STATUS REPORT

DECEMBER 1984

SOUTHEAST OVERTOWN/PARK WEST REDEVELOPMENT PROJECT

City of Miami

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Prepared by the

City of Miami
Southeast Overtown/Park West Redevelopment Project Office
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EXECUTIVE SUMMARY

The Southeast Overtown/Park West Office was established by the Miami City Manager in October of 1982 for the purpose of implementing the Southeast Overtown/Park West Community Redevelopment Plan. During the first year of operation, the major focus of the project office has been to transfer the conceptual framework provided by the redevelopment plan into a viable development program and to initiate project implementation.

Between October 1982 and November 1984 the following major activities have been completed:

- The preparation and approval by the Miami City Commission of the Phase I development program;
- The securing of funding to initiate Phase I development;
- The preparation and submission to the Board of County Commissioners for their approval of the Phase I Financial Plan;
- The initiation, in conjunction with Dade County, of land acquisition and residential relocation with the Overtown Urban Initiatives Project Area;
- The preparation of a Market Potential and Development Strategy;
- The initiation of the demolition of vacant and abandoned structures within the Overtown Urban Initiatives Area;
- The establishment of an aggressive public information and marketing program;
- Issuance of the Phase I Request for Proposals (RFP) by the City of Miami (June 30, 1984);
- The preparation of a comprehensive zoning ordinance and urban design guidelines for the project area; and
- Submission of an application of Development Impact to the South Florida Regional Planning Council.

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I. OVERVIEW

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The Southeast Overtown/Park West Redevelopment Program entails the redevelopment of 200 acres of prime real estate adjacent to the Miami Central Business District (CBD) for new residential and commercial activity. The general redevelopment concept for the project area is directed toward the provision of a wide range of housing opportunities within a downtown setting including support uses necessary to serve the area's future population. During the next ten to fifteen years, this area will be transformed from a neighborhood of blighted and marginal residential and commercial land uses into an integral component of downtown Miami. As Miami has rapidly become an international center for finance and trade, the downtown area has pulsated with new growth and vitality. Projections call for a doubling of the employee population by the end of the century from 90,000 employees to 180,000 employees primarily due to a continued strong expansion of the office market.

This new downtown that is emerging will be a balanced community with retail, office, cultural, recreational, and residential activities. The Southeast Overtown/Park West Project area will provide the resource for residential development within the downtown core area, an essential ingredient for the establishment of a viable downtown which moves beyond the 9-to-5 routine (Exhibits A and B).

By the end of this century the project area is envisioned to have the capability of supporting over 9,000 new residential units, and over 1,000,000 sq.ft. of commercial development.

In accordance with the Interlocal Agreement approved by the Miami City Commission on March 18, 1983, (Resolution No. 83-187) and the Board of County Commissioners on April 19, 1983 (Resolution No. R-467-83), the City of Miami has been delegated limited redevelopment powers for the initiation of the Southeast Overtown/Park West Community Redevelopment Plan.

The role of the public sector will be as project facilitator where the City will assume some of the costs and risks normally borne by the private developer. This project will be the largest joint private/public undertaking within Florida and it is estimated that over $100 million in public funds will leverage approximately $1 billion in private funds during the next 10-15 years. Public sector involvement will be focused on land acquisition, relocation, demolition, project marketing, construction of public improvements (including the construction of the 9th Street Pedestrian Walkway), parking facilities, and the provision of gap financing where warranted. In addition, a Special Public Interest Zoning District (SPI) will be established for the area which will contain development incentives, a Development of Regional Impact Statement (DRI) will be prepared for the total project area thus eliminating the need for individual DRIs and updated marketing studies will be made available to potential developers and investors.

The City of Miami has established the Southeast Overtown/Park West Project Office under the City Manager to coordinate the development of this crucial project.

The project, particularly the initial phase, will be coordinated and built in such a manner as to create sufficient critical mass to change perceptions about the project area and to support the significant public investment program required. Significant actions have been undertaken by the City to initiate the redevelopment program for the Southeast Overtown/Park West Redevelopment Area. This report focuses on the actions already undertaken to implement the redevelopment program.

II. MAJOR ORGANIZATIONAL ACTIVITIES PRECEDENT TO DEVELOPMENT

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The first two years of operation was most significant to the overall success of the project as it was during this period that we established the statutory and administrative framework for the operation of the project, devised an implementation strategy, and initiated project implementation. It was during this time that the conceptual framework provided by the Southeast Overtown/Park West Plan document was transformed into a viable program. During our first two years of operation the following major activities were undertaken to move the redevelopment project forth:

A. Development Opportunities Analysis (Market Study)

The economic consulting firm of Hammer, Siler, George Associates was selected to prepare an updated market analysis of the project area. They have completed two documents, "Market Potential and Development Strategies for the Southeast Overtown/Park West Community Redevelopment Area," and "Market Potential and Redevelopment Strategies for the Southeast Overtown Redevelopment Program". This document provides the economic rationale for the redevelopment program (Exhibit C).

B. Phase I Development Program

The project office has completed and the Miami City Commission has approved the "Phase I Overtown Transit Station Impact Area Redevelopment Proposal" which delineates a five-year Phase I Redevelopment Program for a nine-block area adjacent to the Overtown Transit Station. Implementation is underway (Exhibit D).

C. Phase I Financial Strategy

The project office has completed the preparation of a funding strategy for Phase I redevelopment. The Miami City Commission has approved the document and has approved a $20,000,000 funding program to initiate

development in conjunction with other funding sources. James J. Lowrey & Company, financial consultants to the City, has reviewed and finalized the financial strategy. Implementation is underway (Exhibit E).

D. Legal Framework

A series of resolutions and ordinances were prepared and approved by the Board of County Commissioners and the Miami City Commission which established the legal framework for the redevelopment program and has established the Tax Increment District.

E. Business Retention Program (Park West)

The City Commission approved business relocation guidelines for the project area and the Project Office is presently assisting a number of business in developing relocation programs. Staff has been retained to implement this program (Exhibit I).

