- 1) Increases in zoning causing additional residential units beyond existing zoning.
- 2) A lowering of the student drop-out rate, primarily affecting the high school level.
- 3) A large percentage of new residents sending their children to charter or private schools.

Miami-Dade County Public Schools is assessing their facilities and the number of students since Florida voters passed a referendum in 2002 requiring a mandatory classroom size reduction in public schools. The deadline for this is the 2008-9 school year. In 2008, Miami Dade County Public Schools implemented a school concurrency system which allows them to receive information from the all local municipalities to determine the amount of future growth a community can anticipated based on new/proposed development or redevelopment. This will also impact the students living in the Redevelopment Area.

Current Schools serving the Redevelopment Area include:

Elementary Schools:

Frederick Douglass Elementary
Paul Laurence Dunbar Elementary
Phillis Wheatley Elementary
Riverside Elementary

Elementary Charter Schools:

Mater Academy East Charter School
Rosa Parks Charter School Overtown

Magnet / Elementary Alternative Schools:

Ada Merritt Elementary
A commuter school within close proximity to the Redevelopment Area, providing a dual language education: English plus Spanish or Portuguese.

Secondary Schools:

Jose de Diego, Middle School
Booker T. Washington Senior High

Secondary Charter Schools:

Downtown Miami Charter School
Mater Academy East Charter School

Magnet / Alternative Secondary Schools:

Corporate Academy North
Accommodates students who, for various

reasons, have been unsuccessful in a traditional high school. Facilities accommodate approximately 160 young adults. Instructional program is tailored to the needs of the individual student. Through a partnership with Communities In Schools of Miami, Inc., students participate in mentoring programs that include opportunities to explore careers in many of Miami's larger companies.

Jobs for Miami Training Academy

Provides vocational and educational training for adults, young adults, out of school youth, dislocated workers, welfare recipients and refugees.

Miami Skills Center

Provides basic education, and technical and career development skills.

New World School of the Arts

A state-supported school cooperatively administered by the Miami-Dade County Public Schools, Miami-Dade Community College, and the University of Florida. The grades 9-12 program provides a comprehensive educational sequence of artistic training, academic and creative development and preparation for

professional careers in the arts.

**School for Advanced Studies,
Wolfson Campus**

Provides an accelerated, full-time dual enrollment program (high school & college) at Miami-Dade Community College.

Young Men's Preparatory Academy

Provides a rigorous curriculum along with positive role model using intensive study of Sean Covey's "The Seven habits for Highly Effective Teens."

Community Facilities and Services

Community Facilities and Services in and near the Redevelopment Area:

- Parks / Public Spaces
 - Bicentennial Park [to be renamed "Museum Park"]
 - Gibson Park
 - Athalie Range Park
 - Lyric Plaza
 - Culmer Center's grounds
 - Williams Park
 - Rainbow Village Park
 - Henry Reeves Park
 - Lummis Park

- 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
 - Wynwood Neighborhood Center (DHS), 2902 NW 2nd Avenue, (305) 547-7661

- 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
 - Main Library, Miami-Dade County

- Entertainment Venues
 - Historic Lyric Theater
 - Adrienne Arsht Center for the Performing Arts of Miami-Dade County
 - Bicentennial Park [to be renamed "Museum Park"]
 - American Airlines Arena
 - Bayfront Park and Amphitheater
 - Gusman Center

- Public Transit
 - Metrorail (two stations)
 - Metromover (five stations)
 - Metrobus, (many routes)

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, expansion of the Historic Lyric Theater, 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.

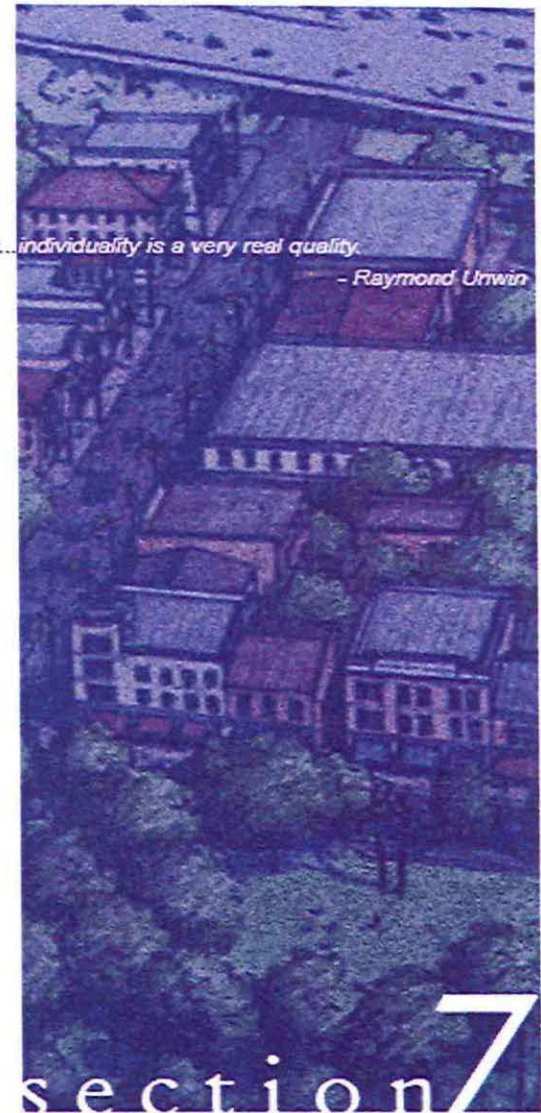
The CRA has identified that new zoning regulations are needed with design guidelines. The intention of the design guidelines is to ensure that both publicly and privately constructed buildings are attractive and support the need for pedestrian access, comfort, and safety.

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.

To the lover of cities... individuality is a very real quality.

- Raymond Unwin



- Powers of the SEOPW CRA
- Powers Not Assigned to the SEOPW CRA
- Authority to Undertake Redevelopment
- Future Amendments to this Redevelopment Plan
- State of Florida Statutory Requirements
- Safeguards and Assurances
- Land Acquisition

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;
- 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 activities;
 - 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 redevelopment 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 SEOPW 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

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 environs 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 original 1982 Plan. 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 with regard to the proposed modification or amendment.

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.

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 Plan

- 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 on a monthly basis 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 owners 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 re-entry 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

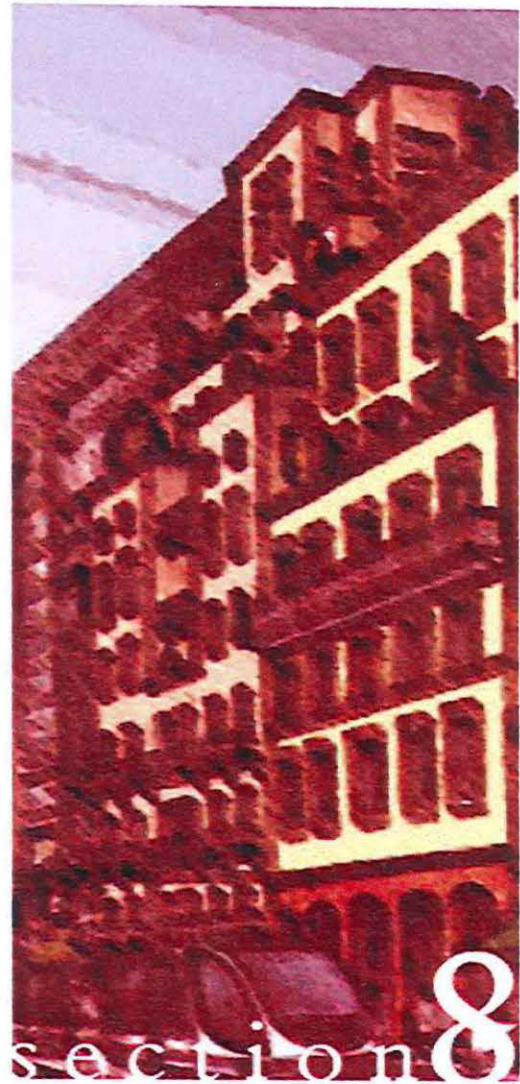
The term of the CRA shall end on March 31, 2030.

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 "[t]he 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. In the event that 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.



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.

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 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.

Board or Commission

A board, commission, department, division, office, body or other unit of the county or municipality.

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, or intensified motorized patrol.

Community Redevelopment Agency

A public agency created by, or designated pursuant to Section 163.356, Florida Statutes.

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.

Federal Government

The United States Government or any agency or instrumentality, corporate or otherwise, of the United States.

Housing authority

A housing authority created by and established pursuant to Chapter 421, Florida Statutes.

Increment Revenue

The amount 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 is in charge of any department or branch of the government of the county or municipality relating to health, fire, building regulations, or other activities concerning dwellings in the county or municipality.

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 redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of

affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation and revitalization of coastal resort and tourist areas that are deteriorating and economically distressed, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

Related Activities

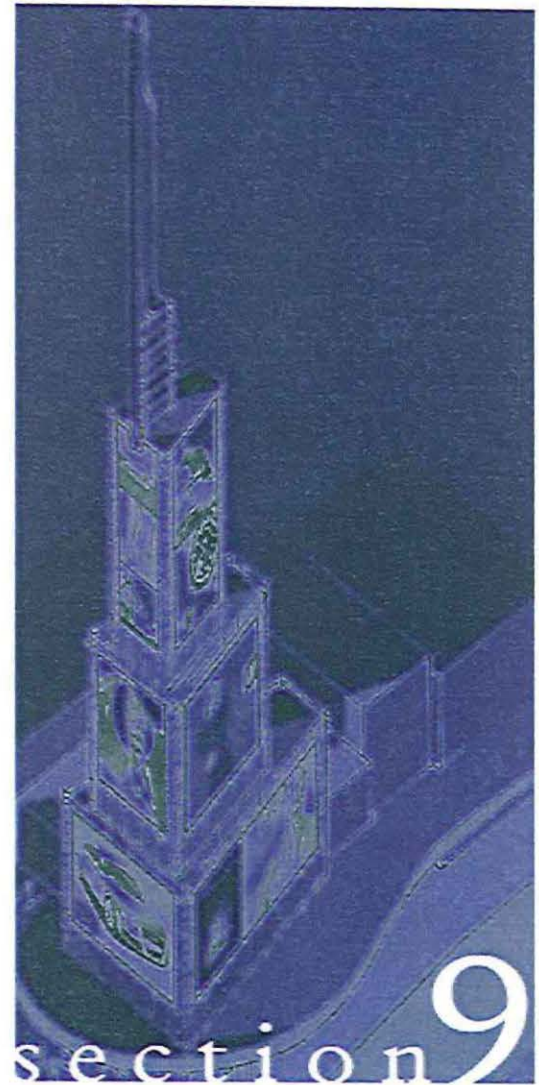
Either:

- 1) Planning work for the preparation of a general neighborhood redevelopment plan or for the preparation or completion of a communitywide plan or program pursuant to 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.



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

James Villacorta, Executive Director

E-mail: jhvillacorta@miamigov.com

49 NW 5 Street, Suite 100 Miami, FL 33128

Telephone: (305) 679-6800

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

Email: district3@miamidade.gov

Dennis C. Moss, District 9

Chairperson, Board of County

Commissioners

111 N.W. 1st Street, Suite 320

Miami, Florida 33128

Telephone (305) 375-4832

Email: district9@miamidade.gov

CRA Board of Commissioners

Commissioner Michelle Spence-Jones,

Chairperson,

Telephone: (305)250-5390

E-mail: mspence-jones@miamigov.com

Commissioner Marc Sarnoff

Vice-Chairperson

Telephone: (305)250-5333

E-mail: jwinton@ci.miami.fl.us

Commissioner Angel Gonzalez,

Board Member

Telephone: (305)250-5430

E-mail: agonzalez@ci.miami.fl.us

Commissioner Joe M. Sanchez,

Board Member

E-mail: jsanchez@ci.miami.fl.us

Telephone: (305)250-5380

Commissioner Tomas P. Regalado,

Board Member

E-mail: tregalado@ci.miami.fl.us

Telephone: (305)250-5420

City of Miami

Pedro G. Hernandez, City Manager

3500 Pan American Drive, Miami, FL 33133

Telephone: (305)250-5400

E-mail: pherandez@miamigov.com

Julie O. Bru, City Attorney

444 SW 2nd Avenue, Suite 945

Miami, Florida 33130

Telephone: (305)416-1800

E-mail: law@ci.miami.fl.us

Department of Community Development

Main Number (305) 416-2080

George Mensah, Director

Telephone: (305) 416-2099

Planning Department

Main Number: (305) 416-400

Fax: (305) 416-1435

Ana Gelabert-Sanchez, Director

Telephone: (305) 416-1435

Economic Initiatives Division

City Manager's Office

Main Number (305) 416-1400

Fax: (305) 416-2156

Lisa Mazique, Director

Telephone: (305) 416-1411

Public Works Department

Main Number (305) 416-1200

Stephanie Grindell, Director

E-mail: sgrindell@ci.miami.fl.us

Building Department

Main Number (305) 416-1100

Hector Lima, Director

E-mail: hlima@ci.miami.fl.us

Overtown Community Oversight Board

Saliha Nelson, Chairperson
1600 NW 3 Ave, Bldg C
Miami, FL 33128
Telephone: (305) 573-8217

Overtown Civic Partnership & Design Center

Philip Bacon, Executive Director
Dorsey House
250 NW Ninth Street Miami, FL 33136
Phone: 305-416-3301 Fax: 305-416-3302
www.overtown.org

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

819 NW 2 Avenue, Miami, FL 33136
Telephone: 305-636-2390
Fax: (305) 636-2391

The Trust for Public Land

7900 Red Road, Suite 25
South Miami, FL 33143
Telephone: (305) 667-0409
www.tpl.org

BAME Development Corporation of South Florida

245 NW 8th Street, Miami, Florida 33136
Telephone: (305) 373-7233
Fax: (305) 373-8915

Collins Center for Public Policy

150 SE 2nd Avenue Suite 703,
Miami, FL 33131
Telephone: (305) 377-4484
www.collinscenter.org

St. Johns CDC

David Alexander, President/CEO
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

Don Patterson, Director
301 NW 9 St, Miami, FL 33136
Telephone: (305) 379-4147

The Overtown Youth Center

Carla Penn, Executive Director
450 NW 14th Street, Miami FL 33136
Telephone: (305) 349-1204

Local Initiatives Support Corporation (LISC)

150 S. E. 2nd Ave., Suite 911
Miami, FL 33131
Telephone: (305) 381-7967
Fax (305) 372-1890
www.liscnet.org

Beacon Council Inc.

80 SW 8 Street, Suite 2400, Miami, FL 33130
Telephone: (305) 579-1300
www.beaconcouncil.com

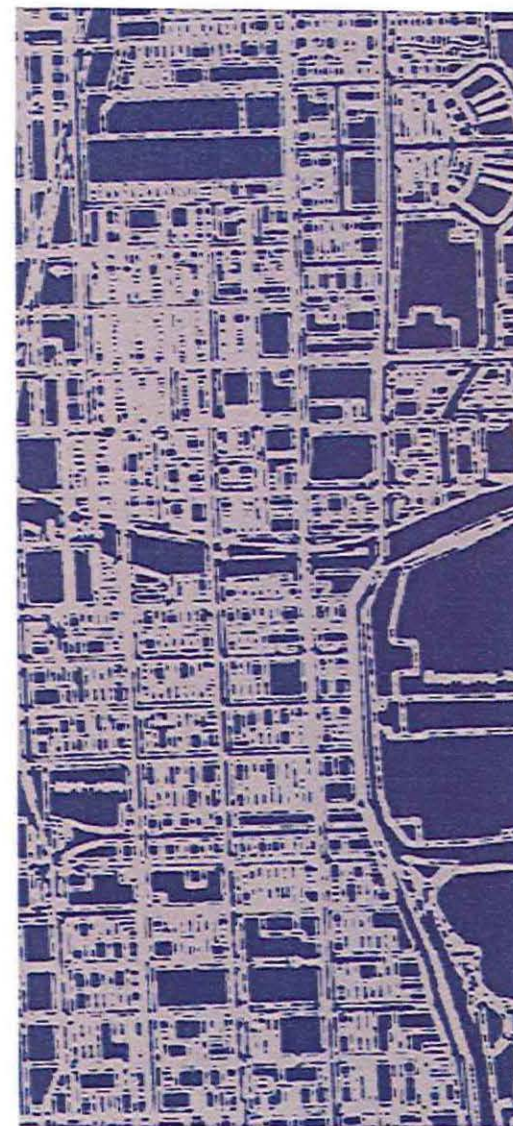
Habitat for Humanity

Anne Manning, Director
9350 S. Dadeland Blvd., Suite 200
Miami, Florida
Telephone: (305) 670-2224
www.miamihabitat.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: (305) 470-5349
www.dot.state.fl.us

- A. Previous Planning Work for the Area
- B. Acknowledgements
- C. School Impact Analysis for the SEOPW CRA Redevelopment Plan
- D. 1982 Resolution adopting the SEOPW CRA
- E. Resolution Adopting New Boundaries
- F. Advertisements of Public Notice
- G. Findings of Slum and Blight
- H. Overtown Empowerment Trust's Goals



Appendices

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 specified 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 also 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 of 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 brief 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.

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. Incredible support, ideas and information for the entire plan was received from:

- City of Miami Commissioners and CRA Board Members:
 - Commissioner Angel Gonzalez, District 1
 - Commissioner Marc Sarnoff, District 2
 - Commissioner Joe M. Sanchez, District 3
 - Commissioner Tomas P. Regalado, District 4
 - Commissioner Michelle Spence-Jones, District 5
- County Commissioner, Audrey Edmonson, District 3
- City Manager, Pedro Hernandez
- CRA Executive Director, James H. Villacorta
- CRA consultants:
 - TY Lin International/HJ Ross
 - ZHA, economists
 - Thomas Gustafson
- 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
- Overtown Civic Partnership
- The Black Archives, History & Research Foundation of South Florida, Inc.
- The Trust for Public Land
- LISC of Greater Miami
- The Overtown Youth Center
- Several Community Development Corporations, including:
 - BAME CDC
 - St. Agnes CDC
 - St. John's CDC
- Park West Civic Association
- Florida Department of Transportation
- Several Community Churches, including:
 - St Agnes
 - Mt Zion
- FDOT (Florida Department of Transportation)
- Thomas F. Gustafson and Nova Southeastern University's Center for Public Policy and Leadership

Appendix C

School Impact Analysis for the CRA Redevelopment Plan

This Impact Analysis has been performed to examine the impact of the CRA Community Redevelopment Plan on the public school system in Miami-Dade County. This analysis is projecting a total redevelopment of all properties within the Redevelopment Area as if almost all of the area were to be built out today using the current zoning code. This scenario is not likely to occur because the eventual redevelopment will happen gradually over a long time, and many of the existing structures will remain. However, this is the best approach to examine possible problems that can be avoided over the next few years as properties do get redeveloped.

Approach:

Each City block within the Redevelopment Area was numbered. (See attached map) The zoning for each block was cross-referenced. A spreadsheet was generated that lists each block, corresponding

gross square footages, and the maximum Floor Area Ratio (FAR) for each zoning district. The spreadsheet generates the approximate number of dwelling units with the assumption that the average apartment size is 1,250 square feet of space. This dwelling unit size is from a recent analysis by a developer for a project in Overtown. The columns on the right of the spreadsheet separate out the number of possible dwelling units that occur in each of the school districts provided by Miami-Dade County Public Schools ("M-DCPS"). There is one high school that serves the Redevelopment Area, two middle schools, and three elementary schools.

A second scenario:

While examining the FAR, it became apparent that a developer could build smaller units and stay within the maximum density allowed in each zoning district. Therefore a second spreadsheet was prepared that removes the FAR limitations and estimates the possible number of units using the maximum density allowed. The SD-6, and SD-16 zones do not specify a maximum density, so for those areas we used the first scenario (with FAR) to estimate the number of units on those blocks. This second scenario suggests that more dwelling units are possible if the controlling

factor becomes the maximum density instead of the FAR. There was no analysis prepared to determine if a developer could maximize the density within the FAR limitations.

Findings:

Using M-DCPS's equations to estimate the number of students for each school, the new capacity is compared with the existing capacity as reported in M-DCPS's Region IV FISH Design Capacity (Permanent + Relocatable). The comparison suggests the following:

Booker T. Washington High School:

Scenario 1 reveals 3,060 new high school students would be added to the neighborhood, putting the high school at 202% of its current capacity. This reveals that another high school of a similar size would need to be added, or the school would need to double its current student capacity, by renovation or additions to the existing school. Scenario 2 reveals 6,278 new high school students, requiring much more capacity. Booker T. Washington HS is presently under utilized. It can accommodate approximately 1,000 additional students before exceeding M-DCPS's acceptable threshold of 115%.

Citrus Grove Middle School:

Only a small portion of the Redevelopment Area lies within the Citrus Grove Middle School district. Scenario 1 (by FAR) reveals 35 new middle school students could be added to the school. Scenario 2 (by maximum density) reveals 150 new middle school students. Without any new students, Citrus Grove currently has a capacity problem at 151% utilization. More capacity is currently needed at Citrus Grove Middle School. The utilization becomes a concern to the School Board when it increases above 115%.

Jose de Diego Middle School:

The majority of the Redevelopment Area lies within the Jose de Diego Middle School district. Scenario 1 reveals 2,603 new middle school students could be added to the neighborhood. Scenario 2 reveals 5,318 new middle school students. This is a significant number of new students. Without any new students, Jose de Diego currently has a slight capacity problem at 119% utilization. Scenario 1 creates a capacity utilization of 342% and Scenario 2 creates it at 575%. Jose de Diego Middle School needs to be increased in size immediately for more capacity. Another middle school should be planned now if it isn't already.

Paul Dunbar Elementary School:

Only a small portion of the Redevelopment Area lies within the Paul Dunbar Elementary School district. Scenario 1 reveals 129 new elementary school students could be added to the school. Scenario 2 reveals 451 new elementary school students. It appears that new development within the Redevelopment Area will cause minimal capacity problems at Paul Dunbar Elementary School. With 451 new students from the unlikely Scenario 2, the capacity is at 119% utilization.

Phillis Wheatley Elementary School:

Scenario 1 reveals 925 new elementary school students could be added to the school. Scenario 2 reveals 1,768 new elementary school students. There appears to be no capacity problems at Phillis Wheatley Elementary School.

Scenario 1 reveals 925 new elementary school students would be added to the Phillis Wheatley Elementary school district, putting the school at 209% of its current capacity of 655 students. This reveals that another elementary school of a similar size would need to be added, or the school would need to more than double its current student capacity. Scenario 2 reveals 1,768 new elementary school students. If this much redevelopment

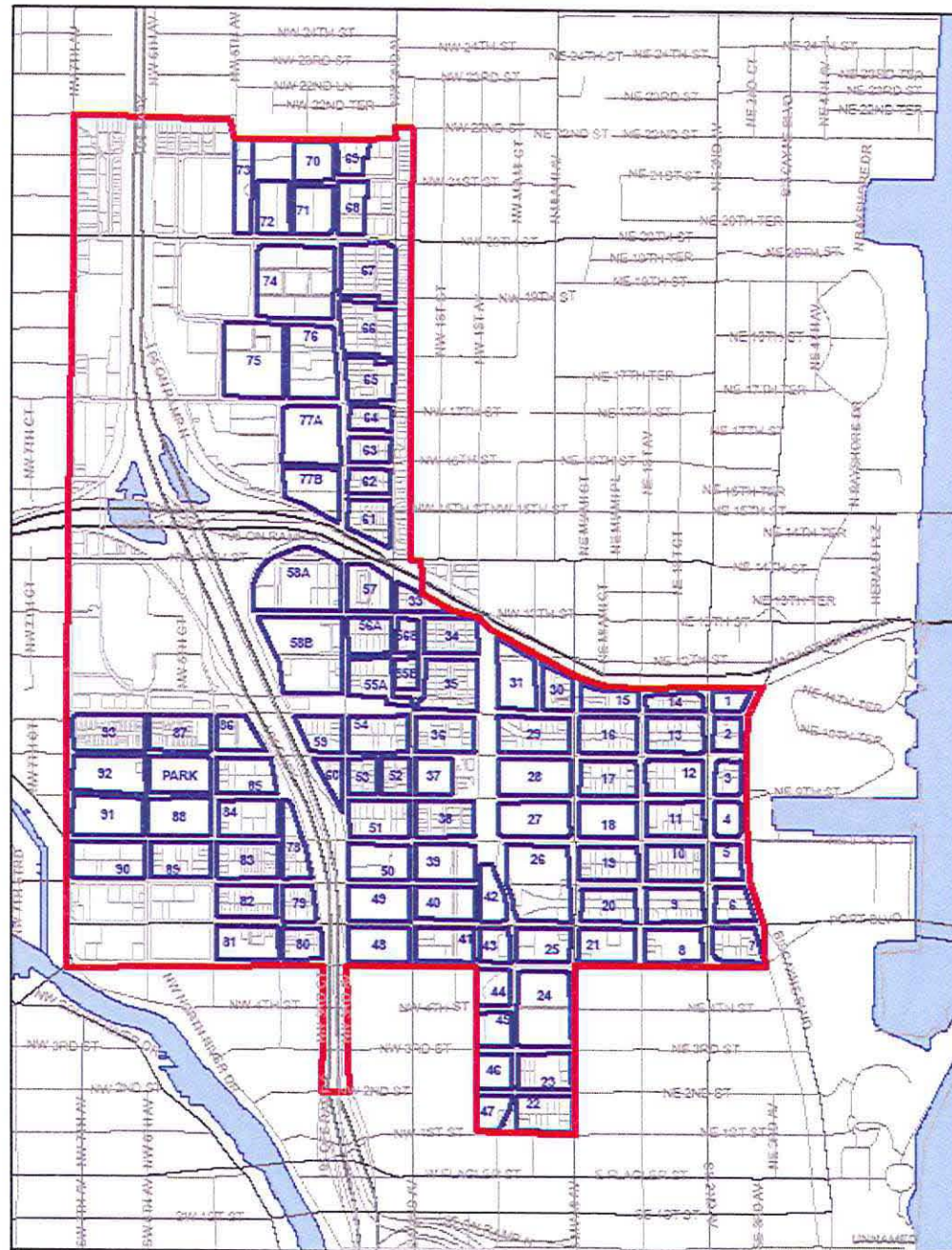
were to occur, an additional Elementary School will be needed for the neighborhood. Phillis Wheatley Elementary is presently under utilized. It can accommodate approximately 310 additional students before exceeding M-DCPS's acceptable threshold of 115%.

Frederick Douglass Elementary School:

A greater portion of the Redevelopment Area lies within the Frederick Douglass Elementary School district. Scenario 1 reveals 3,800 new elementary school students could be added to the school. Scenario 2 reveals 7,841 new elementary school students. Most of these new students would be living in Park West, where the development potential is very large. If Park West develops in a manner similar to Brickell Avenue, many of the households will then be part-time residents, professionals without children, or parents who send their children to charter schools or private schools. If this is the case, then the actual number of students for public schools will be reduced from the projected amount in this study. With both scenario projections, additional elementary schools will be needed in the neighborhood. Frederick Douglass Elementary can accommodate approximately 414 additional students before exceeding M-DCPS's acceptable threshold of 115%.

This Redevelopment Plan was prepared by Dover, Kohl & Partners in, October 2003, and updated by the City of Miami's Planning Department in May 2009.

SEOPW CRA BLOCK NUMBERS FOR DWELLING UNIT PROJECTIONS



Capacity Analysis -Using SEOPW CRA's Existing Zoning FAR

Scenario 1

High Schools

There is only one high school serving the entire SEOPW CRA.

Booker T. Washington High School

Projected Dwelling Units:

Blocks	New Res. Units*
Blocks 1 - 23	27,410
<small>*Assumes "Total Unit Count"</small>	

Number of Students in this Area:

27,410 dwelling units x 0.385 ** Students / unit = 10,553 students
** Open School Enrollment Rates For Public Schools, K-12 MCO County by Major Statistical Area

Number of High School Students in this area:

10,553 students x 0.25 *** = 2,638 High School Students
*** Open MCO's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Relocatable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Booker T. Washington Sr. High	1,706	2,355	72.44%	0	2,355	72.44%
With Proposed Development	Booker T. Washington Sr. High	4,766	2,355	202.39%	0	2,355	202.39%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated. Booker T. Washington HS would need to double in size to handle the capacity, or an additional high school at a similar size will be needed.



Middle Schools

There are two middle schools serving the entire SEOPW CRA, with Jose de Diego servicing almost the entire SEOPW CRA area.

Citrus Grove Middle School

Projected Dwelling Units:

Blocks	New Res. Units*
Blocks 1 - 23	364
<small>*Assumes "Total Unit Count"</small>	

Number of Students in this Area:

364 dwelling units x 0.385 ** Students / unit = 140 students
** Open School Enrollment Rates For Public Schools, K-12 MCO County by Major Statistical Area

Number of Middle School Students in this area:

140 students x 0.25 *** = 35 New Middle School Students
*** Open MCO's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Relocatable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Citrus Grove Middle	1,487	985	150.45%	80	985	150.95%
With Proposed Development	Citrus Grove Middle	1,523	985	173.06%	80	985	154.52%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated.



Jose de Diego Middle School

Projected Dwelling Units:

Blocks	New Res. Units*
Blocks 1 - 23	27,045
<small>*Assumes "Total Unit Count"</small>	

Number of Students in this Area:

27,045 dwelling units x 0.385 ** Students / unit = 10,413 students
** Open School Enrollment Rates For Public Schools, K-12 MCO County by Major Statistical Area

Number of Middle School Students in this area:

10,413 students x 0.25 *** = 2,603 New Middle School Students
*** Open MCO's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Relocatable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Jose de Diego Middle	1,387	1,155	119.95%	0	1,155	118.95%
With Proposed Development	Jose de Diego Middle	3,950	1,155	342.21%	0	1,155	342.21%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated.



page 10.10

Capacity Analysis -Using SEOPW CRA's Existing Zoning FAR

Scenario 1

Elementary Schools

There are three elementary schools serving the entire SEOPW CRA, with Frederick Douglas servicing the greater portion of the SEOPW CRA area

Paul Dunbar Elementary School

Projected Dwelling Units:

Blocks	New Res. Units*
Block 1 - 23	727
*Excludes "Total Unit Count"	

Number of Students in this Area: 727 dwelling units x 0.325 ** Students / unit = 236 students
** From School Enrollment Rates For Public Schools, K-12 M-D County by Major Statistical Area

Number of Elementary School Students in this area: 236 students x 0.46 *** = 109 New Elementary School Students
*** From M-DCPS's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Replicable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Paul Dunbar Elementary School	661	928	71.23%	0	928	71.23%
With Proposed Development	Paul Dunbar Elementary School	790	928	85.11%	0	928	85.11%

Comments & Results:

This school does not meet the review threshold of 115% Capacity. The new potential students can be accommodated.



Frederick Douglass Elementary School

Projected Dwelling Units:

Blocks	New Res. Units*
Block 1 - 23	21,457
*Excludes "Total Unit Count"	

Number of Students in this Area: 21,457 dwelling units x 0.325 ** Students / unit = 6,985 students
** From School Enrollment Rates For Public Schools, K-12 M-D County by Major Statistical Area

Number of Elementary School Students in this area: 6,985 students x 0.46 *** = 3,200 New Elementary School Students
*** From M-DCPS's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Replicable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Frederick Douglass Elementary School	715	778	91.90%	204	982	72.81%
With Proposed Development	Frederick Douglass Elementary School	4,515	778	580.34%	204	982	459.78%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated.



Phillis Wheatley Elementary School

Projected Dwelling Units:

Blocks	New Res. Units*
Block 1 - 23	5,329
*Excludes "Total Unit Count"	

Number of Students in this Area: 5,329 dwelling units x 0.325 ** Students / unit = 1,732 students
** From School Enrollment Rates For Public Schools, K-12 M-D County by Major Statistical Area

Number of Elementary School Students in this area: 1,732 students x 0.46 *** = 796 New Elementary School Students
*** From M-DCPS's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Replicable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Phillis Wheatley Elementary School	443	655	67.63%	0	655	67.63%
With Proposed Development	Phillis Wheatley Elementary School	1,368	655	208.92%	0	655	208.92%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated.



page 10.11

Capacity Analysis -Using SEOPW CRA's Existing Maximum Allowable Density

Scenario 2

High Schools

There is only one high school serving the entire SEOPW CRA.

Booker T. Washington High School

Projected Dwelling Units:

Blocks	New Res. Units**
Blocks 1 - 23	96,232
<small>**Assumes "Total Unit Count"</small>	

Number of Students in this Area: 96,232 dwelling units x 0.225 ** Students / unit = 21,649 students
** From School Enrollment Rates For Public Schools, K-12 MO County by Minor Statistical Area

Number of High School Students in this area: 21,649 students x 0.25 *** = 5,415 High School Students
*** From MO-OPW's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Retractable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Booker T. Washington Sr. High	1,706	2,355	72.44%	0	2,355	72.44%
With Proposed Development	Booker T. Washington Sr. High	7,584	2,355	339.04%	0	2,355	339.04%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated.