F. Development of Regional Impact Report (DRI)

The project office has completed the text for the DRI includes the total project area. The document has been submitted to the South Florida Regional Planning Council for review.

G. Project Marketing Program

A marketing program has been established. Elements of the program have included the preparation of a quarterly newsletter, multimedia slide presentation, press releases, and informational booklets. A developers conference was held April 30, 1984, and a Pre-Bid Conference was held August 28, 1984.

H. Special Public Interest Zoning District (SPI)

A special zoning district was prepared to establish the development parameters for the area. The zoning plan was presented to the Overtown

Advisory Board, the Park West Association, and property owners at various public meetings. Preliminary formal public hearings were held with the City's Planning Advisory Board on two occasions in which the public was invited to express their concerns prior to submission to the City Commission on October 25, 1984. Enactment is anticipated in early 1985 (Exhibits G and H).

I. Urban Design Standards and Guidelines

Urban Design Standards and Guidelines have been completed for the project area, and have been incorporated within the SPI Zoning District. The Standards and Guidelines were prepared in cooperation with the Downtown Development Authority under a contract with the City of Miami.

J. Transit Site Development

The project office in conjunction with the Dade County Office of Transportation Administration and the Department of Housing and Urban Development is coordinating the implementation of the Overtown Urban Initiatives Project Grant. Acquisition of the four-block area has been completed. This area is a part of the nine-block Phase I Redevelopment Area. The Request For Proposals was released to developers on July 31, 1984, with a submission deadline of December 14, 1984.

K. Technical Assistance to Property Owners

A major function of the project office has been to solicit, encourage and assist private redevelopment efforts within the area. Numerous meetings have been held with potential investors, property owners, and community-based organizations to stimulate private investment within the project area. A contract and work program, which included a seventy-five thousand dollar grant, was awarded to the New Washington Heights Community Development Conference for technical assistance to prepare development program for the development of a hotel complex within the first phase.

L. Computerized Project Data Base

The project office in conjunction with the City of Miami Department of Planning and the Computers Department have established a computerized parcel level information system. This system is being utilized for tracking and synthesizing changes in ownership, and values, real estate sales and relevant socioeconomic data for the approximate 1,000 parcels within the redevelopment area.

M. Phase I Request For Proposals

On July 31, 1984, the City of Miami issued the Request for Proposals for Phase I development. Proposals were due on December 14, 1984. A 28-acre, nine-block project area has been delineated.

N. Land Acquisition

Approximately 50% of the Phase I Redevelopment Area (13.2 acres) has been acquired. Appraisals for the remaining area have been completed. The City will initiate acquisition for the remaining parcels once a developer has been selected (Exhibit F).

III. PRELIMINARY IMPLEMENTATION ACTIVITIES

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A. Phase I Redevelopment Strategy

The project office has completed and the Miami City Commission has approved (Resolution No. 82-755) the Phase I Redevelopment Program for the project area:

Phase I of this project is focused on public investment adjacent to the Overtown Transit Station and along 9th Street Pedestrian Walkway. A nine-block Transit Station Impact Area has been identified as the location where public investment will be concentrated. This has been approved by the Miami City Commission (Resolution No. 83-972) and the Dade County Commission (Resolution No. R-1006-84). This area was selected due to its strategic location adjacent to the Overtown Transit Station and the Downtown Government Center. Redevelopment within this area will maximize benefits to both the Park West and Overtown portions of the project area and leverage previous capital improvement expenditures plus committed public funds (Urban Initiatives Project).

There are feasible development opportunities along the nine blocks surrounding the proposed 9th Street Pedestrian Walkway and the Overtown Rapid Transit Station. With an integrated mixed use concept, strengthened by a downtown residential community catering to a wide range of housing demands, calculations indicate that this nine-block area is capable of supporting the development of 1,875 residential units and 250,000 sq.ft. of commercial space. The development cost for Phase I is projected to approach $200 million (1983 dollars), to be phased in over a five-year period. The development program will be geared for moderate income housing for families with an income range of $15,000-$50,000. The development mix is predicated upon the identified market potential of the area (Hammer, Siler, George Associates Analysis).

B. Phase I Financial Strategy

The financial strategy for Phase I Redevelopment has been completed and approved by the Miami City Commission (Resolution No. 83-972). This financial strategy is designed to provide the necessary public financing support to the first phase of the Southeast Overtown/Park West Project while, at the same time, minimizing the risk exposure to the City of Miami's tax rate. Simply stated, the objective of this financing strategy is to successfully initiate the Project in the most cost efficient manner and minimize the impact of the Project on the City's tax revenues. This strategy is structured to provide the City with a mechanism to rise capital to fund the necessary package of incentives to effectuate maximum private investment. It is clear that the Project will require significant public subsidies during its early stages to attract developers and insure development consistent with the objective of the Plan based upon the market and financing feasibility studies.

It should be noted that during the early stages of the Project, tax increment financing cannot generate sufficient revenues to provide the necessary development incentives within the Transit Station Impact Area. Tax increment bonds may be a principle financial instrument for raising capital in later stages of the development process. There are two conditions necessary to the sale of tax increment instruments that are not currently in place: (1) the Redevelopment Trust Fund must have an historical increment; and (2) substantial construction must be underway. In order to provide interim financing until a tax increment instrument can be sold, this strategy proposes the use of a HUD Section 108 Loan, which will be refinanced by a tax increment bond, general obligation bonds, and the Urban Mass Transportation Administration.

Actions undertaken by the City Commission to implement the financial plan have included:

- Approved utilization of up to $11 million in City of Miami General Obligation Bond Funds for the acquisition of land for affordable rental housing. (Resolution No. 83-973)

- Approved utilization of $2.1 million of Street and Highway General Obligation Bonds for street improvements within the Phase I Project Area. (Resolution No. 83-974)

- Approved the submission of an application to the U.S. Department of Housing and Urban Development for a $5.958 million loan for Phase I land acquisition and construction of the 9th Street Mall. (Resolution No. 83-975) The Project Office has completed the preparation of an application for a loan under the HUD Section 108 Program.