Middle Schools

There are two middle schools serving the entire SEOPW CRA, with Jose de Diego servicing almost the entire SEOPW CRA area

Citrus Grove Middle School

Projected Dwelling Units:

Blocks	New Res. Units**
Blocks 1 - 23	1,650
<small>**Assumes "Total Unit Count"</small>	

Number of Students in this Area: 1,650 dwelling units x 0.355 ** Students / unit = 588 students
** From School Enrollment Rates For Public Schools, K-12 MO County by Minor Statistical Area

Number of Middle School Students in this area: 588 students x 0.25 *** = 147 New Middle School Students
*** From MO-OPW's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Retractable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Citrus Grove Middle	1,487	895	166.15%	0	895	166.15%
With Proposed Development	Citrus Grove Middle	1,637	895	182.86%	0	895	182.86%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated.



Jose de Diego Middle School

Projected Dwelling Units:

Blocks	New Res. Units**
Blocks 1 - 23	85,261
<small>**Assumes "Total Unit Count"</small>	

Number of Students in this Area: 85,261 dwelling units x 0.255 ** Students / unit = 21,722 students
** From School Enrollment Rates For Public Schools, K-12 MO County by Minor Statistical Area

Number of Middle School Students in this area: 21,722 students x 0.25 *** = 5,431 New Middle School Students
*** From MO-OPW's School Impact Review Analysis Process, based on student population data reported by Office of Information Technology

Capacity Analysis:

	School Name	Student Population	Design Capacity	% Utilization Capacity, Permanent	Design Capacity in Retractable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Jose de Diego Middle	1,387	1,166	118.95%	0	1,166	118.95%
With Proposed Development	Jose de Diego Middle	6,705	1,166	575.04%	0	1,166	575.04%

Comments & Results:

This school does exceed the review threshold of 115% Capacity. The new potential students cannot all be accommodated.



Capacity Analysis -Using SEOPW CRA's Existing Maximum Allowable Density

Scenario 2

Elementary Schools

There are three elementary schools serving the entire SEOPW CRA, with Frederick Douglas servicing the greater portion of the SEOPW CRA area

Paul Dunbar Elementary School

Projected Dwelling Units:	New Res. Units*
Blocks 1-23	2,367
Block 24	2,367
Block 25	2,367
Block 26	2,367
Block 27	2,367
Block 28	2,367
Block 29	2,367
Block 30	2,367
Block 31	2,367
Block 32	2,367
Block 33	2,367
Block 34	2,367
Block 35	2,367
Block 36	2,367
Block 37	2,367
Block 38	2,367
Block 39	2,367
Block 40	2,367
Block 41	2,367
Block 42	2,367
Block 43	2,367
Block 44	2,367
Block 45	2,367
Block 46	2,367
Block 47	2,367
Block 48	2,367
Block 49	2,367
Block 50	2,367
Block 51	2,367
Block 52	2,367
Block 53	2,367
Block 54	2,367
Block 55	2,367
Block 56	2,367
Block 57	2,367
Block 58	2,367
Block 59	2,367
Block 60	2,367
Block 61	2,367
Block 62	2,367
Block 63	2,367
Block 64	2,367
Block 65	2,367
Block 66	2,367
Block 67	2,367
Block 68	2,367
Block 69	2,367
Block 70	2,367
Block 71	2,367
Block 72	2,367
Block 73	2,367
Block 74	2,367
Block 75	2,367
Block 76	2,367
Block 77	2,367
Block 78	2,367
Block 79	2,367
Block 80	2,367
Block 81	2,367
Block 82	2,367
Block 83	2,367
Block 84	2,367
Block 85	2,367
Block 86	2,367
Block 87	2,367
Block 88	2,367
Block 89	2,367
Block 90	2,367
Block 91	2,367
Block 92	2,367
Block 93	2,367
Block 94	2,367
Block 95	2,367
Block 96	2,367
Block 97	2,367
Block 98	2,367
Block 99	2,367
Block 100	2,367

Number of Students in this Area: 2,367 dwelling units x 0.325 = 770 students
 - Four School Enrollment Rates for Public Schools, W-23 MO County by Major Statistical Area
 Number of Elementary School Students in this Area: 951 students x 0.46 = 437 students
 - Four SEOPW School Impact Review Analysis Protocol, based on student population data reported by Office of Missouri Technology

Capacity Analysis:	School Name	Student Population	Design Capacity	% Utilization Capacity	Design Capacity in Nonotable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Paul Dunbar Elementary School	561	523	71.22%	0	523	71.22%
With Proposed Development	Paul Dunbar Elementary School	1,112	523	119.84%	0	523	119.84%

Comments & Results:
 This school does exceed the review threshold of 110% Capacity. The new potential students cannot be accommodated.

Phillis Wheatley Elementary School

Projected Dwelling Units:	New Res. Units*
Blocks 1-23	9,359
Block 24	9,359
Block 25	9,359
Block 26	9,359
Block 27	9,359
Block 28	9,359
Block 29	9,359
Block 30	9,359
Block 31	9,359
Block 32	9,359
Block 33	9,359
Block 34	9,359
Block 35	9,359
Block 36	9,359
Block 37	9,359
Block 38	9,359
Block 39	9,359
Block 40	9,359
Block 41	9,359
Block 42	9,359
Block 43	9,359
Block 44	9,359
Block 45	9,359
Block 46	9,359
Block 47	9,359
Block 48	9,359
Block 49	9,359
Block 50	9,359
Block 51	9,359
Block 52	9,359
Block 53	9,359
Block 54	9,359
Block 55	9,359
Block 56	9,359
Block 57	9,359
Block 58	9,359
Block 59	9,359
Block 60	9,359
Block 61	9,359
Block 62	9,359
Block 63	9,359
Block 64	9,359
Block 65	9,359
Block 66	9,359
Block 67	9,359
Block 68	9,359
Block 69	9,359
Block 70	9,359
Block 71	9,359
Block 72	9,359
Block 73	9,359
Block 74	9,359
Block 75	9,359
Block 76	9,359
Block 77	9,359
Block 78	9,359
Block 79	9,359
Block 80	9,359
Block 81	9,359
Block 82	9,359
Block 83	9,359
Block 84	9,359
Block 85	9,359
Block 86	9,359
Block 87	9,359
Block 88	9,359
Block 89	9,359
Block 90	9,359
Block 91	9,359
Block 92	9,359
Block 93	9,359
Block 94	9,359
Block 95	9,359
Block 96	9,359
Block 97	9,359
Block 98	9,359
Block 99	9,359
Block 100	9,359

Number of Students in this Area: 9,359 dwelling units x 0.325 = 3,052 students
 - Four School Enrollment Rates for Public Schools, W-23 MO County by Major Statistical Area
 Number of Elementary School Students in this Area: 3,544 students x 0.46 = 1,630 students
 - Four SEOPW School Impact Review Analysis Protocol, based on student population data reported by Office of Missouri Technology

Capacity Analysis:	School Name	Student Population	Design Capacity	% Utilization Capacity	Design Capacity in Nonotable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Phillis Wheatley Elementary School	423	655	57.52%	0	655	57.52%
With Proposed Development	Phillis Wheatley Elementary School	2,211	655	337.52%	0	655	337.52%

Comments & Results:
 This school does exceed the review threshold of 110% Capacity. The new potential students cannot be accommodated.

Frederick Douglass Elementary School

Projected Dwelling Units:	New Res. Units*
Blocks 1-23	44,273
Block 24	44,273
Block 25	44,273
Block 26	44,273
Block 27	44,273
Block 28	44,273
Block 29	44,273
Block 30	44,273
Block 31	44,273
Block 32	44,273
Block 33	44,273
Block 34	44,273
Block 35	44,273
Block 36	44,273
Block 37	44,273
Block 38	44,273
Block 39	44,273
Block 40	44,273
Block 41	44,273
Block 42	44,273
Block 43	44,273
Block 44	44,273
Block 45	44,273
Block 46	44,273
Block 47	44,273
Block 48	44,273
Block 49	44,273
Block 50	44,273
Block 51	44,273
Block 52	44,273
Block 53	44,273
Block 54	44,273
Block 55	44,273
Block 56	44,273
Block 57	44,273
Block 58	44,273
Block 59	44,273
Block 60	44,273
Block 61	44,273
Block 62	44,273
Block 63	44,273
Block 64	44,273
Block 65	44,273
Block 66	44,273
Block 67	44,273
Block 68	44,273
Block 69	44,273
Block 70	44,273
Block 71	44,273
Block 72	44,273
Block 73	44,273
Block 74	44,273
Block 75	44,273
Block 76	44,273
Block 77	44,273
Block 78	44,273
Block 79	44,273
Block 80	44,273
Block 81	44,273
Block 82	44,273
Block 83	44,273
Block 84	44,273
Block 85	44,273
Block 86	44,273
Block 87	44,273
Block 88	44,273
Block 89	44,273
Block 90	44,273
Block 91	44,273
Block 92	44,273
Block 93	44,273
Block 94	44,273
Block 95	44,273
Block 96	44,273
Block 97	44,273
Block 98	44,273
Block 99	44,273
Block 100	44,273

Number of Students in this Area: 44,273 dwelling units x 0.325 = 14,389 students
 - Four School Enrollment Rates for Public Schools, W-23 MO County by Major Statistical Area
 Number of Elementary School Students in this Area: 17,245 students x 0.46 = 7,932 students
 - Four SEOPW School Impact Review Analysis Protocol, based on student population data reported by Office of Missouri Technology

Capacity Analysis:	School Name	Student Population	Design Capacity	% Utilization Capacity	Design Capacity in Nonotable classrooms	Design Capacity Total	TOTAL % Utilization Capacity
Current	Frederick Douglass Elementary School	715	775	91.50%	204	982	72.81%
With Proposed Development	Frederick Douglass Elementary School	8,555	775	1099.71%	204	982	871.25%

Comments & Results:
 This school does exceed the review threshold of 110% Capacity. The new potential students cannot be accommodated.

Appendix D

***1982 Resolution adopting
the SEOPW CRA***

Please see next few pages for:

City of Miami Resolution 82-755,
adopted July 29, 1982

RESOLUTION NO. 82-755

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

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

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

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

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

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



plans; and

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

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

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

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

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

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

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


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

Community Redevelopment Plan
PASSED AND ADOPTED THIS 29 day of JULY


1982

HAURICE A. FERRÉ
HAURICE A. FERRÉ, Mayor

ATTEST:


HATTY HIRSH
Acting City Clerk

PREPARED AND APPROVED BY:


JOEL E. MAXWELL
Assistant City Attorney

APPROVED AS TO FORM AND CORRECTNESS:


GEORGE F. KNOX
City Attorney

A PROGRAM FOR RATIONAL PRESERVATION
IN THE FUTURE DEVELOPMENT OF OVERTOWN

Goals and Objectives

The goal of the Historic Overtown program is to vitalize the rich history and culture of Overtown, thereby creating a sense of identity and community pride that will contribute to the economic and physical revitalization of the Overtown community. By examining the past, it is intended to identify those elements that once made Overtown the thriving, exciting focus for the Black community in South Florida, and to incorporate appropriate and productive elements of that past era into the future redevelopment plan.

Objectives of the program include:

- Effectively communicate information and develop broad based awareness and appreciation of historic achievements of the Black community through exhibits, special events, tours, and the media.
- Re-establish a special identity for Overtown by focusing on one era in its history, the "Little Broadway" jazz era. Develop this as a theme for attracting new nightclubs 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.
- Secure official recognition and protection for the area by establishing an historic district.
- 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.

Summary Of Historical Significance

Known by several names, including Avenue 'G', Colored Town, Washington Heights, Overtown, Culmer, Central Negro District and Avenue 'H': the area immediately west of downtown Miami is one of the oldest neighborhoods in the City of Miami. Popularly referred to today as Overtown, this community developed in 1896 as a result of the need to house black workers who were brought to the Miami area from West Palm Beach during the time when Henry M. Flagler extended the Florida East Coast Railroad to Miami. By 1904, several issues of the Miami Metropolis, (Forerunner of the Miami News) reported an active literary group in 'colored Town'. According to the 1907 official directory of the City of Miami, the black Women's Cultural Club held regular bi-monthly meetings. Research through the Foundation also reveals that as early as 1918, the St. Agnes Coronet Band held regular activities, attracting residents and tourist alike. Tourists were known to also frequent the area to enjoy the fine traditional foods featured in the numerous black owned and operated restaurants. As the area grew, blacks developed many economic ventures, such as hotels, apartment complexes, theatres, nightclubs and small neighborhood markers. In effect Overtown became a strong pulsating community.

In the 1920's and 1930's, NW 2nd Avenue was known as Avenue 'G'. It was the center of good black entertainment, retail stores and pioneer citizens reveal that by the 1940's Overtown was a cultural oasis where artists from all over the world came to perform and to practice for upcoming engagements. Equally exciting is the fact that for many years tourists visiting Miami Beach came across town to the Overtown area to listen to the popular Negro Spirituals sung in the area's churches. Once known as 'Little Broadway' Overtown has made a valuable contribution to the City of Miami, the County of Dade, Florida and the federal United States.

Northwest Second Avenue was the place to be during the jazz era. The syncopated sounds of jazz and blues issued nightly from the nightclubs and dance halls. Its rich entertainment accounted for a growing national reputation. In the 1930's and 1940's its clubs presented such stars as Marian Anderson, Bessie Smith, Hazel Scott, and "Nat King" Cole.

Former resident Rosebald Silas recalls such performers as Billie Holiday, Erskine Hawkins, and Jimmy Lunceford, at the Rockland Palace. Count Basie and Cab Calloway brought their big bands. Roland Hayes and Etta Moten, a singer who displayed African artifacts were presented in the auditorium at Hooker T. Washington Senior High School. These afternoon performances which often included Ben Richardson from Atlanta reading poetry, cost 5¢ per student. Singer Paul Robeson, Sammie Davis Jr. and his trio, Barbara McHair, Lena Horne, Dinah Washington, Buddy Johnson, and Nina Mae McKinney appeared annually. The Katherine Dunham Dance Company was also a favorite.

PRESERVATION OF EXISTING HISTORIC BUILDINGS

The Historic Sites Committee has identified (7 number) of buildings having historical significance to the Overtown community. A list of these buildings is attached to this report as appendix A. The criteria for selecting these historic buildings were
(explain)

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

1. Churches
 - a. Greater Bethel A.M.E. Church, Northwest 8th Street and 2nd Avenue
 - b. Mt. Zion Baptist Church, Northwest 3rd Avenue and 9th Street
 - c. Building which was formerly the Lyric Church, Northwest 2nd Avenue and 4th Street
 - d. Church which was formerly Ebenezer Church.
2. Businesses
 - a. Cola Hip Building
 - b. X-Ray Office Building
 - c. Carver Hotel
 - d. Stirrup Building
 - e. Longshoreman's Hall
 - f. Gaskin building
 - g. Scott building
 - h. Judge L.E. Thomas' office
 - i. St. David's office building
3. Public Buildings
 - a. Booker T. Washington High School
4. Residences
 - a. Berry House
 - b. Billens House
 - c. Popping House corner of 1st Avenue & 10th Street
 - d. Chapman House
 - e. Lewis House
 - f. Mitchell House

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 adding to a new site, potential sources of funding. Buildings proposed

by an asterisk are considered to be of least priority concern because of imminent threats of demolition, deterioration or vandalism. Buildings for which extensive work is currently underway are listed:

Horsely House	}	give short status statement
X-Ray Clinic	}	on each
Booker T. Washington	}	

CITY OF MEMPHIS APPROVED CONSERVATION ORDINANCE

The proposed local Heritage Conservation Ordinance (called "HC" ordinance) provides the option of designating individual historic buildings or an historic district covering a larger area of downtown. The city ordinance would provide a degree of protection to historic buildings by requiring that any demolition, alteration, or new construction be approved by a special review board.

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

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

1. Booker T. Washington High School, SW 6th Avenue and 12th St.
2. Horsely House, SW 9th Street and 11th Avenue
3. X-Ray Clinic, SW 1st Avenue and 11th Street
4. Lewis House, North SW 4th Avenue and 9th Street
5. Beane, corner SW 1st Avenue and 10th Street
6. Chapman Residence, SW 2nd Court and 13th Street
7. Hyslop's Residence, SW 3rd Avenue and 7th Street

Franklin, work should proceed on a potential historic district for downtown. Extensive additional historical research and documentation is required as legal justification for any historic district, which be particularly critical for downtown, which would be a unique kind of historic district with new buildings juxtaposing the old. A lack of funding for professional assistance can be expected to hamper this process.

NATIONAL EXPERIENCE OF HISTORIC PLACES

The National Register differs from the City of Memphis proposed HC ordinance in the following ways: 1) The National Register does not have any influence over demolition or alteration of historic buildings unless the action is a result of a federally funded project. The HC ordinance covers actions by both government and

and private investors); b) the National Register makes income-producing properties eligible for federal income tax benefits; c) the National Register has more stringent standards for accepting historic buildings and districts (many buildings in Overtown would be eligible for recognition under the "HC" ordinance but would not qualify for the National Register); d) The National Register has no effect on zoning and building code regulations; e) National Register listing requires the consent of the property owner and the "HC" ordinance would not.

125
Considering the above advantages and limitations, a selected list of buildings should be nominated for listing on the National Register. Initially, this would include Booker T. Washington High School and the Dorsey House. This list should be expanded based upon the analysis of preservation strategies for individual buildings recommended above. Particular consideration should be given to commercial buildings operated by profit-making entities that could utilize the tax benefits.

ZONING

Because the zoning plan will largely shape the physical form of future development in Overtown, consideration should be given to incorporating elements that would help to recreate the feeling and atmosphere of "Historic Overtown" such as:

1. Provide incentives or requirements for retail stores at the ground level on selected commercial blocks
2. Provide incentives for jazz clubs
3. Permit controlled street vendors and outdoor markets
4. Utilize the special zoning incentives in the HC ordinance for preservation of existing historic structures
5. Develop landscaping standards utilizing historical and thematic plant materials
6. Consider possible design guidelines for new construction that would encourage selected elements of historic building forms to be incorporated into the design of new buildings, as for example the following low rise housing concepts by Universit of Miami students for the Key West Naval Station.



FACADE TO MIDDLE INCOME STREET

82-755

PUBLIC SPACES

Aside from preserving selected historic buildings, the greatest opportunity for developing physical evidence of Historic Overtown in the public spaces - sidewalks, plazas and parks:

1. Historic Markers - should be a top priority short term project. The Black Archives will assemble a short written text and appropriate photograph or illustration for each major historic site in Overtown (including sites now vacant or redeveloped) Funding will then be requested from the redevelopment project, CD and private sources to reproduce this information on anodized aluminum (or other vandal resistant material) plaques, to be securely mounted in appropriate locations. This will provide a vital communications tool for stimulating awareness amongst large numbers of Overtown residents and visitors.
2. Street Furniture - wherever redevelopment plans call for new improvements to sidewalks and plaza spaces such as paving, benches, signs, trash cans, landscaping etc. an opportunity exists to design such improvements with an historic theme - particularly the "Little Soradway" jazz era.

Special Events - public plaza, street, sidewalk and park improvements should be designed to accommodate the special cultural events envisioned in the "Programming" section of this report.

Programming

Most of what is significant in the history of Overtown involves the people themselves and the activity they generated, rather than physical things such as buildings. Therefore, an essential element of the Historic Overtown concept is to program activities and events that will recreate the former vitality and atmosphere of the community. Such programs will be critical to attracting tourists and visitors from around Dade County.

1. Hold jazz concerts within the proposed district
2. Plan for the establishment of an annual Historic Overtown Cultural Arts Festival reminiscent of jazz era
3. Establish an international cultural complex featuring activities reminiscent of the nineteen thirties, forties, and fifties where artists can receive training as well as perform in concert.
4. Encourage families from all over the world to hold annual family reunions in Dade County, particularly in the Historic Overtown district.
 - a. Establish Oratorical national competition
 - b. Culinary contests specializing in soul food from the Caribbean and Southern States.
 - c. Hair styling contests
 - d. Establish a hall of fame, annual recognition of national figures
 - e. Establish a tennis tournament or some other sports event

5. Encourage the establishment of legitimate theater, writers, and artists workshop; and first class night clubs and restaurants based on the guidelines of the historic district.
5. Encourage the establishment of manufacturing as well as other related businesses for the arts, i.e. Manufacturing and distributing equipment and supplies for dancing, music, art, etc.
7. Encourage the establishment of tours of local historical sites and landmarks.
 - a. Bus tours to visit sites county-wide
 - b. Mini-tours for sites within the district
8. Encourage the establishment of a Tourist information center which would direct tourists to attractions, restaurants, hotel accommodations, and historical sites throughout Dade County.
9. Encourage the establishment of specialty shops which feature products of Africa, the Caribbean and the Southern States.
 - a. Restaurants, caterers, etc.
 - b. Photographer's studio specializing in passports
 - c. Bookstores and art galleries
10. Establish a "Saturday Marketplace" where vendors are allowed to set up in a designated street block or public plaza - featuring ethnic foods, crafts, fresh produce, artwork, etc.

Archives

The on-going work of the Black Archives Research and History Foundation should receive increased public and private support. The project involves establishing a research collection documenting issues, activities, events and sites of historical significance within the district

Establish a permanent Black Archives as a depository to:

- (1) House organizational papers related to this process
- (2) House records, photographs and manuscripts which document the district
- (3) House the organizational papers of the Black Archives, History and Research Foundation of South Florida, Inc.

b. Establish an on-going publication program

Establish an international research internship program with colleges and universities around the world

Continue on-going research programs for the benefit of the community-at-large.

Serve as the international clearinghouse and dissemination center on the culture of black people, i.e. language, lifestyle, food, dress, visual and performing arts, hair styles, music, etc.

A RESOLUTION APPROVING REVISIONS DATED JULY 7TH, 1985, TO THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT PLAN DATED DECEMBER, 1982 FOR THE AREA BOUNDED BY BISCAYNE BOULEVARD, NORTHEAST/NORTHWEST 5TH STREET, INTERSTATE 95 AND INTERSTATE 195.

WHEREAS, it is necessary to amend the land use and land acquisition elements of the 1982 Southeast Overtown/Park West Community Redevelopment Plan in order to conform to the approved Phase I Redevelopment Program (City Commission Resolution No. 81-972 and County Commission Resolution No. R-1006-84); and

WHEREAS, all of the proposed changes are in general conformance with the Miami Comprehensive Neighborhood Development Masterplan (MCHMP) 1976 through 1986; and

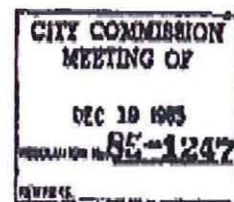
WHEREAS, all the proposed changes are consistent with the goals and objectives of the Southeast Overtown/Park West Community Redevelopment Plan; and

WHEREAS, the proposed changes are needed to accommodate development of a sports arena/coliseum, development of pedestrian malls, removal of interior block pedestrian malls and simplification of commercial/residential land use mixes; and

WHEREAS, the Miami Planning Advisory Board, at its meeting of September 4, 1985, Item No. 3, following an advertised hearing, adopted Resolution No. PAS 51-85 by an 8 to 0 vote, recommending approval of amending the Southeast Overtown/Park West Community Redevelopment Plan as hereinafter set forth; and

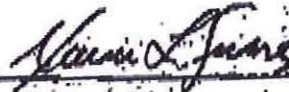
WHEREAS, the City Commission, after consideration of this matter, deems it advisable and in the best interest of the general welfare of the City of Miami to amend the Southeast Overtown/Park West Community Redevelopment Plan as set out herein;

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



Redevelopment Plan dated December, 1982 and adopted by the City Commission via Resolution No. 83-972 and by the Dade County Commission via Resolution No. R-1096-84 is hereby amended by incorporating the changes stipulated in the Southeast Overtown/Park West Redevelopment Plan revisions dated July 7th, 1985, and incorporated herein by reference.

PASSED AND ADOPTED this 19th day of December, 1985.

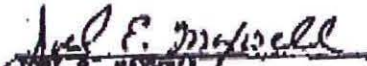


MAYOR


WITNESSETH:


MATTY BIRAI
CITY CLERK

PREPARED AND APPROVED BY:


JOEL E. MAXWELL
ASSISTANT CITY ATTORNEY

APPROVED AS TO FORM AND CORRECTNESS:


VERNA R. DOUGHERTY
CITY ATTORNEY

JEN/vpc/ab/B187

Appendix E

***Resolution Adopting New
Boundaries***

Please see next few pages for:

SEOPW CRA Resolution 02-93,
adopted May 30, 2002

and

City of Miami Ordinance 12247,
adopted July 9, 2002

RESOLUTION NO. SEOPW/02-02-93

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY ("CRA"), WITH ATTACHMENT(S), RECOMMENDING THAT THE CITY COMMISSION OF THE CITY OF MIAMI ("CITY COMMISSION"), AS GOVERNING BODY OF THE CRA, AMEND AND MODIFY THE CRA REDEVELOPMENT PLAN TO EXTEND THE BOUNDARIES OF THE REDEVELOPMENT AREA, AS SET FORTH IN THE ATTACHED MAP; REQUESTING THAT THE CITY COMMISSION SCHEDULE A PUBLIC HEARING TO CONSIDER THE PROPOSED AMENDMENT AND MODIFICATION OF THE PLAN AT THE EARLIEST DATE PERMITTED BY LAW; REQUESTING THAT THE CITY COMMISSION DIRECT THE CITY MANAGER TO PROVIDE ALL NOTICES REQUIRED BY LAW; AND AUTHORIZING THE ACTING EXECUTIVE DIRECTOR OF THE CRA TO TAKE ALL ACTIONS NECESSARY TO ACCOMPLISH APPROVAL OF THE PROPOSED AMENDMENT AND MODIFICATION OF THE PLAN TO EXTEND THE BOUNDARIES OF THE REDEVELOPMENT AREA BEFORE JULY 1, 2002 .

WHEREAS, the Southeast Overtown/Park West Community Redevelopment Agency (the "CRA") is responsible for carrying out community redevelopment activities in the redevelopment area pursuant to Southeast Overtown/Park West Community Redevelopment Plan ("Plan"); and

WHEREAS, as provided for by the Community Redevelopment Act of 1969, the CRA finds its necessary and desirable to amend and modify the existing Plan to extend the boundaries of the community redevelopment area to more fully and effectively carry out its community redevelopment activities; and

WHEREAS, the Board of Directors of the CRA (the "Board") desires to recommend to the City Commission of the City of Miami (the "City Commission"), in its capacity as the governing body of the CRA, that the Plan be amended and modified to extend the boundaries of the redevelopment area as set forth in the attached map, so that the CRA's urban designers may immediately plan for redevelopment of both the current redevelopment area and the areas within the proposed boundary extensions; and

SEOPW/CRA
02-93

WHEREAS, the Board is aware that the City Commission may modify the proposed boundary extensions to the redevelopment area when the City Commission considers final approval of the amended redevelopment plan at the public hearing required by Section 163.361, Florida Statutes (2001).

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS 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 incorporated herein as if fully set forth in this section.

Section 2. The Board hereby recommends to the City Commission that it adopt the proposed amendment and modification of the Plan extending the boundaries of the redevelopment area as set forth in the attached map.

Section 3. The Board requests that the City Commission authorize a public hearing as required by Section 163.361, Florida Statutes (2001), to consider the proposed amendment and modification of the Plan at the earliest date permitted by law.

Section 4. The Board further requests that the City Commission direct the City Manager to provide all notices required by law, including notice to the appropriate taxing authorities and publication of notice of hearing prior to the City Commission holding a public hearing to consider approval of the amendment and modification of the Plan.

Section 5. The Board is aware that the City Commission may, at its discretion, reduce the recommended boundary extensions when the amended redevelopment plan is submitted to the City Commission for final approval at the public hearing.

Section 6. The CRA's Acting Executive Director is directed to take all actions necessary to accomplish approval of the proposed amendment and modification of the Plan to extend the boundaries of the redevelopment area before July 1, 2002.

Section 7. This resolution shall be effective upon its adoption.

PASSED AND ADOPTED this 30th day of May, 2002.

ATTEST

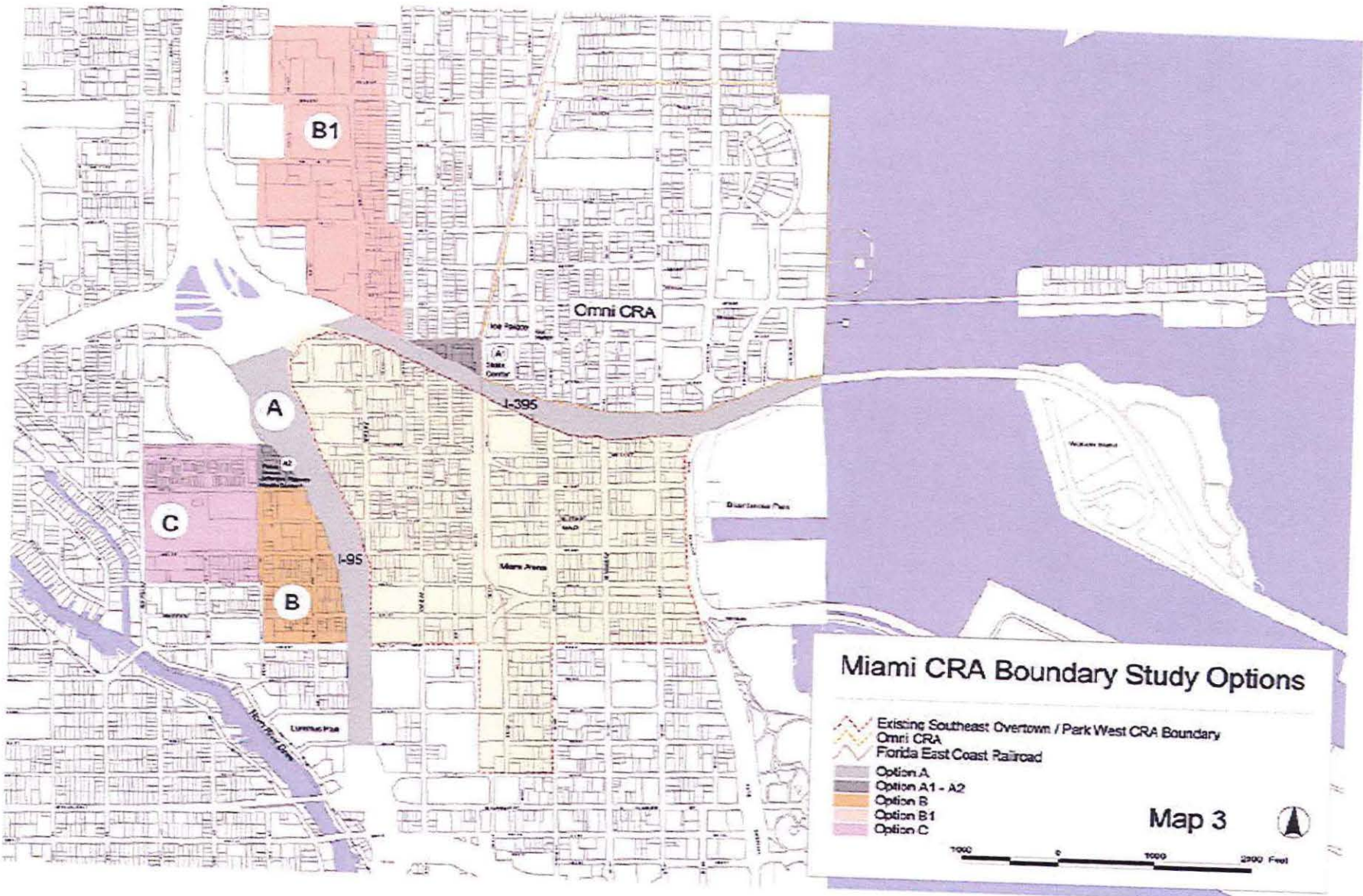
Arthur E. Teele, Jr., Chairman

Priscilla A. Thompson
Clerk of the Board

APPROVED AS TO FORM
AND CORRECTNESS:

Alejandro Vilarello
CRA General Counsel

ATTACHMENTS



J-02-579
6/13/02

ORDINANCE NO. 12247

AN ORDINANCE OF THE MIAMI CITY COMMISSION, WITH ATTACHMENTS, AMENDING AND MODIFYING THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT PLAN TO EXTEND THE BOUNDARIES OF THE COMMUNITY REDEVELOPMENT AREA AS DESCRIBED IN "EXHIBIT A" AND INCORPORATED HEREIN; AMENDING CHAPTER 14, ARTICLE V, DIVISION 1, OF THE CODE OF THE CITY OF MIAMI, FLORIDA, AS AMENDED, ENTITLED "DOWNTOWN DEVELOPMENT, SOUTHEAST OVERTOWN/PARK WEST REDEVELOPMENT DISTRICT AND COMMUNITY REDEVELOPMENT AGENCY, GENERALLY", TO REFLECT THE AMENDMENT AND MODIFICATION OF THE SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT PLAN, MORE PARTICULARLY BY AMENDING SECTION 14-252 OF SAID CODE; CONTAINING A REPEALER PROVISION AND A SEVERABILITY CLAUSE; AND PROVIDING FOR AN IMMEDIATE EFFECTIVE DATE.