C. Project Marketing

The Southeast Overtown/Park West Project is predicated upon a joint public/private redevelopment effort. Public investment will leverage private investment at a ratio of approximately 7 to 1. Aggressive marketing of the project, event at the early stages, is essential. A full scale set of marketing tools has been prepared (slides, technical information, and full color brochures). The Redevelopment Area has been marketed nationally using a variety of public relations techniques. To this end we have:

Completed Actions

1. Meetings have been held with various developers and investor representatives.

2. A multimedia slide show was prepared which sells downtown Miami as a suitable environment for residential development.

3. Preparation of a Plan Summary and initial marketing document have been completed.

4. Dissemination of information to property owners, realtors, and developers concerning the project has resulted in the distribution of:

. 250 copies of the Southeast Overtown/Park West Community Redevelopment Plan, December 1982.

. 150 copies of the Miami Park West, A Redevelopment Program for Downtown Miami.

. 200 copies of the Phase I Overtown Transit Impact Area Redevelopment Proposal.

. 900 marketing folders have been distributed nationwide to potential developers, investors, etc.

5. 300 copies of the Phase I Request For Proposals have been distributed nationwide.

6. Published two editions of Progress, the Southeast Overtown/Park West newsletter, distribution of 1,500 and 3,000 respectively.

7. Prepared numerous articles and press releases concerning the project. Information concerning the project has been printed in local and national publications.

8. Hired a marketing consultant to assist in preparing a market strategy for the project.

9. Held a developers conference on April 30, 1984 at the James L. Knight International Conference Center; over 200 people were in attendance.

10. Appeared on local television and radio broadcasts to promote the project.

11. Distributed over 1,000 flyers nationally promoting the project and development opportunities. Placed advertisements in the Wall Street Journal, the National Real Estate Investor Magazine and the local newspapers.

D. Urban Initiatives Project

Dade County has been the recipient of a $6.7 million grant from the U.S. Department of Transportation, Urban Mass Transit Administration (UMTA), for the acquisition of a four-block area west of the Overtown Transit Station (area bounded by N.W. 1st Court, N.W. 3rd Avenue, N.W. 6th Street and N.W. 8th Street). Implementation of this project is a joint City/County effort with the City assuming major responsibility for citizen participation, marketing, and redevelopment. the City will provide eighty-five percent (85%) of the local match. Acquisition of the four-block area has been completed and relocation of area residents has been initiated. Requests for additional funding have been submitted to UMTA and the State of Florida.

Completed Actions

1. Approval of the Intergovernmental Cooperation Agreement between the City of Miami and Dade County. (City of Miami Resolution No. 82-940, 7/22/82, and Dade County Resolution No. R-1678-82, 12/7/82.)

2. Assisted the County in the preparation and submission of an amended application to UMTA, which requests additional funding for land acquisition and extends the project area boundaries. (City of Miami Resolution No. 83-108 and Dade County Resolution No. R-75-83.)

3. Secured the removal of abandoned vacant structures in the area, six (6) structures were removed prior to public acquisition. Demolition was funded through an UMTA grant.

4. Coordinated a series of meetings with property owners within the Urban Initiatives Area to discuss acquisition and relocation procedures and project progress.

5. Prepared detailed project implementation schedule and timetable for phases of redevelopment.

6. Hired Development Coordinator, Administrative Aide II and Records Secretary to complete staffing for Urban Initiatives Project.

7. Prepared, in conjunction with Dade County, an Equity Participation Plan for project area based on a study provided by Hammer, Siler, George Associates. (City of Miami Resolution No. 83-980 and Dade County Resolution No. R-1345-83.)

8. Prepared, in conjunction with Dade County, the informational package that accompanied the Offer to Purchase mailed to property owners.

9. With input from the City, Hammer, Siler, George Associates, completed a Development Opportunities Analysis for the four-block area, a responsibility of the City.

10. Coordinated the overall implementation of the Overtown Urban Initiatives Project pursuant to the Intergovernmental Cooperation Agreement between the City of Miami and Dade County.

11. Provided staff support to the Overtown Advisory Board (OAB).

12. Provided Court testimony in the condemnation trial and legal support to the County Attorney's staff.

E. Business Relocation/Retention

The City of Miami will be responsible for business relocation activities within the project area. It is estimated that over 160 businesses will be impacted by both private and public actions within the project area. The retention of these businesses within Miami is a primary objective of the redevelopment project and a comprehensive relocation/retention

program has been established. A business relocation counselor has been hired to coordinate these efforts. To this end we have:

Completed Actions

1. Presentations before the Park West Association concerning potential relocation sites within the City.

2. Preparation of business relocation policies which have been adopted by the Miami City Commission (Resolution No. 83-317, 4/6/83).

3. Prepared draft of West Midtown Commercial Redevelopment Project report in order to market this relocation option and generate private redevelopment of the area directly north of the project area.

4. Presentation of business relocation policies to Park West Association and Overtown Advisory Board.

5. Coordinated a presentation before Park West Association by the Little River Chamber of Commerce.

6. Met with all businesses within the proposed Phase I Redevelopment Area concerning relocation options.

7. Disseminated information and arranged meetings regarding the Garment Center/Fashion District Redevelopment Program with garment manufacturing firms in the Park West Area.

8. Prepared and distributed a business survey to all businesses within the project area.

9. Prepared business location map and inventory.

10. Prepared, with the assistance of Dade County HUD, a business relocation estimate for firms along the 9th Street corridor.

11. Prepared for distribution to property owners a business relocation assistance guide which delineates public programs that area available to assist businesses that will be relocated.

12. Provided technical assistance to businesses in project area who are beginning to look for relocation sites within the City.