WHEREAS, the Southeast Overtown/Park West Community Redevelopment Agency (the "CRA" is responsible for carrying out community redevelopment activities in the community redevelopment area pursuant to Southeast Overtown/Park West Community Redevelopment Plan ("Plan" ; and

WHEREAS, as provided for by the Community Redevelopment Act of 1969, the CRA finds its necessary and desirable to amend and modify the existing Plan to extend the boundaries of the

ATTACHMENT (C)
CONTAINED

12247

"Chapter 14

DOWNTOWN DEVELOPMENT

* *

ARTICLE V. SOUTHEAST OVERTOWN/PARK WEST REDEVELOPMENT
DISTRICT AND COMMUNITY REDEVELOPMENT AGENCY

DIVISION 1. GENERALLY

* * * *

Sec. 14-252. Boundaries designated

The Southeast Overtown/Park West Redevelopment Area ~~District~~ ("district") shall encompass the area described on the map on file with the city clerk generally bounded by Biscayne Boulevard on the east, I-95 on the west, I-395 on the north, and Northwest 5th Street on the south. The district shall be under the jurisdiction and control of the agency.

* * *

Section 4 All ordinances or parts of ordinances that are inconsistent or in conflict with the provisions of this Ordinance are repealed

Section 5 If any section, part of section, paragraph, clause, phrase or word of this Ordinance is declared invalid, the remaining provisions of this Ordinance shall not be affected.

Section 6 This Ordinance shall become effective IMMEDIATELY upon its adoption and signature of the Mayor.^{2/}

^{2/} If the Mayor does not sign this Ordinance, it shall become effective at the end of ten calendar days from the date it was passed and adopted. If the Mayor vetoes this Ordinance, it shall become effective immediately upon override of the veto by the City Commission.

CITY ATTORNEY OFFICE


PASSED ON FIRST READING BY TITLE ONLY this 13th day of
June, 2002

PASSED AND ADOPTED ON SECOND AND FINAL READING BY TITLE ONLY
this 27th day of June, 2002

MANUEL A. DIAZ, MAYOR

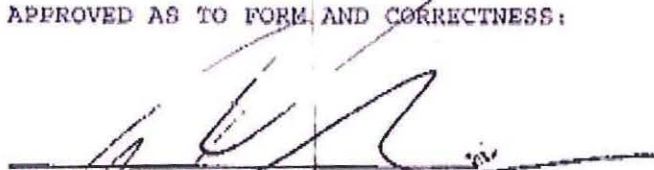
In accordance with Miami Code Sec. 2-30, since the Mayor did not indicate approval of this legislation by signing in the designated place provided, said legislation now becomes effective with the elapse of ten (10) days from the date of commission action regarding same, without the Mayor exercising a vote.

ATTEST:


Priscilla A. Thompson, City Clerk

PRISCILLA A. THOMPSON
CITY CLERK

APPROVED AS TO FORM AND CORRECTNESS:


ALEJANDRO VILARELLO
CITY ATTORNEY

W1291:BSS:JRV:ELF

Boundary Description

08-08-02

(Does not include Bicentennial Park or Watson Island)

The extended Southeast Overtown/Park West community redevelopment area is generally bounded as follows:

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 5th Avenue; then north along the east side of NW 5th Avenue to the north side of NW 7th Street; then west along the north side of NW 7th Street to the east side of NW 7th Avenue; then north along the east side of NW 7th Avenue to the southern edge of the Metrorail right of way ("ROW").

Then east along the southern edge of the Metrorail ROW to the western edge of the I-95 ROW; then north along the western edge of the I-95 ROW to the north side of NW 14th Street; then east along the north side of NW 14th Street to the west side of NW 4th Avenue; then north along the west side of NW 4th Avenue to the south side of NW 17th Street; then west along the south side of NW 17th Street to the west side of NW 5th Avenue; then north along the west side of NW 5th Avenue to the north side of NW 19th Street; then east along the north side of NW 19th Street to the west side of NW 4th Court; then north along the west side of NW 4th Court to the south side of NW 20th Street; then west along the south side of NW 20th Street to a point in line with the western boundary of the property abutting the continuation of NW 4th Court north of NW 20th Street; then north to the north side of NW 20th Street and continuing north to the south side of NW 22nd Street; then east along the south side of NW 22nd Street to a point 200 feet east of the east side of the NW 3rd Avenue ROW; then south along a line 200 feet east of the east side of the NW 3rd Avenue ROW to the north side of NW 20th Street; then east along the north side of NW 20th Street to the east side of NW 2nd Court; then south along the east side of NW 2nd Court to the north side of NW 17th Street; then east along the north side of NW 17th Street to the east side of NW 2nd Avenue; then south along the east side of NW 2nd Avenue 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 northern edge of the I-395 ROW; then east along the northern edge of the I-395 ROW to the Biscayne Bay bulkhead; then south along the bulkhead to the southern edge of the I-395 ROW; then west 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.

etf:SEC/PW Boundary Description 01-08-02 revised by daver after board mtg

12247
TOTAL P.05

Appendix F

***Advertisements Of Public
Notice***

Please see the next few pages.

SEOPW Redevelopment Plan
Public Meetings
2002-2004

Public Meetings	Notices Posted	Type	Discussion	Location	Time	Comments
Monday, April 26, 2004	Miami Times, Miami Today, Daily Business Review	CRA Board Meeting	SEOPW Plan resubmitted to the CRA Board for approval	Miami Arena	5:30-7pm	See City Clerk for minutes 305-250-5360
Monday, March 29, 2004	Miami Times, Miami Today, Daily Business Review	CRA Board Meeting	SEOPW Plan submitted for approval. Item deferred to 4-26-04 Board Meeting	Miami Arena	5:30-7pm	See City Clerk for minutes 305-250-5360
Thursday, February 19, 2004	Miami Times	Community Briefing	CRA Housing Consultant, Greater Miami Neighborhoods, Inc. regarding housing policy for the SEOPW Redevelopment Area. Presentation by Crosswinds Communities Inc.	Culmer Center	6-8pm	Contact City Clerk for Overtown Advisory Board Minutes for 2-19-04, contact 305-250-5360
Thursday, October 02, 2003	Miami Times, Miami Daily Business Review	Workshop	SEOPW Draft Plan	Miami Arena	4-6:30 pm	See City Clerk for minutes 305-250-5360
Saturday, March 08, 2003	Miami Times, Miami Daily Business Review	Plan Review	Plan available for distribution. Creation of the SEOPW Review Panel for review of DRAFT SEOPW Plan	Plans could be picked up at CRA (Dupont Office), Overtown NET and Downtown NET	March 8- March 28, 2003	Comments available, contact CRA Office at 305 679-6800
Saturday, January 25, 2003	Miami Times	Town Hall Meeting	CRA Economic Consultant, ZHA to discuss economic analysis of SEOPW Redevelopment Area	Lyric Theater	10-12 noon	See City Clerk for minutes 305-250-5360
Saturday, November 09, 2002	Miami Today, Miami Times	Town Hall Meeting	SEOPW Draft Plan	Lyric Theater	10-12 noon	See City Clerk for minutes 305-250-5360



**Southeast Overtown Park West
(SEOPW)
Community Redevelopment Agency**

NOTICE-OF COMMUNITY BRIEFING

The SEOPW CRA's housing consultant, Greater Miami Neighborhoods Inc. ("GMN"), will brief the community and seek input on its work to develop the housing component of the update of the 1982 SEOPW Redevelopment Plan. The housing component will include an analysis of current and future housing needs and trends, and establish housing goals and policies for the SEOPW redevelopment area. GMN's final work product will result in a housing policy for the SEOPW redevelopment area that will be a companion document to the updated SEOPW Redevelopment Plan. This housing policy will be presented to the CRA Board and the City of Miami for adoption and implementation.

Michigan based developer, Crosswinds Communities, Inc., is in negotiations with the City of Miami and the SEOPW CRA to settle the ongoing Poinciana Village/Sawyers Walk litigation and will brief the community on its proposed 1000 residential unit, mixed-use development project on 5 1/2 blocks in Overtown.

Both briefings will take place during the Overtown Advisory Board meeting on Thursday, February 19, 2004, at 6:00 pm, at the Culmer Center located at 1600 NW 3rd Avenue, Miami, Florida.

Interested individuals and stakeholders are encouraged to attend this meeting. Contact Chelsa Arscott at 305-679-6800 if additional information is required.

(#14720) 14741-AM



Published Weekly
Miami Dade, County, Florida

STATE OF FLORIDA
COUNTY OF DADE
PROOF OF PUBLICATION

I, the undersigned authority personally appeared Miss Wilton who, on oath, says that she is the Ad Traffic Clerk of THE MIAMI TIMES weekly newspaper published at Miami, Dade County, Florida; that the attached copy of advertisement was published in said newspaper in the state of

February 19, 2004

Florida and that THE MIAMI TIMES is a newspaper published in Miami, Dade County, Florida and that the said newspaper has heretofore been continuously published in said Dade County, Florida, each week and has been entered as second class mail matter at the U.S. Post Office in Miami, Dade County, Florida, for a period of more than one year next preceding date of publication of the attached copy of advertisement. Further affiant says that she has neither paid nor provided any fee, price or compensation any discount, rebate, concession or refund for the purpose of securing this advertisement for publication in this newspaper.

(Signature)
Ad Traffic Clerk

Given to and subscribed before me, on this 29th day of February, A.D. 2004

(Signature)

NOTARY PUBLIC STATE OF FLORIDA
AT LARGE. My commission expires:

RECEIVED
FEB 20 2004
NOTARY



MIAMI DAILY BUSINESS REVIEW

Published Daily except Saturday, Sunday and
Legal Holidays
Miami, Miami Dade County, Florida

STATE OF FLORIDA
COUNTY OF MIAMI-DADE:

Before the undersigned authority personally appeared O.V. FERBEYRE, who on oath says that he or she is the SUPERVISOR, Legal Notices of the Miami Daily Business Review t/a Miami Review, a daily (except Saturday, Sunday and Legal Holidays) newspaper, published at Miami in Miami-Dade County, Florida, that the attached copy of advertisement, being a Legal Advertisement of Notice in the matter of

AD NO. 11098
NOTICE OF COMMUNITY WORKSHOP
SOUTHEAST OVERTOWN PARK WEST

in the XXXX Court,
was published in said newspaper in the issues of

09/22/2003

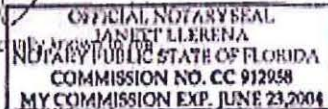
Affiant further says that the said Miami Daily Business Review is a newspaper published at Miami in said Miami-Dade County, Florida and that the said newspaper has heretofore been continuously published in said Miami-Dade County, Florida, each day (except Saturday, Sunday and Legal Holidays) and has been entered as second class mail matter at the post office in Miami in said Miami-Dade County, Florida, for a period of one year next preceding the first publication of the attached copy of advertisement; and affiant further says that he or she has neither paid nor promised any person, firm or corporation any discount, rebate, commission or refund for the purpose of securing this advertisement for publication in the said newspaper.

Sworn to and subscribed before me this

22 day of SEPTEMBER, A.D. 2003

(SEAL)

O.V. FERBEYRE pers.



SOUTHEAST OVERTOWN PARK WEST (SEOPW) COMMUNITY REDEVELOPMENT AGENCY

NOTICE OF COMMUNITY WORKSHOP PUBLIC COMMENTS ON THE DRAFT SEPTEMBER 2003 SEOPW REDEVELOPMENT PLAN UPDATE

The SEOPW CRA will be holding its third community workshop hosted by SEOPW CRA Planning Consultant, Dover K&E Partners, to discuss the DRAFT (September 2003) SEOPW Redevelopment Plan Update. Said meeting will take place on Thursday, October 2, 2003, from 4:00 to 6:30 p.m. at the Miami Arena (VIP Room) located at 701 Arena Boulevard, Miami, Florida.

Public comments received since the March 8, 2003 Community Workshop have been incorporated into the revised Redevelopment Plan. Transcripts from the previous two community meetings (November 3, 2002 and March 8, 2003) can be obtained from the City Clerk's Office by contacting 305-250-8300.

The official documents (maps, drawings, and other pertinent information) will be available for public review Monday, September 29, 2003 through Wednesday, October 1, 2003, from 8:00 a.m. to 5:00 p.m., at the Community Redevelopment Agency office, 49 NW 5th Street, Suite 100, Miami, Florida. All of these documents will also be available at the community workshop.

Interested individuals and stakeholders who reviewed and commented on the first draft (March 8, 2003) of the redevelopment plan update are encouraged to attend said meeting. For more information, please contact Hebahah Lowe at 305-679-9300.

Priscilla A. Thompson
Clerk of the Board

(#11096)
922

03-4-352506478M

show with 175 participants, business matchmaking, business education sessions, a town hall meeting and the naming of the National Small Business of Year award winner. Other sessions will include speakers from industry and government with a focus on issues of interest to the small business community. Another special feature of the conference will be the unveiling of the SBA's "Golden Anniversary Hall Of Fame," where the agency will honor nationally known companies that got started with the help of SBA-backed financing.

to \$600 per month failed at 848,000 salaries for mayors and commissioners. the polls by a of 173-87.

Time Warner

AOL's Turner Broadcasting division, which runs the teams, entered exclusive talks in April with McDavid to buy the Hawks and Thrashers, along with operating rights to Phillips Arena. The negotiations stretched longer than expected, ending McDavid's rights to exclusivity.

Recently, the negotiations were complicated by a provision in the Phillips Arena bond sale, which uses the Hawks as a form of collateral.

When the arena was built with government-backed bonds, Turner Broadcasting put up the Hawks as collateral up to a limit of \$60 million, in case the company defaulted on an obligation to make the

nts of ver 30
 aJ, AOL
 have 10



The Miami Times
 PUBLISHED WEEKLY
 MIAMI DADE COUNTY, FLORIDA

Published Weekly
 Miami Dade County, Florida

STATE OF FLORIDA
 88
 COUNTY OF DADE

PROOF OF PUBLICATION

Before the undersigned authority personally appeared Mick Williams, who, on oath, says that she is the Ad Traffic Clerk of THE MIAMI TIMES weekly newspaper published at Miami, Dade County, Florida, that the attached copy of advertisement was published in said newspaper in the times of:

September 18, 2004

Affiant further swears that THE MIAMI TIMES is a newspaper published in Miami, Dade County, Florida and that the said newspaper has heretofore been continuously published in said Dade County, Florida, each week and has been carried at second class mail matter at the U.S. Post Office in Miami, Dade County, Florida, for a period of more than one year next preceding date of publication of the attached copy of advertisement. Further affiant swears that she has neither paid nor promised any firm, person or corporation any discount, rebate, commission or refund for the purpose of securing this advertisement for publication in this newspaper.

Mick Williams
 Ad Traffic Clerk

Subscribed and sworn to before me on this, the 22nd day of March, A.D. 2004

M. Williams

NOTARY PUBLIC STATE OF FLORIDA
 AT LARGE, My commission expires:



Southeast Overtown Park West (SEOPW) Community Redevelopment Agency

NOTICE OF COMMUNITY WORKSHOP Public Comments on the DRAFT September 2003 SEOPW Redevelopment Plan Update

The SEOPW CRA will be holding its third community workshop hosted by SEOPW CRA Planning Consultant, Dover Koff & Partners, to discuss the DRAFT (September 2003) SEOPW Redevelopment Plan Update. Said meeting will take place on Thursday, October 2, 2003 from 4:00 pm to 6:30 pm, at the Miami Arena (VIP Room) located at 701 Arena Boulevard, Miami, Florida.

Public comments received since the March 8, 2003 Community Workshop have been incorporated into the revised Redevelopment Plan. Transcripts from the previous two community workshops (November 9, 2002 and March 8, 2003) can be obtained from the City Clerk's office by contacting 305-250-5360.

The official documents (maps, drawings and other pertinent information) will be available for public review, Monday, September 20, 2003 through Wednesday, October 1, 2003 from 8:00 a.m. to 5:00 p.m. at the Community Redevelopment Agency office, 40 NW 5th Street, Suite 100, Miami, Florida. All of these documents will also be available at the community workshop.

Interested individuals and stakeholders who reviewed and commented on the first draft (March 8, 2003) of the redevelopment plan update are encouraged to attend said meeting. For more information, please contact Rebekah Lowe at 305-679-6600.

(#11086)

Priscilla A. Thompson
 Clerk of the Board

RECEIVED
2004 MAR 22 PM 2: 52
PRISCILLA A. THOMPSON
CITY CLERK
CITY OF MIAMI, FL

MIAMI DAILY BUSINESS REVIEW

Published Daily except Saturday, Sunday and
Legal Holidays
Miami, Miami-Dade County, Florida

STATE OF FLORIDA
COUNTY OF MIAMI-DADE:

Before the undersigned authority personally appeared O.V. FERBEYRE, who on oath says that he or she is the SUPERVISOR, Legal Notices of the Miami Daily Business Review (k/a Miami Review, a daily (except Saturday, Sunday and Legal Holidays) newspaper, published at Miami in Miami-Dade County, Florida; that the attached copy of advertisement, being a Legal Advertisement of Notice in the matter of

PO #11008
SOUTHEAST OVERTOWN PARKWEST COMMUNITY
REDEVELOPMENT AGENCY - PUBLIC NOTICE 3/28/03

In the XXXX Court,
was published in said newspaper in the issues of

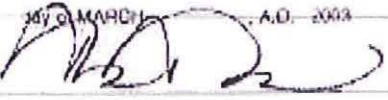
03/17/2003

Affiant further says that the said Miami Daily Business Review is a newspaper published at Miami in said Miami-Dade County, Florida and that the said newspaper has heretofore been continuously published in said Miami-Dade County, Florida, each day (except Saturday, Sunday and Legal Holidays) and has been entered as second class mail matter at the post office in Miami in said Miami-Dade County, Florida, for a period of one year next preceding the first publication of the attached copy of advertisement; and affiant further says that he or she has neither paid nor promised any person, firm or corporation any discount, rebate, commission or reward for the purpose of securing this advertisement for publication in the said newspaper.



Sworn to and subscribed before me this

17 day of MARCH, A.D., 2003



(SEAL)

O.V. FERBEYRE personally known to
My Commission DD293866
Expires March 04, 2008



Southeast Overtown Parkwest Community Redevelopment Agency

Public Notice

On Saturday, March 8, 2003, the SEOPW Community Redevelopment Agency issued the draft Amendment to the 1982 Redevelopment Plan ("the 2003 Redevelopment Plan") for review and comment by the general public. In addition, the CRA created the SEOPW Review Panel, which is a committee made up of volunteers who committed themselves to reading the 2003 Redevelopment Plan and providing written comments.

To obtain a copy of the Plan, please contact the CRA at (305) 579-3324, drop by the CRA office at 300 Biscayne Boulevard Way, Suite 309 (Mezzanine of the Dupont Plaza Hotel), or fill out a sign up sheet at the Overtown NET office (1460 NW 3 Avenue) or the Downtown NET office (83 NW 9 Street).

Comments on the redevelopment plan must be received by the CRA no later than March 28, 2003 for review, and possible incorporation into the Plan.

Priscilla A. Thompson
Clerk of the Board

(#11008)
3/17

03-4-33/347031M



Published Weekly
Miami Dade County, Florida

STATE OF FLORIDA
COUNTY OF DADE

PROOF OF PUBLICATION

I, the undersigned, do hereby personally appeared *Wanda Williams*, as such, state that she is the Ad Traffic Clerk of THE MIAMI TIMES, a daily newspaper published at Miami Dade County, Florida, and that the attached copy of advertisement was published in said newspaper on the dates of:

March 20, 2003

I affirm further that said THE MIAMI TIMES is a newspaper published in Miami Dade County, Florida and that the said newspaper has been and is being continuously published in said Miami Dade County, Florida, each week and has been entered as second class matter in the U.S. Post Office in Miami Dade County, Florida, for a period of more than one year next preceding date of publication of the attached copy of advertisement. *Wanda Williams* says that she has neither sold nor procured any form, price or corporation any discount, rebate, concession or return for the purpose of securing this advertisement for publication in this newspaper.

Wanda Williams
Ad Traffic Clerk

Seen to and subscribed before me on this, the 25th day of March, A.D. 2003

K. Williams

NOTARY PUBLIC STATE OF FLORIDA
AT LARGE, My commission expires:



F MIAMI

BLIC HEARING

The City Commission of the City of Miami, Florida, at 9.00 a.m., at City Hall, located at 315 City Hall, Miami, Florida, for the purpose of authorizing a Perpetual Non-Exclusive Easement for approximately 10,000 square feet of City-owned property located at 1100 S.W. 1st Street, Miami, Florida. This property is needed for relocating and maintaining existing

persons to appear and may be heard and may be heard in person or by their attorneys or by their duly authorized agents. Any person desiring to appear and be heard in person or by their attorneys or by their duly authorized agents should appear at the hearing on the date and at the time and place stated above. Any person desiring to appeal any decision made at this hearing should appear at the hearing on the date and at the time and place stated above. A verbal record of the proceedings and evidence upon any

Priscilla A. Thompson
City Clerk,

The Miami Times, March 19-25, 2003 71)

New Luster Carpet Cleaner

CARPET CLEANING
Four Rooms
\$49.00
Solo or
Two Rooms
\$25.00

**TIE & GROTT
CLEANING** **305-999-3856**

**Southeast Overtown Parkwest
Community Redevelopment Agency**

Public Notice

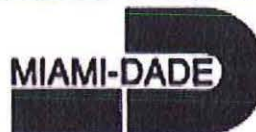
On Saturday, March 8, 2003, the SEOPW Community Redevelopment Agency issued the draft Amendment to the 1982 Redevelopment Plan ("the 2003 Redevelopment Plan") for review and comment by the general public. In addition, the CRA created the SEOPW Review Panel, which is a committee made up of volunteers who committed themselves to reading the 2003 Redevelopment Plan and providing written comments.

To obtain a copy of the Plan, please contact the CRA at (305) 579-3324, drop by the CRA office at 300 Biscayne Boulevard Way, Suite 309 (Mezzanine of the Dupont Plaza Hotel), or fill out a sign up sheet at the Overtown NET office (1490 NW 3 Avenue) or the Downtown NET office (63 NW 9 Street).


Comments on the redevelopment plan must be received by the CRA no later than March 28, 2003 for review, and possible incorporation into the Plan.

(#11006)

Priscilla A. Thompson
Clerk of the Board



**MIAMI-DADE COUNTY, FLORIDA
NOTICE TO PROFESSIONAL CONSULTANTS
MIAMI-DADE COUNTY WATER AND SEWER DEPARTMENT
SOUTH DISTRICT WASTEWATER TREATMENT PLANT
DEEP INJECTION WELL DESIGN
CICC PROJECT NO. E03-WASD-02**



am

**CITY OF MIAMI
COMMUNITY REDEVELOPMENT AGENCY**

**Southeast Overtown Parkwest (SEOPW)
Community Redevelopment Agency**

NOTICE OF PUBLIC MEETING

The SEOPW CRA will be conducting a town hall meeting hosted by CRA Economic Consultants, ZHA, to discuss the economic analysis of the SEOPW Redevelopment Area. Said meeting will take place on Saturday, January 25, 2003, beginning 10:00 a.m., at the Lyric Theater located at 819 NW 2nd Avenue, Miami, Florida.

Interested individuals are encouraged to attend said meeting.

Priscilla A. Thompson
CRA Clerk of the Board

(#10964)



Published Weekly
Miami Dade County, Florida

STATE OF FLORIDA PROOF OF

THE MIAMI TIMES
attached as true and
correctly published

January 16, 2003

that THE MIAMI TIMES is a newspaper
and that the said newspaper has heretofore been
published each week and has been declared as second
class, Dade County, Florida, for a period
of one year next preceding the date of the
issuance of the attached copy of which
is a true and correct copy of the
said newspaper as published on the
date of the issuance of the attached
copy of the said newspaper.

attached to the
said newspaper
as published on the
date of the
issuance of the
attached copy of
the said newspaper.

Subscribed before me on

NOTARY PUBLIC STATE OF FLORIDA
AT LARGE, My commission expires



am



CITY OF MIAMI
COMMUNITY REDEVELOPMENT AGENCY

**CITY OF MIAMI
Southeast Overtown/Park West
Community Redevelopment Agency
(SEOPW /CRA)
NOTICE OF TOWN HALL MEETING**

The SEOPW CRA will be conducting a town hall meeting to obtain community input to the existing 1982 SEOPW Redevelopment Plan. Residents, Church Members, Business and Property Owners are invited to provide input on the vision for the Overtown and Park West community.

Said meeting will take place on Saturday, November 9, 2002, beginning 10:00 a.m., at the Lyric Theater located at 819 NW 2nd Avenue, Miami, Florida. The meeting is open to the public and interested individuals are encouraged to attend said meeting.

#10936

Pricilla A. Thompson
Clark of the Board



Published Weekly
Miami, Dade County, FL

STATE OF FLORIDA
COUNTY OF DADE
PROOF OF PUBLICATION
Before the undersigned authority personally appeared Marjorie Nichol who, on oath, says that she is the Ad Traffic Clerk of THE MIAMI TIMES weekly newspaper published in Miami Dade County, Florida; that the attached copy of advertisement was published in said newspaper in the issue of
November 07, 2002
Affiant further states that THE MIAMI TIMES is a newspaper published in Miami, Dade County, Florida and that the said newspaper has heretofore been continuously published in said Dade County, Florida, each week and has been entered as second class mail matter at the U.S. Post Office in Miami, Dade County, Florida, for a period of more than one year and precedes date of publication of the attached copy of advertisement. Further affiant says that she has neither paid nor promised any fee, price or compensation any discount, rebate, commission or reward for the purpose of securing this advertisement for publication in this newspaper.

Heather
Traffic Clerk


Sworn to and subscribed before me on this, the 11th day of
November

NOTARY PUBLIC STATE OF FLORIDA
AT LARGE, My commission expires:



Miami Chamber of Commerce and vice chairman of Realty Services Inc. Frank Nero, president and chairman of the Beacon Council. John Reiter, chairman of the Council and president of Miami Children's Hospital on. ... Roulhac, chairman of Greater Miami Chamber of Commerce and vice president of community development of First Union National Florida. ... Antonio Villanil, chairman of Florida's Council of Economic Advisors and president of the Washington Economic ... forms can be obtained Miami Today by calling 8-2663 or by fax at (305) 1.



CITY OF MIAMI



**Southeast Overtown/Park West Community
Redevelopment Agency (SEOPW/CRA)
NOTICE OF TOWN HALL MEETING**

The SEOPW/CRA will be conducting a town hall meeting to obtain community input to the existing 1982 SEOPW Redevelopment Plan. Residents, Church Members, Business and Property Owners are invited to provide input on the vision for the Overtown and Park West community.

Said meeting will take place on Saturday, November 9, 2002, beginning 10:00 a.m., at the Lyric Theater located at 819 NW 2nd Avenue, Miami, Florida. The meeting is open to the public and interested individuals are encouraged to attend said meeting.


Priscilla A. Thompson
Clerk of the Board

#10836

EXCERPT 24 NOVEMBER. LETTERS OF INTEREST MUST COME WITH:

- The firm's qualifications.
- Resume of principals in the firm.
- Examples of prior relevant work.

Letters of Interest must be received no later than 5:00 pm., December 10, 2002, addressed to Chelsa Ascotti-Douglas, Policy and Program Development Administrator of the Omni Redevelopment District Community Redevelopment Agency, at 302 Biscayne Boulevard Way, Suite 209 (Mezzanine floor), Miami Florida 33131. It is recommended that all interested parties pick up a copy of the 1980 Omni Redevelopment Plan (as amended in 1987) for review. Hard copies of the existing redevelopment plan are available in the office at a cost of \$10 each. For further information, please contact Fatimah Lowe at (305) 579-3374. The Omni Redevelopment District Community Redevelopment Agency reserves its right to accept any Letter(s) of Interest deemed to be in the best interest of the agency, to waive any irregularities in any response, to reject any and all responses to cancel this request at any time, and/or to re-advertise for Letters of Interest.



Anna Maria Lewis
Acting Executive Director

Adv. No. 10930

Appendix G

Findings of Slum and Blight

Please See Next Page

GUILLERMO OLMEDILLO

TO: ANNETTE LEWIS, DIRECTOR
C.R.A. CITY OF MIAMI
SERGIO VAZQUEZ
DOVER, KOHL & PARTNERS

FROM: GUILLERMO OLMEDILLO

SUBJECT: SLUM AND BLIGHT REPORT

DATE: 5/23/2002

CC: SERGIO VAZQUEZ, DOVER, KOHL & PARTNERS

SLUM AND BLIGHT CONDITIONS
PROPOSED EXPANSION AREA

This report is presented for the consideration of the C.R.A. Board during its deliberations on the potential expansion to the boundaries of the existing redevelopment district.

BACKGROUND

In 1969, the Board of County Commissioners approved by Resolution 1117-69 the Central Miami Renewal Plan. This plan included the area south of NW Twenty Ninth Street; west of the FEC Railroad, with an extension to N.E. Second 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. In addition, the area bounded on the south by I-395; on the east by Biscayne Boulevard; on the north by NW Seventeen Street in part, and the City of Miami Cemetery in part; and on the west by the FEC tracks.

At those public hearings, evidence was presented to find this area meeting the definition of "slum and blight".

The importance of that decision is that the proposed expansion area located north of I-395 and fronting on NW Third Street, extending north to NW

Twenty Second. Street was declared through resolution of the County Commission as "slum and blight". (Area B1). Additionally, Areas B and C of the proposed expansion, were part of the Central Miami Urban Renewal Area graphic provided for illustration purposes at the hearing of January 20, 1981, when the expansion was approved.

PROPOSED AREA A. These properties are located within the rights of way of I-395 and I-95. They were not included in the description of either of the existing redevelopment districts. These properties are presently in a state of disrepair, and to leave them out of the districts simply creates a ribbon of neglected properties separating them. These properties meet the criteria to be classified as "slum and blight".

PROPOSED AREA A-1. The general boundaries of this area are: on the south and west, the I-395 Right of Way; on the north NW 14th. Street from I-395 to North Miami Avenue, and NW 15th. Street from North Miami Avenue to North East Miami Court; and on the east North East Miami Court.

This area is partly in the existing Omni Redevelopment District, therefore there is no need to make a "slum and blight" finding. The portion that is not in the Omni Redevelopment District is in state of disrepair, and it contains a number of vacancies that present serious limitations for redevelopment. It is important to consider this area in connection with the SEOPW Redevelopment District because of its visual relationship and continuity under the expressway.

PROPOSED AREA A-2. This area is bounded generally on the north and east by the I-95 Right of Way; on the west by NW Fifth Avenue; and on the south by NW Tenth Street.

Two of the three properties are owned by the City, and the other one is a decrepit structure, which needs major work or demolition.

The percentage of vacant land and dilapidated structures qualifies the area as "slum and blight".

PROPOSED AREA A-3. Bicentennial park is presently vacant. There is no permanent use established. The only meaningful structure is the seawall and it is damaged to a great degree.

It is important to consider this area as expansion to the Redevelopment District because its planned use will serve as a support activity to the residential development that will emerge in the immediate neighborhoods.

PROPOSED AREA A-4. Watson Island has some uses projected, but presently its major portion is vacant.

Again, the percentage of existing vacant land qualifies this area as "slum and blight".

PROPOSED AREA B. This area is defined on the north by NW Tenth Avenue; on the east by I-95; on the south by NW Fourth Street; and on the west by NW Fifth Avenue.

It is evident that the identity of the existing SOTPW area is changing, from a primarily residential neighborhood to a more dynamic mixed-use district, defined by attractions and recreational activities. As these uses take up some of the properties that were originally considered for residential purposes, Area B emerges as a natural expansion to the west. There is a neighborhood infrastructure, which maintains a very close visual relationship and great connectivity through the street network that crosses under the expressway.

The building code requires a 40/50 year certification for structures built before 1960. Eighty percent of the properties were built before 1960. Approximately fifty percent of the properties are vacant.

The number of vacancies, lack of maintenance and updating qualify this area as "slum and blight" under the criteria of "deterioration of site and other improvements"; "diversity of ownership which prevents the free alienability of land within the deteriorated area"; and "inadequate and outdated building density patterns".

AREA B-1. This corridor runs along NW Third Avenue, from I-395 to NW Twenty Second Street. It includes all properties fronting on the east side of the right of way. On the west side, it includes a number of properties owned by public agencies, which have contributed to the character of the strip. It is important to expand the District to include this corridor so that the tax increment may be used to improve a significant number of historically significant structures in disrepair. The majority of structures were built before 1950.

Number of vacancies and the age of the buildings meet the criteria of "shum and blight".

PROPOSED AREA C. This area is defined by NW Eleven Street on the north; on the east by NW Fifth Avenue; On the south by NW Sixth Street; and on the west by NW Seventh Avenue.

Almost sixty percent of the property in this area is vacant, and the remainder contains a mix of industrial, commercial and residential uses.

Diversity of ownership and vacancy rates qualifies this area as "shum and blight".

Attached please find a list of properties according to the proposed area, including vacancies and condition of the existing structures. This will assist the Board during its consideration for expansion.