F. Environmental Development

Certain actions have been undertaken to implement the physical development of the project. To this end we have:

Completed Actions

1. Completed the preparation of Urban Design Guidelines, the Downtown Development Authority and Ronald E. Frazier Associates were under contract to prepare the Urban Design Guidelines for the project which has been incorporated within the land disposition agreements and the Special Public Interest (SPI) Zoning District for the area.

2. Preparation of the Development of Regional Impact statement has been completed and submitted to the South Florida Regional Planning Council in draft form. Due to the magnitude of the undertaking a part-time outside consultant was retained to assist in its preparation.

3. Participated in the Port Access Task Force and presented information to the Overtown Advisory Board and the Park West Association. Made recommendations for the deletion of the port access alternative that results in construction of an elevated highway long the F.E.C. right-of-way and N.W. 1st Avenue. Position endorsed by the advisory boards and the City Manager.

4. Completed preparation of a SPI Zoning District for the project. Retained the services of a zoning consultant to finalize the

document. Presentations of the SPI before the Planning Advisory Board and the City Commission have been made.

5. Completed preparation of revised conceptual plan for the project area and a detailed conceptual plan for the nine-block Phase I Redevelopment Area. Wallace, Roberts & Todd and Ronald E. Frazier & Associates were hired for this revision.

6. Assisting the Black Archives and Research Foundation of South Florida, Inc. in the establishment of an historic village within the project area. Site selected is bounded by N.W. 3rd Avenue, N.W. 2nd Avenue, N.W. 9th and N.W. 10th Streets. The Black Archives is now undertaking a feasibility study.

7. Coordinated planning activities within the Overtown Community Development Target Area and submitted funding requests for 9th and 10th year CDBG funding within the Overtown area.

8. Prepared background information on overall redevelopment activity within the Overtown CD Target Area for the Overtown Blue Ribbon Committee.

9. Sponsored in conjunction with the American Institute of Architects South Florida Chapter a design competition for the 9th Street Mall.

G. Financial Development

A comprehensive financial plan, for Phase I development has been prepared by staff and refined by James J. Lowrey & Company, financial consultants to the City. The first two years have been dedicated to establishing a tax increment funding mechanism, securing financial commitments from the City/County, developing investment and fiscal impact computer models, meeting with the City's financial advisors and preparing estimates of debt requirements. To this end we have:

Completed Actions

1. Established the Redevelopment Trust Fund through which tax increment monies will be channeled for economic development activities in accordance with the Plan.

2. Obtained commitment from Dade County to pledge County-wide ad valorem taxes into the Redevelopment Trust Fund and obtained from the City of Miami a commitment to pledge its general obligation an debt service ad valorem taxes into the Redevelopment Trust fund that will be generated from increases in the District's assessed valuation brought on by redevelopment efforts.

3. Prepared detailed scope of services, advertised for consultants, and monitored the preparation of a Development Opportunities Analysis for Southeast Overtown and the Southeast Overtown/Park West Redevelopment area. These reports were prepared by Hammer, Siler, George Associates and updated recommendations regarding the amount of different types of development the District can support, where and when such development should occur and the extent to which government subsidies must be provided to realize the development program. This report is the basis for the Phase I Development Program and financial strategy.

4. Utilized the City's computerized real estate investment model which provides a sophisticated tool necessary for more meaningful public investment decisions (e.g. land write downs, construction subsidies, infrastructure improvements, etc.) on the part of the City.

5. Acquired and calibrated the City Fiscal Impact model with the updated revenue and cost data to more accurately assess the fiscal impacts of various types of land development on the municipal and county governments. We now have the capability to answer the following important questions: How much tax revenue will a development generate? What will it cost to service the development?

6. Prepared computer assisted real estate investment analysis on mixed-use development projects proposed by the Babcock Company for the Transit Impact Area blocks.

7. Worked with representatives of James J. Lowrey & Company, the City's financial consultants, in the preparation of the finalized financial plan for the project area.

8. Prepared the Phase I Financial Plan, which has been approved by the City and County Commissions.

9. Prepared application for assistance under the HUD 108 Loan program.

10. Prepared information for a $10,000,000 and a $20,000,000 Bond Issue election for the Southeast Overtown/Park West Project Area. (3/13/84 primary election.)

11. Issued a Request for Proposals for Owner-Occupied Housing Construction Financing; selection of an underwriter is underway.

12. The City sold $12.2 million in bonds to fund Phase I redevelopment pursuant to the approved financial strategy.

13. Completed appraisals for the Phase I Redevelopment Area (December 31, 1984).

H. Computerized Project Data Base

The establishment of a detailed data base and information system is a major component of this complex project. Updated information is needed constantly to provide accurate information for public and private sector activities within the project area. To this end we have:

Completed Actions

1. Initiated the establishment of a computerized parcel level information system with the Planning Department and Department of Computers.

2. Prepared updated Land Use Map for area.

3. Prepared Property Ownership Map.

4. Prepared 1982 & 1983 Land Value Assessment Map.

5. Prepared Business Location Inventory Map.

6. Prepared revised plan graphics and updated Area Base Maps.

7. Prepared Locational Map.

8. Prepared Port Access Alternatives Map.

9. Prepared Overtown Public Activities Map 1974-83.

I. Citizen Participation

The Overtown Advisory Board and the Park West Association have been designated as the major vehicles for citizen participation within the Southeast Overtown/Park West Project Area. These organization provide a forum for public/private interaction.

Completed Actions

1. Meetings and presentations are conducted on a monthly basis with those two groups. In addition, local presentations have also been made to:

   Kiwanis Club
   Greater Miami Chamber of Commerce
   Downtown Area Roundtable
   New World Center Action Committee (monthly meetings)
   American Society of Public Administrators
   Downtown Development Authority Executive Board (Monthly)
   Urban Land Institute (Tour)
   Miami Board of Realtors
   American Society of Appraisers

2. A quarterly newsletter (Progress) to all property owners within the project area has been completed with the distribution of 3,000 Spring Issues.