Slum Blight Findings
Expanded SEOPW CRA Boundaries
May 23, 2002
Consultant: Guillermo Olmedillo

AREA	FOLIO NUMBER	LOT SIZE	BUILDING SIZE	BLDG. CONDITION	OWNERSHIP
AREA A1	01-3136-009-0420	121,447	89,291	GOOD	SCHOOL BD.
	01-3137-032-0010	3,333	0	VACANT	PRIVATE
	01-3136-009-0600	11,824	11,644	POOR	PRIVATE
	01-3136-010-0020	3,590	0	VACANT	PRIVATE
	01-3136-009-0610	1,658	0	VACANT	PRIVATE
	01-3136-010-0010	4,600	4,000	FAIR	PRIVATE
	01-3136-009-0570	1,728	0	VACANT	PRIVATE
	01-3136-009-0590	3,458	2,997	FAIR	PRIVATE
	01-3136-009-0580	0	3,046	FAIR	PRIVATE
	01-3136-009-0430	7,180	7,073	FAIR	PRIVATE
	01-3136-009-0440	10,000	14,655	POOR	PRIVATE
	01-3136-009-0470	10,000	0	VACANT	PRIVATE
	01-3136-009-0460	10,000	0	VACANT	PRIVATE
	01-3136-009-0540	8,467	0	VACANT	PRIVATE
	01-3136-009-1280	6,099	0	PARKING	PRIVATE
	01-3136-009-1270	6,750	5,500	FAIR	PRIVATE
	01-3136-009-1260	6,750	0	VACANT	PRIVATE
	01-3136-009-1380	5,306	0	VACANT	PRIVATE
	01-3136-009-1390	6,750	0	VACANT	PRIVATE
	01-3136-009-1190	1,747	0	VACANT	PRIVATE
	01-3136-005-1160	10,000	10,536	FAIR	CITY
	01-3136-005-1150	2,000	0	VACANT	PRIVATE
	01-3136-005-1140	4,000	0	VACANT	PRIVATE
	01-3136-005-1130	4,000	0	VACANT	PRIVATE
	01-3136-005-1090	6,000	0	VACANT	PRIVATE
	01-3136-005-1080	6,000	18,441	FAIR	PRIVATE
	01-3136-005-1060	5,400	386	POOR	PRIVATE
	01-3136-005-1070	9,900	6,000	POOR	PRIVATE
	01-3136-005-1110	8,000	0	VACANT	CITY
	01-3136-005-1151	5,000	5,533	FAIR	PRIVATE
	01-3136-005-1180	3,000	0	VACANT	PRIVATE
AREA A2	01-3136-061-0020	71,003	NA	GOOD	CITY
	01-3137-032-0010	3,333	0	VACANT	PRIVATE
	01-3136-061-0010	26,572	6,646	POOR	CITY
AREA B	01-0107-030-1090	9,000	2,498	GOOD	PRIVATE
	01-0107-030-1080	4,000	2,394	GOOD	PRIVATE
	01-0107-030-1100	7,500	269,204	GOOD	PRIVATE
	01-0107-030-1110	7,500	0	VACANT	PRIVATE
	01-0107-030-1120	7,500	0	VACANT	PRIVATE
	01-0107-030-1130	7,500	0	VACANT	PRIVATE
	01-0107-030-1140	7,500	0	VACANT	PRIVATE
	01-0107-030-1150	7,500	0	VACANT	PRIVATE
	01-0107-030-1160	7,500	0	VACANT	PRIVATE
	01-0107-030-1170	7,500	0	VACANT	PRIVATE
	01-0107-030-1220	7,500	0	VACANT	PRIVATE
	01-0107-030-1010	4,000	2,125	GOOD	PRIVATE
	01-0107-030-1020	5,000	3,437	GOOD	PRIVATE
	01-0107-030-1030	4,000	1,889	GOOD	PRIVATE

Slum Blight Findings
Expanded SEOPW CRA Boundaries
May 23, 2002
Consultant: Guillermo Olmedillo

AREA	FOLIO NUMBER	LOT SIZE	BUILDING SIZE	BLDG. CONDITION	OWNERSHIP
	01-0107-030-1040	0	0		
	01-0107-030-1050	10,500	0	VACANT	PRIVATE
	01-0107-030-1060	11,550	0	VACANT	PRIVATE
	01-0107-030-1070	11,550	0	VACANT	PRIVATE
	01-0107-040-1090	9,000	13,187	GOOD	PRIVATE
	01-0107-040-1040	32,358	28,395	GOOD	PRIVATE
	01-0107-040-1100	0	0		
	01-0106-080-2080	112,740	32,121	GOOD	HUD
	01-3137-030-0010	2,498	0	VACANT	HUD
	01-3137-030-0020	2,512	1,974	GOOD	HUD
	01-3137-030-0030	10,012	0	VACANT	HUD
	01-3137-030-0040	2,512	5,432	GOOD	HUD
	01-3137-030-0050	2,379	1,427	GOOD	HUD
	01-3137-030-0060	4,103	4,345	GOOD	HUD
	01-3137-029-0090	3,750	0	VACANT	COUNTY
	01-3137-029-0100	3,750	0	VACANT	COUNTY
	01-3137-029-0110	3,750	0	VACANT	COUNTY
	01-3137-029-1190	3,750	0	VACANT	COUNTY
	01-0106-070-2020	3,000	0	VACANT	COUNTY
	01-0106-070-2010	32,000	27,454	GOOD	YWCA
	01-0106-070-2060	2,000	0	VACANT	COUNTY
	01-3137-029-0030	2,000	0	VACANT	PRIVATE
	01-3137-029-0020	2,000	0	VACANT	PRIVATE
	01-3137-029-0040	2,000	0	VACANT	PRIVATE
	01-3137-029-0050	2,000	0	VACANT	PRIVATE
	01-3137-029-0060	4,000	0	VACANT	PRIVATE
	01-3137-029-0070	6,000	0	VACANT	PRIVATE
	01-3137-029-0080	6,000	0	VACANT	PRIVATE
	01-0104-080-2060	5,000	0	PKG	PRIVATE
	01-0104-080-2070	5,000	0	VACANT	PRIVATE
	01-0104-080-2080	5,000	0	VACANT	COUNTY
	01-0104-080-2090	5,000	0	VACANT	COUNTY
	01-0104-080-2100	5,000	4,661	GOOD	PRIVATE
	01-0104-080-2110	5,000	1,573	GOOD	PRIVATE
	01-0104-080-2120	15,000	8,411	GOOD	PRIVATE
	01-3137-033-0010	3,967	1,225	POOR	PRIVATE
	01-3137-033-0020	2,550	1,226	POOR	PRIVATE
	01-3137-033-0030	2,550	1,226	POOR	PRIVATE
	01-3137-033-0040	2,550	1,444	POOR	PRIVATE
	01-3137-033-0050	2,550	1,444	POOR	PRIVATE
	01-3137-033-0060	2,550	1,226	POOR	PRIVATE
	01-3137-033-0070	3,883	1,226	POOR	PRIVATE
	01-3137-033-0180	1,226	0	VACANT	PRIVATE
	01-0104-080-1070	3,000	2,632	POOR	PRIVATE
	01-3137-028-0080	2,000	428	POOR	PRIVATE
	01-3137-028-0050	4,000	3,362	POOR	PRIVATE
	01-3137-028-0040	3,000	0	VACANT	COUNTY
	01-3137-028-0030	3,000	0	VACANT	COUNTY
	01-3137-028-0020	5,000	0	VACANT	COUNTY
	01-3137-028-0010	5,000	0	VACANT	COUNTY
	01-0104-080-1010	5,000	3,404	POOR	PRIVATE

Slum Blight Findings
Expanded SEOPW CRA Boundaries
May 23, 2002
Consultant: Guillermo Olmedillo

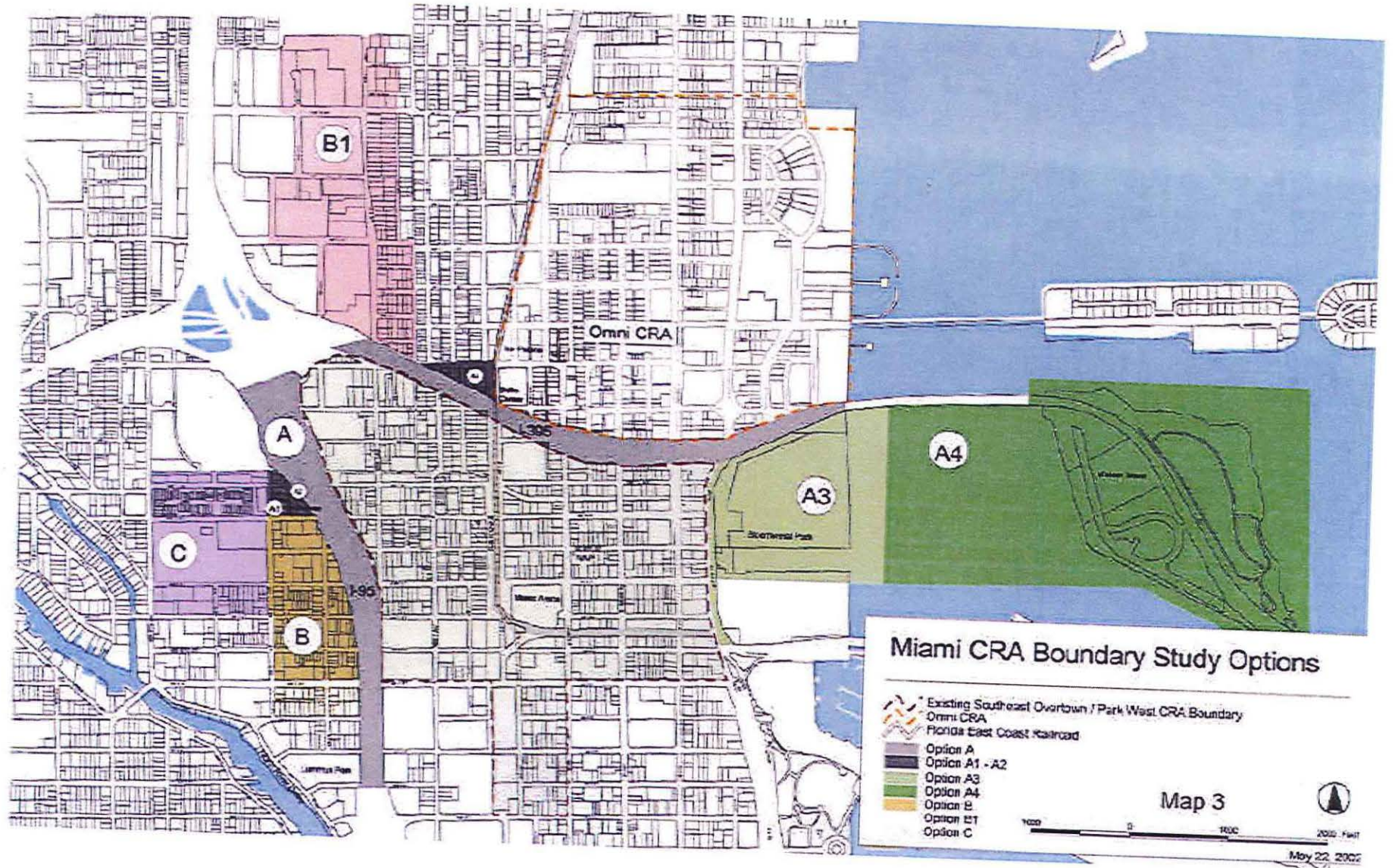
AREA	FOLIO NUMBER	LOT SIZE	BUILDING SIZE	BLDG. CONDITION	OWNERSHIP
	01-3137-033-0080	2,084	1,226	POOR	PRIVATE
	01-3137-033-0090	2,550	1,226	POOR	PRIVATE
	01-3137-033-0100	2,550	1,444	POOR	PRIVATE
	01-3137-033-0110	2,550	1,226	POOR	PRIVATE
	01-3137-033-0120	3,100	1,226	POOR	PRIVATE
	01-3137-033-0130	3,075	1,226	POOR	PRIVATE
	01-3137-033-0140	2,550	1,144	POOR	PRIVATE
	01-3137-033-0170		0	PKG.	PRIVATE
	01-0104-070-1120	3,750	0	VACANT	PRIVATE
	01-0104-070-1100	2,500	1,064	POOR	PRIVATE
	01-0104-070-1110	1,250	0	VACANT	PRIVATE
	01-0104-070-1080	2,500	1,237	POOR	PRIVATE
	01-0104-070-1090	2,500	1,053	POOR	PRIVATE
	01-0104-070-1130	3,500	0	VACANT	PRIVATE
	01-0104-070-1140	11,500	0	VACANT	PRIVATE
	01-0104-070-1150	7,500	7,331	POOR	PRIVATE
	01-0104-070-1160	7,500	2,281	POOR	PRIVATE
	01-0104-070-1170	7,500	0	VACANT	PRIVATE
	01-0104-070-1060	17,528	3,954	GOOD	PRIVATE
	01-0103-040-1110	15,000	22,782	POOR	PRIVATE
	01-0103-040-1100	6,825	6,065	POOR	PRIVATE
	01-0103-040-1090	4,935	0	VACANT	PRIVATE
	01-0103-030-1010	30,000	23,299	POOR	PRIVATE
	01-0103-030-1080	15,000	13,966	POOR	PRIVATE
	01-0103-030-1070	15,000	13,966	POOR	PRIVATE
	01-0103-030-1020	30,000	0	VACANT	PRIVATE
	01-0103-030-1060	6,000	6,598	POOR	PRIVATE
	01-0103-030-1050	455	0	VACANT	PRIVATE
	01-0103-030-1030	48,875	0	VACANT	PRIVATE
	01-0102-080-1040	7,500	3,264	POOR	PRIVATE
	01-0102-080-1049	5,000	0	VACANT	PRIVATE
	01-0102-080-1030	2,500	885	POOR	PRIVATE
	01-0102-080-1011	2,500	0	VACANT	PRIVATE
	01-0102-080-1010	21,750	14,140	POOR	PRIVATE
	01-0102-080-1012	23,250	0	VACANT	PRIVATE
	01-0102-080-1080	52,500	43,407	POOR	PRIVATE
	01-0102-080-1070	7,500	4,017	POOR	PRIVATE
	01-0102-080-1020	7,500	1,094	POOR	PRIVATE
	01-0102-080-1060	10,000	0	VACANT	PRIVATE
	01-0102-080-1050	5,000	0	VACANT	PRIVATE
	01-0101-010-2030	594,860	163,448	FAIR	COUNTY
	01-0101-010-2020	149,846	6,392	GOOD	CITY
	01-0101-010-2031	8,883	0	VACANT	CITY
AREA B1	01-3138-021-0070	749	0	VACANT	PRIVATE
	01-3138-021-0770	10,710	6,049	FAIR	PRIVATE
	01-3138-021-0780	5,100	1,627	FAIR	PRIVATE
	01-3138-021-0790	5,610	4,170	POOR	PRIVATE
	01-3138-021-0910	1,924	1,393	POOR	PRIVATE
	01-3138-021-0911	3,536	2,592	POOR	PRIVATE
	01-3138-021-0920	5,355	0	VACANT	PRIVATE

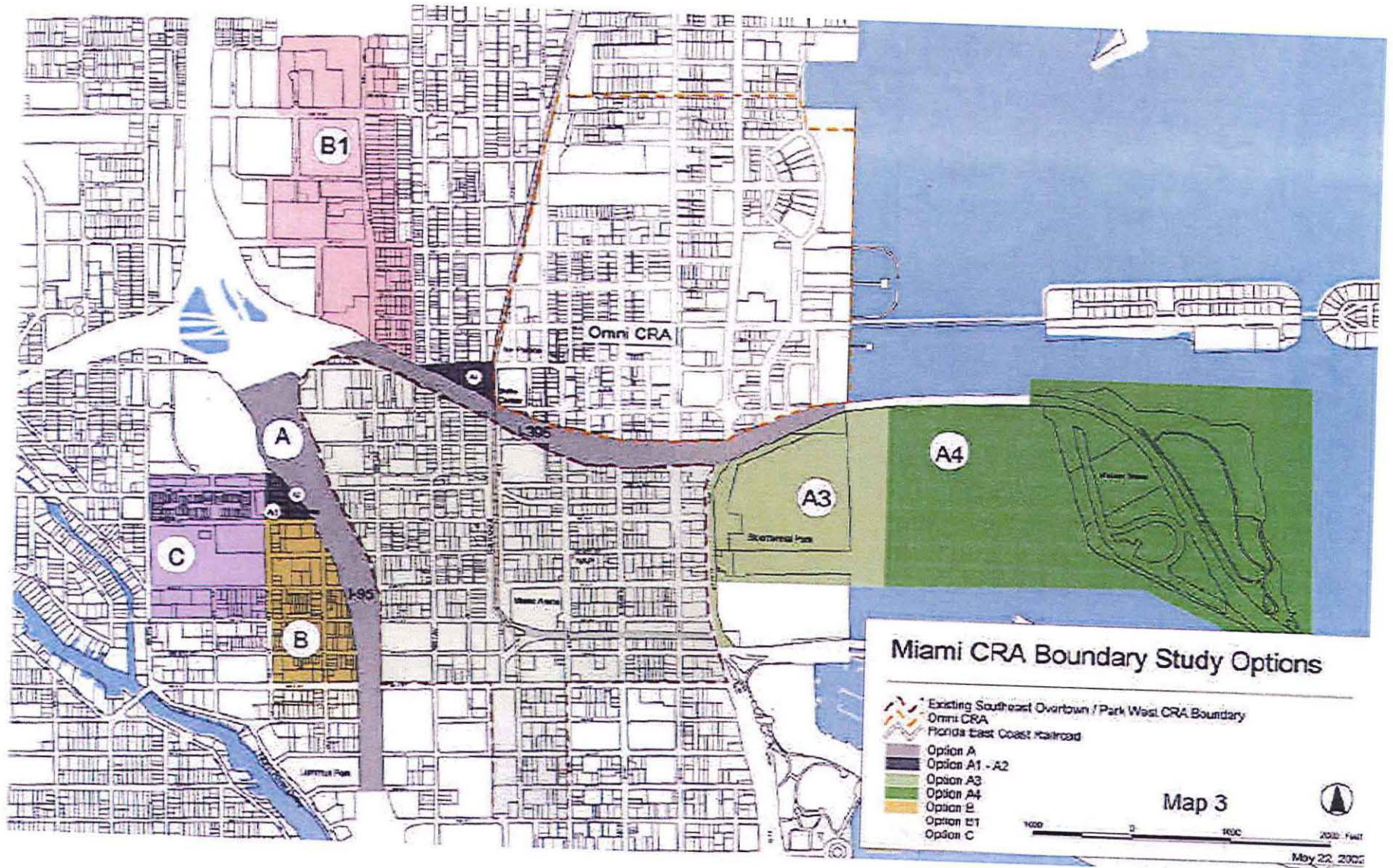
Slum Blight Findings
Expanded SEOPW CRA Boundaries
May 23, 2002
Consultant: Guillermo Olmedillo

AREA	FOLIO NUMBER	LOT SIZE	BUILDING SIZE	BLDG. CONDITION	OWNERSHIP
	01-3136-021-0930	5,355	0	VACANT	PRIVATE
	01-3136-064-0010	93,900	33,455	GOOD	CITY
	01-3136-064-0020	302,850	NA	NA	COUNTY
	01-3136-064-0910	1,924	1,393	FAIR	PRIVATE
	01-3136-064-0911	3,531	2,592	FAIR	PRIVATE
	01-3136-021-1791	3,588	3,215	FAIR	PRIVATE
	01-3136-021-1790	1,872	1,854	FAIR	PRIVATE
	01-3136-021-1810	10,350	4,013	FAIR	PRIVATE
	01-3136-021-1812	2,860	0	VACANT	PRIVATE
	01-3136-021-1820	2,860	0	VACANT	PRIVATE
	01-3136-029-0370	7,128	0	VACANT	PRIVATE
	01-3136-029-0360	6,048	6,987	GOOD	PRIVATE
	01-3136-029-0350	6,401	0	VACANT	PRIVATE
	01-3136-029-0340	6,754	4,809	GOOD	PRIVATE
	01-3136-029-0330	7,106	6,751	GOOD	PRIVATE
	01-3136-029-0320	6,237	0	VACANT	PRIVATE
	01-3136-029-0230	12,289	11,744	GOOD	PRIVATE
	01-3136-029-0310	6,955	1,793	FAIR	PRIVATE
	01-3136-029-0300	14,918	3,194	FAIR	PRIVATE
	01-3136-029-0290	7,998	0	VACANT	PRIVATE
	01-3136-029-0280	8,215	6,567	FAIR	PRIVATE
	01-3136-028-0230	6,950	1,224	FAIR	PRIVATE
	01-3136-028-0220	6,950	1,224	FAIR	PRIVATE
	01-3136-028-0210	6,950	1,451	FAIR	PRIVATE
	01-3136-028-0200	6,950	1,224	FAIR	PRIVATE
	01-3136-028-0190	6,950	1,451	FAIR	PRIVATE
	01-3136-028-0180	7,100	1,224	FAIR	PRIVATE
	01-3136-028-0090	6,850	1,224	FAIR	PRIVATE
	01-3136-028-0080	6,850	1,451	FAIR	PRIVATE
	01-3136-028-0070	6,850	1,451	FAIR	PRIVATE
	01-3136-028-0050	6,850	1,224	FAIR	PRIVATE
	01-3136-028-0040	6,850	1,798	FAIR	PRIVATE
	01-3136-028-0020	12,285	1,229	FAIR	PRIVATE
	01-3136-028-0280	8,215	6,567	FAIR	PRIVATE
	01-3136-028-0230	6,950	1,224	FAIR	PRIVATE
	01-3136-028-0220	6,950	1,224	FAIR	PRIVATE
	01-3136-028-0210	6,950	1,451	FAIR	PRIVATE
	01-3136-028-0200	6,950	1,224	FAIR	PRIVATE
	01-3136-028-0190	6,950	1,451	FAIR	PRIVATE
	01-3136-028-0180	7,100	1,224	FAIR	PRIVATE
	01-3136-028-0090	6,850	1,224	FAIR	PRIVATE
	01-3136-028-0080	6,850	1,451	FAIR	PRIVATE
	01-3136-028-0070	6,850	1,451	FAIR	PRIVATE
	01-3136-028-0050	6,850	1,224	FAIR	PRIVATE
	01-3136-028-0040	6,850	1,798	FAIR	PRIVATE
	01-3136-028-0020	12,285	1,229	FAIR	PRIVATE
	01-3125-042-0280	397,362	NA	FAIR	COUNTY
	01-3125-042-0160	25,220	0	VACANT	PRIVATE
	01-3125-042-0110	14,065	15,773	FAIR	PRIVATE
	01-3125-030-0360	12,691	15,130	FAIR	PRIVATE
	01-3125-030-0260	25,908	2,959	FAIR	PRIVATE

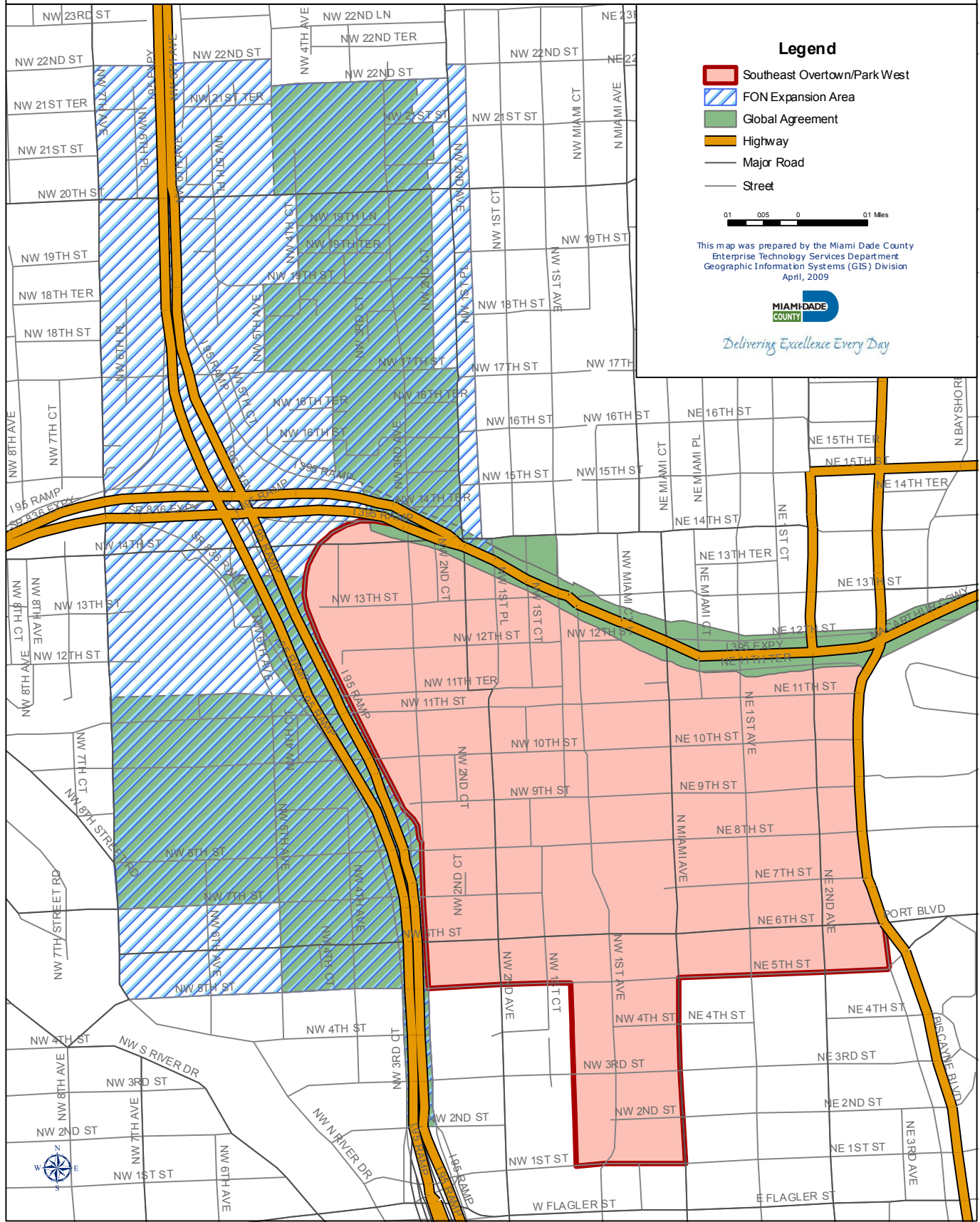
Slum Blight Findings
Expanded SEOPW CRA Boundaries
May 23, 2002
Consultant: Guillermo Olmedillo

AREA	FOLIO NUMBER	LOT SIZE	BUILDING SIZE	BLDG. CONDITION	OWNERSHIP
AREA C	01-0101-020-1010	25,000	3,052	GOOD	FPL
	01-3137-020-0860	255,000	85,000	GOOD	PRIVATE
	01-0101-000-1040	15,360	0	VACANT	COUNTY
	01-0101-000-1030	10,000	0	VACANT	COUNTY
	01-0101-000-1020	10,000	0	VACANT	COUNTY
	01-0101-000-1011	11,959	7,200	FAIR	PRIVATE
	01-0101-000-1011	11,291	11,964	FAIR	PRIVATE
	01-3137-031-0200	35,000	0	VACANT	COUNTY
	01-3137-031-0190	11,902	0	VACANT	FPL
	01-3136-000-0220	4,000	0	VACANT	RR
	01-0105-000-1080	16,643	0	PKG.	PRIVATE
	01-0105-000-1070	31,881	0	VACANT	PRIVATE
	01-0105-000-1080	7,500	0	PKG.	PRIVATE
	01-0105-000-1090	52,500	52,218	FAIR	PRIVATE
	01-0105-000-1010	30,000	31,090	FAIR	PRIVATE
	01-0105-000-1050	45,000	28,866	FAIR	PRIVATE
	01-0104-090-1130	5,000	0	VACANT	PRIVATE
	01-0104-090-1110	5,000	0	VACANT	PRIVATE
	01-0104-090-1120	5,000	0	VACANT	PRIVATE
	01-0104-090-1150	5,000	0	VACANT	PRIVATE
	01-0104-090-1140	10,000	5,387	GOOD	PRIVATE
	01-4137-041-0030	37,497	0	VACANT	PRIVATE
	01-4137-090-1080	7,500	6,874	FAIR	PRIVATE
	01-4137-090-1190	7,500	5,487	FAIR	PRIVATE
	01-4137-041-0040	22,497	2,264	FAIR	PRIVATE
	01-0104-090-1210	3,750	1,625	FAIR	PRIVATE
	01-0104-090-1240	7,500	6,431	FAIR	PRIVATE
	01-0104-090-1220	11,250	3,235	FAIR	PRIVATE
	01-0104-090-1050	11,250	3,000	FAIR	PRIVATE
	01-0104-090-1030	3,750	0	VACANT	PRIVATE
	01-0104-090-1020	4,125	3,002	GOOD	PRIVATE
	01-0104-090-1041	3,375	0	VACANT	PRIVATE
	01-0105-010-1100	9,779	0	VACANT	COUNTY
	01-0105-010-1080	28,250	0	UTILITY	COUNTY
	01-0105-010-1120	11,600	635	UTILITY	COUNTY
	01-0105-010-1060	75,000	16,310	UTILITY	COUNTY
	01-0105-010-1150	10,000	0	VACANT	COUNTY
	01-0105-010-1140	5,000	0	VACANT	PRIVATE
	01-0105-010-1020	3,750	0	VACANT	PRIVATE
	01-0105-010-1010	11,250	0	VACANT	PRIVATE
	01-0105-010-1040	15,000	8,202	GOOD	PRIVATE
	01-0105-010-1050	15,000	5,213	GOOD	PRIVATE
	01-0105-020-1080	30,000	26,887	GOOD	PRIVATE
	01-4137-041-0010	14,879	0	VACANT	PRIVATE
	01-0105-020-1100	7,500	7,340	GOOD	PRIVATE
	01-0105-041-0020	74,186	0	VACANT	PRIVATE
	01-0105-020-1050	23,100	26,316	GOOD	PRIVATE





Proposed Global Agreement and FON Expansion Areas



LARGE SCALE DEVELOPMENT REPORT SEOPW

Locational Information				Cost (est.)		Review				Building Permits		
Name	Type of Permit	Address	Description	CRA	Construction	DRI (Y/N)	Date	Status	Permit Date	Permit Number	C.O. Date	C.O. Number
Ten Museum Park (Core)	MUSP	1040 Biscayne Boulevard	Mixed Use: residential, commercial & office	SEO/PW	50,000,000		9-Jul-03	Prelim.				
900 Biscayne	MUSP	900 Biscayne Boulevard	Mixed Use: residential w/accessory recreation, retail & office	SEO/PW	363,958,779		7-May-04	04-0501				
Marina Blue (The Mist)	MUSP	824 Biscayne Blvd.	Mixed Use: Residential & retail	SEO/PW	347,247,529		23-Oct-03	03-1109				
Overtown Transit Village (Miami-Dade County)	MDT	601-799 NW 1 Court (metrorail station/overtown/arena)	Mixed Use: joint development with metrorail station with office/retail	SEO/PW	Exempt		17-Jul-03	03-0815				
761,206,308					UNDER CONSTRUCTION ↑							
600 Biscayne	MUSP	666 Biscayne Blvd; 215 NE 6 Street	Mixed Use: Residential & Retail	SEO/PW	525,761,794			Approved				
Lyric Village & Lyric Oaks	MUSP	919 NW 2 Avenue	Residential condos (village 54 units) Townhomes (oaks 42 units)	SEO/PW	5,200,000			Approved				
Marquis (1100 Biscayne Boulevard)	MUSP	1100 Biscayne Boulevard	Mixed Use: Residential & Retail	SEO/PW	275,960,140	SEOPW	27-Jan-05	Approved		UDRB (10-20-04) HEPB (10-21-04)		
Marquis West	MUSP	127 NE 11 Street	Mixed Use: Residential & Retail (2 buildings)	SEO/PW	175,000,000		23-Mar-06	Approved				
Paramount Park (700 Biscayne)	MUSP	700 Biscayne Blvd.	Mixed Use: Residential, Retail, Office & Hotel	SEO/PW	284,637,500		26-May-05	Approved				
1,266,559,434					APPROVED ↑							
Logik Tower		532 NW 1 Court	Mixed Use: Office & Retail	SEO/PW	24,750,000			Application				
24,750,000					APPLICATION ↑							
Office Building	MUSP SEOPW	27 NE 9th Street	Office Building	SEO/PW	18,000,000		16-Dec-03	Prelim.				
Crosswinds (Sawyer's Walk)	MU	249-263 NW 6 St; 160 NW 7 St.; 152 NW 8 St.; 218 NW 8 St.	Mixed Use: Residential & Retail (4 buildings)	SEO/PW	258,988,500			Prelim.				
Miami Arena/Arena Adventure LLC		721 NW 1st Avenue		SEO/PW	200,073,025							
Flagler Development Co.		650 NW 1st Avenue		SEO/PW	87,237,700							
Flagler Development Co		430 NW 1st Avenue		SEO/PW	148,209,600							
2,765,988,500					PRELIMINARY ↑							
SEOPW					2,765,024,567							

Assumed to be completed by December 2008 to be included in January 2009 roll for FY 2010 operations	\$0
Assumed to be completed by December 2009 to be included in January 2010 roll for FY 2011 operations	1,037,166,448
Assumed to be completed by December 2010 to be included in January 2011 roll for FY 2012 operations	258,988,500
Assumed to be completed by December 2011 to be included in January 2012 roll for FY 2013 operations	435,520,325
Assumed to be completed by December 2012 to be included in January 2013 roll for FY 2014 operations	0
Assumed to be completed by December 2013 to be included in January 2014 roll for FY 2015 operations	1,015,349,294
Too preliminary for inclusion	18,000,000
Total	\$2,765,024,567