3. A workshop for the Overtown Advisory Board was held on September 7th and 8th, 1984.

J. PHASE I DEVELOPER SELECTION

Major steps have been taken to solicit developers for Phase I development. The role of the public sector is to be project facilitator. The City will be utilizing the procedures established by the Miami City Charter Section 53(c) for unified development projects to procure developers for Phase I development. Proposals are due on December 14, 1984. To this end we have:

Completed Actions

1. Held a preproposal conference on April 30, 1984 for which 1,000 invitations were sent to potential developers, investors, bankers, etc. Over 200 attended the conference.

2. Prepared the Southeast Overtown/Park West Redevelopment Project Phase I Request for Proposals (RFP) document which was approved by the City of Miami and Dade County Commissions. Over 300 copies of this document has been distributed in response to requests.

3. Held a preproposal developers conference on August 30, 1984, in which over 60 people were in attendance.

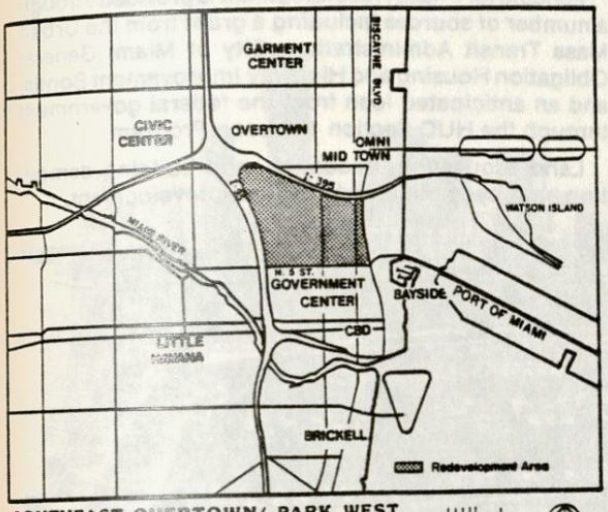
4. Have met with approximately 30 different potential development teams concerning the RFP.

5. Established a selection review committee with participation from both the public and private sectors. Two of the eleven-person selection committee are employees of Dade County.

6. Hired Touche Ross and Company, an accounting firm, to review the financial feasibility of the responses to the RFP.

IV. EXHIBITS

THE SOUTHEAST OVERTOWN/PARK WEST REDEVELOPMENT PROGRAM ENTAILS THE REDEVELOPMENT OF 200 ACRES OF PRIME REAL ESTATE ADJACENT TO THE MIAMI CENTRAL BUSINESS DISTRICT (CBD) FOR NEW RESIDENTIAL AND COMMERCIAL ACTIVITY.



SOUTHEAST OVERTOWN/ PARK WEST LOCATION MAP

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The general redevelopment concept for the project area is to provide a wide range of housing opportunities within a downtown setting, including support uses necessary to serve the area's future population. During the next ten to fifteen years, this area will be transformed from a neighborhood of blighted and marginal residential and commercial land uses into an integral component of downtown Miami. As Miami has rapidly become an international center for finance and trade, the downtown area has experienced new growth and vitality. Projections call for a doubling of the employee population by the end of the century from 72,000 employees to 155,000 employees, primarily due to a continued strong expansion of the office market.

The new downtown that is emerging will be a balanced community with retail, office, cultural, recreational, and residential activities. The Southeast Overtown/Park West Project area will provide the resource for residential development within the downtown core area, an essential ingredient for the establishment of a viable downtown which moves beyond the 9-to-5 routine.

By the end of this century the project area is envisioned to have the capability of supporting over 9,000 new residential units, and over 1,000,000 sq.ft. of commercial development. The area will have an estimated population of 22,000 people according to a recently completed market analysis by the nationally renowned firm of Hammer, Siler, George Associates.

The City of Miami, which is assuming the financial and redevelopment responsibility, and Metro-Dade County, which is assuming the acquisition and residential relocation responsibility, are jointly sharing the leading roles in this major New Town—In Town redevelopment project. The role of this public sector will be as project facilitators. The City will assume some of the costs and risks normally borne by the private developer. This project will be one of the largest joint private/public undertakings in Florida and it is estimated that over $100 million in public funds will leverage approximately $1 billion in private funds during the next 10-15 years. Public sector involvement will be focused on land acquisition, relocation, demolition, project marketing, construction of public improvements (including the construction of the 9th Street Pedestrian Walkway), parking facilities, and the provision of gap financing where warranted. In addition, a special zoning district will be established for the area which will contain development incentives. A Development of Regional Impact Statement (DRI) will be prepared for the full project area and an updated market study for the total project area is available to potential developers and investors.

The City of Miami has established the Southeast Overtown/Park West Project Office under the City Manager to coordinate the development of this crucial project.

The project, particularly the initial phase, will be coordinated and built in such a manner as to create sufficient critical mass to change perceptions about the project area and to support the significant public investment program required.

There are certain activities occurring within and directly adjacent to the project which further reinforce its development potential, including:

- the ongoing expansion of the Downtown Government Center which will have an employee population of over 15,000 when completed;
- the construction of the Overtown Transit Station within the project area, which will be one of only three serving the Downtown/Brickell area;
- the construction of the Downtown Component of Metrorail (Metromover) which will link major portions of the project area directly to the rest of the downtown core;
- the continued expansion of the Port of Miami, which ranks as the world's largest cruise port, serving in excess of 2,000,000 passengers annually;
- the scheduled and proposed redevelopment of the adjacent bayfront park system which provides a regional amenity;
- the proposed construction of the Bayside Speciality Center at Miamarina, to be developed by the Rouse Company, which will generate over 6,000,000 visitors annually; and
- the proposed expansion of the Omni-Midtown commercial and residential node located directly to the north and the Flagler Street core area located directly to the south.

Government participation during Phase I of this project will focus on public investment adjacent to the Overtown Transit Station and along the 9th Street Pedestrian Walkway. A nine-block Transit Station Impact Area has been identified as the location where public investment will be concentrated. This area was selected due to its strategic location adjacent to the Overtown Transit Station and the downtown Government Center. Redevelopment within

(continued on back)

this area will maximize benefits to both the Park West and Overtown portions of the project area and leverage previous capital improvement expenditures plus committed public funds (Urban Initiatives Project).

There are strong development opportunities along the nine blocks surrounding the proposed 9th Street Pedestrian Walkway and the Overtown Rapid Transit station. Preliminary calculations indicate that this nine-block area is capable of supporting the development of 1,875 residential units and 250,000 sq.ft. of commercial space.

Proposed development for Phase I will be geared for families with annual incomes ranging from $15,000 to $50,000. A mixture of homeownership and rental housing is proposed to attract an expanding downtown employee population.

Funding for Phase I redevelopment is provided through a number of sources including a grant from the Urban Mass Transit Administration, City of Miami General Obligation Housing and Highway Improvement Bonds, and an anticipated loan from the federal government through the HUD Section 108 Loan Program.

Land acquisition, relocation, and building demolition have been initiated for Phase I development.

DOWNTOWN REDEVELOPMENT

A COORDINATED PROGRAM OF PRIVATE AND PUBLIC INVESTMENT HAS TRANSFORMED DOWNTOWN MIAMI INTO AN INTERNATIONAL CENTER FOR TRADE AND COMMERCE. DOWNTOWN EMPLOYMENT IS PROJECTED TO DOUBLE BETWEEN 1980 AND 2000.

EXHIBIT B

1976 — 1986

10 YEAR DEVELOPMENT PROJECTIONS

Commercial Office Space:	7,735,800 sq.ft.
Goverment Office Space:	1,841,000 sq.ft.
Total Office Space:	9,576,800 sq.ft.
Public/Institutional Space:	1,150,400 sq.ft.
New Retail Space:	2,291,500 sq.ft.
Renovated Retail Space:	633,300 sq.ft.
New Hotel Rooms:	4,575
Renovated Hotel Rooms:	775
New Residential Units:	7,287
Renovated Residential Units:	543

Source: Downtown Development Authority

Downtown Miami, the most densely developed commercial area in the State of Florida, continues to mature and expand because of several key factors:

- The proximity of Miami to the Caribbean and South and Central American markets has been instrumental in establishing it as the gateway to the Americas and a strategic business center.
- Miami's emergence as an international business center is evidenced by its rapid growth in international banking. In the last four years many of the world's largest banking institutions have established offices in the Miami area. To date, a total of 44 foreign banks and 43 Edge Act Banks have opened, making Miami the leading Edge Act Center in the United States and second to New York City in foreign banks.
- Miami's International Airport, in the midst of a billion dollar expansion program, ranks as the world's 10th busiest and 7th in size in the U.S.A.
- The Port of Miami, also in the midst of a $250 million expansion program, is the world's largest cruise passenger facility. A recent expansion to Lummus Island has doubled the Port's land area to over 600 acres.
- The expressway system provides excellent access to all parts of Dade County from Downtown Miami.
- Dade County's Metrorail system, a 21-mile rapid transit line linking north and south Dade County to downtown, is scheduled for full operation in 1984.
- Dade County's Metromover, a people mover system within the Downtown area, is currently under construction and scheduled to open in 1985.

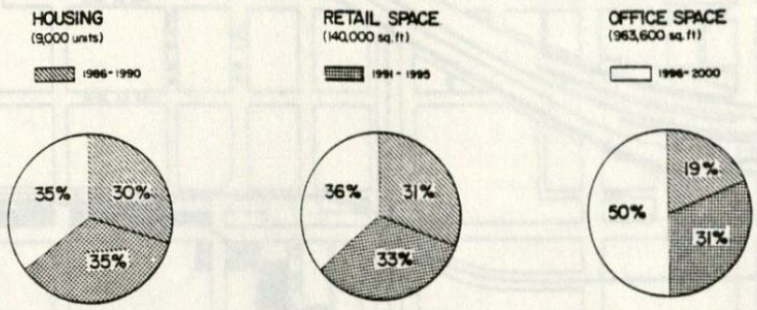
Projects currently under construction and nearing completion are valued at more than $1.1 billion, adding 2.5 million sq.ft. of new office space, 1,364 hotel rooms, 1,129 residential units, and 334,000 sq.ft. of commercial space. Major construction includes the $200 million, 55-story Southeast Financial Center, the Plaza Venetia Phase II with a 605-room Marriott Hotel, and the Brickell Bay Office Tower. In addition, there have been a number of substantial public developments in the downtown area, including the $26 million Cultural Center Complex, the $65 million Metro-Dade Administration Building, and the Metrorail System.

Announced for future construction are $1.6 billion in new projects which will include 4.9 million sq.ft. of office space and 487,000 sq.ft. of retail space. Included in these figures is the proposed $93 million "Bayside Specialty Center" in Bayfront Park. The Rouse Company has been selected as the developer. It has been predicted that as many as 15 million visitors a year will visit "Bayside" subsequent to its 1986 opening. Other planned developments include the addition of a north and south leg to the Metromover, which currently makes a 1.9 mile loop around the CBD; Phase II of the Metrorail which will include an east/west extension and a northeast/south extension into Downtown Miami; and a revitalization of Flagler Street to the extent of embellishing its physical appearance, transportation, and management. The City of Miami is also reviewing downtown sites where an exhibition hall and an enclosed 20,000 seat multi-purpose arena could be constructed.

Private and public investment in downtown Miami is the major catalyst in transforming the S.E. Overtown/Park West Project area from a neighborhood of blighted and marginal residential and commercial land uses into a viable, vibrant component of downtown Miami.

ACCORDING TO A RECENTLY COMPLETED MARKET RESEARCH ANALYSIS IT IS FORECASTED THAT 9,000 HOUSING UNITS, 140,000 SQ.FT. OF RETAIL SPACE, AND 1,000,000 SQ.FT. OF OFFICE SPACE WILL BE DEMANDED IN THE SOUTHEAST OVERTOWN/PARK WEST AREA DURING THE PERIOD OF 1986 TO THE YEAR 2000.

Forecast Demand Schedule



An in-depth analysis of the market and economic indicators for Metropolitan Dade County and the City of Miami concluded that the Southeast Overtown/Park West area is a prime site for future development. The market research analysis, conducted by Hammer, Siler, George Associates (HSG), concluded that the area's geographical location, coupled with forecasted changes in determinant economic variables, provides the redevelopment project with the neccesary requirements for success. It recommends that major emphasis be placed on the construction of residential units for families with incomes in the $15,000 to $50,000 range.

According to the demographic analysis, the HSG study estimates that the population of Dade County will increase from 1.6 million in 1980 to an estimated 2.02 million in 1990, and is expected to reach 2.3 million by the year 2000. Consequently, it is estimated that the number of new households is expected to increase from 134,000 in 1980 to 172,100 in 1990, and to 196,000 by the year 2000.

Housing Demand

Given the above projection and taking into consideration the dynamics of housing demand with respect to income and financing variables, the study identified a strong market demand for housing units within the $45,000 to $85,000 price range. Based upon their analysis HSG forecasts a potential demand of 9,000 housing units for the Overtown/Park West area by the year 2000 at an annual absorption rate of 628 units.

Retail Space Demand

Such an increase in the number of households will generate a demand for retail goods. In 1986, Overtown/Park West residents are expected to generate over $6.5 million in retail expenditure potential. By the year 2000, this estimate will increase to $10.5 million. The analysis concludes that the demand for retail goods will be further enhanced by employees working in or near Overtown/Park West. Downtown Miami employees will generate $22.3 million in retail expenditure potential by 1986, increasing to $55.8 million by the year 2000. Furthermore, Government Center employees are expected to generate an additional $3.7 million by 1986 and $10.3 million by the year 2000.

The market potentials generated for retail goods translates into a demand for retail space. The study concludes that an estimated 16,600 sq.ft. of retail space can be supported by 1986. By 1990, a specialty complex should be developed as part of the 9th Street Mall. Designed to meet the 1995 overall potential, the complex will approach 40,000 sq.ft., including 25,000 sq.ft. of shoppers' goods, 13,000 sq.ft. of eating and drinking establishments, and 2,000 sq.ft. of service retail space.

By the late 1990s the specialty complex could be expanded to a total of roughly 65,000 sq.ft. It would then contain a mix of 40,000 sq.ft. of shoppers' goods, 10,000 sq.ft. of eating and drinking establishments, and 5,000 sq.ft. of service retail space. By the year 2000 the retail space should increase to 140,000 sq.ft. The major emphasis of development should be along the 9th Street Mall.

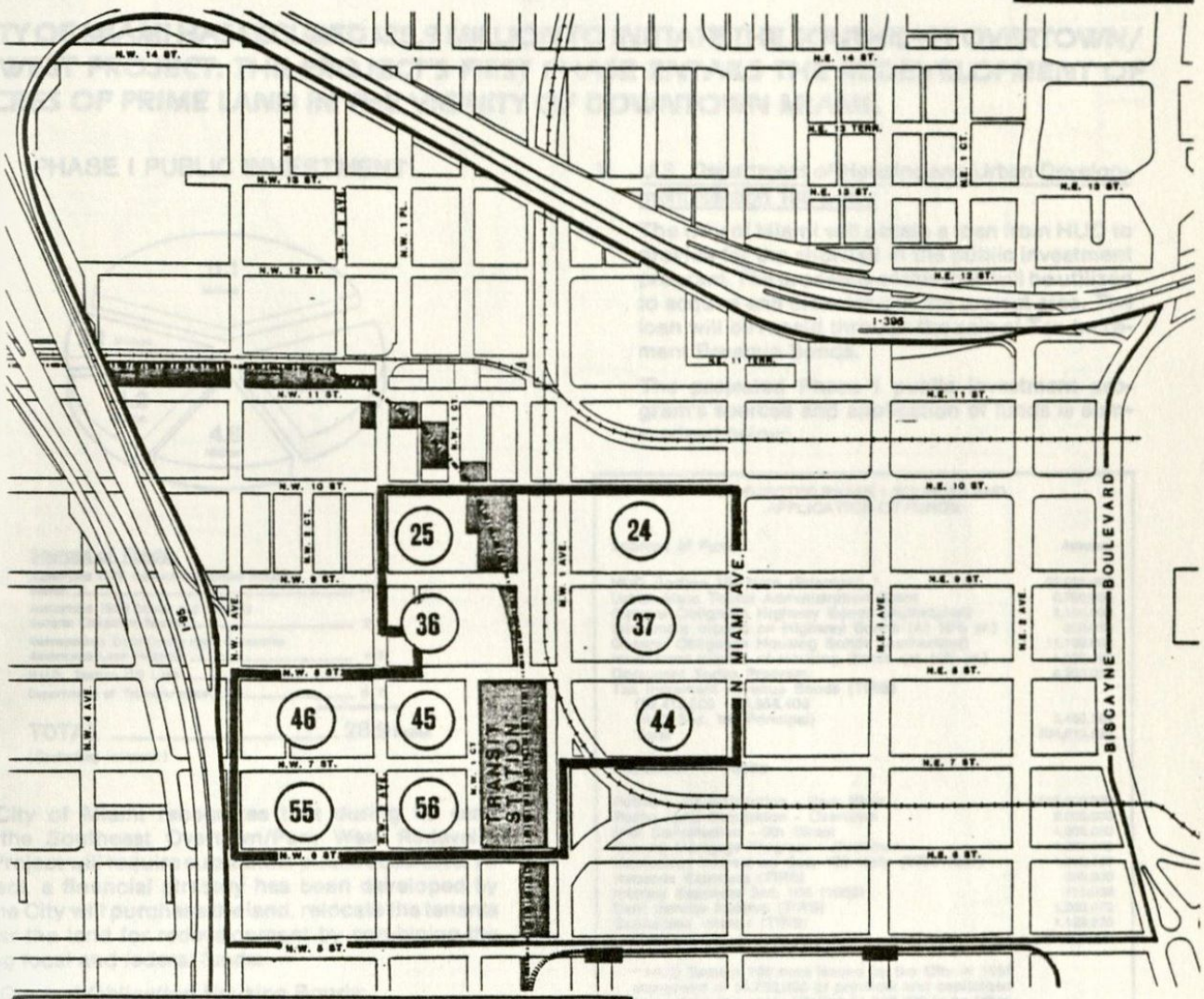
Office Space Demand

The study also conducted an office market analysis and projected that office-oriented employment will continue to increase. The number of private office jobs is expected to increase by 61,820 jobs countywide by 1990, and an additional 65,140 jobs countywide will be added by the year 2000. Taking into consideration the future demand for office space and other influential factors such as: the rapid transit system station in the Overtown area, the Downtown People Mover, the Bayside Specialty Center, the proposed Ninth Street Specialty Center, and the Government Center Complex, the Overtown/Park West area could absorb between 148,000 and 186,000 sq.ft. of office space by 1990 and between 836,000 and 963,600 sq.ft. of office space by the year 2000.

Conclusion

The study recognizes that the basic element for success of the S.E. Overtown/Park West Redevelopment Project is its innovative character. The project takes full advantage of the area's strategic location and incorporates a mixture of moderately-priced housing, retail activity, and office development, thus providing the diversity necessary for the establishment of a truly viable downtown. These characteristics, coupled with amenities within the project, will make it attractive to moderate-income families and individuals -- in particular, those who prefer the urban environment but have been forced to move to the suburbs due to the lack of attractive, affordable housing in the urban core.

EXHIBIT D



RECOMMENDED DEVELOPMENT PROGRAM

Legal Description	Approx. Acreage	Residential	Commercial (office & retail)
Miami North			
Blocks 24	4.1	350 units	30,000 sq.ft.
25	2.2	175 units	15,000 sq.ft.
36	2.8	200 units	25,000 sq.ft.
37	4.1	350 units	30,000 sq.ft.
44	3.6	300 units	25,000 sq.ft.
45	2.0	100 units	25,000 sq.ft.
46	3.4	200 units	0 sq.ft.
55	3.4	200 units	0 sq.ft.
56	2.0	0	100,000 sq.ft.
Total	27.6	1,875 units	250,000 sq.ft.

(56) PARCEL NUMBER

PHASE I REDEVELOPMENT AREA

RECOMMENDED PHASE I- DEVELOPMENT PROGRAM

SOUTHEAST OVERTOWN/PARK WEST

METRORAIL RIGHT OF WAY

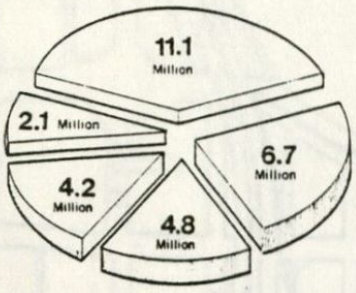
PHASE I - D C M

0 200 400 600

9/10/84

THE CITY OF MIAMI HAS SECURED $28.9 MILLION TO INITIATE THE SOUTHEAST OVERTOWN/ PARK WEST PROJECT. THE PROJECT'S FIRST PHASE ENTAILS THE REDEVELOPMENT OF 28+ ACRES OF PRIME LAND IN THE VICINITY OF DOWNTOWN MIAMI.

PHASE I PUBLIC INVESTMENT



Sources of Funds

Authorized 1976 General Obligations Housing Bonds.	11.1
Authorized 1980 Street and Highway General Obligation Bonds.	2.1
Metropolitan Dade County Home Ownership Assistance Loan Program.	4.2
H.U.D. Section 108 Loan.	4.8
Department of Transportation.	6.7
TOTAL	**28.9** Million

(Excluding Interest)

The City of Miami recognizes that during its early stages the Southeast Overtown/Park West Redevelopment Project will require substantial public subsidies. To this effect, a financial strategy has been developed by which the City will purchase the land, relocate the tenants and clear the land for redevelopment by combining the following local and federal funds:

I. General Obligation Housing Bonds:

Authorized in 1976 for a total of $25 million, $11.1 million of these bonds will be used to acquire land for the construction of affordable rental housing within the Phase I project area.

II. General Obligation Street and Highway Bonds:

Authorized in 1980, the issuance of $2.1 million in bonds will be used for street improvements including portions of the 9th and 7th Street Pedestrian Malls.

III. U.S. Department of Transportation:

The Urban Mass Transit Administration awarded a grant in the amount of $6.7 million for the acquisition and clearance of four blocks adjacent to the Overtown Transit Station.

IV. Dade County Homeownership Assistance Loan Program:

Dade County authorized the levy of a surtax on the real estate transfer tax to establish the Dade County Homeownership Trust Fund. The fund has been established to assist low- and moderate-income families with purchasing or rehabilitating their homes. It is anticipated that $4.2 million from this fund will provide 200 Homeownership Assistance Loans.

V. U.S. Department of Housing and Urban Development Section 108 Loan:

The City of Miami will obtain a loan from HUD to provide for the shortfall in the public investment program. The proceeds of this loan will be utilized to acquire and clear land in the project area. The loan will be repaid through the sale of Tax Increment Revenue Bonds.

The projected Phase I public investment program's sources and application of funds is summarized below:

PROJECTED PHASE 1 SOURCES AND APPLICATION OF FUNDS:

Sources of Funds	Amount
HUD Section 108 Note (Principal) *	$5,958,400
Urban Mass Transit Administration Grant	6,700,000
General Obligation Highway Bonds (Authrozied)	2,100,000
Investment Income on Highway Bonds (At 10% yr.)	200,000
General Obligation Housing Bonds (Authorized)	11,100,000
Investment Income of Housing Bonds (at 10% yr.)	1,100,000
Document Surtax Program	4,200,000
Tax Increment Revenue Bonds (TIRB) ($9,413,500 - $5,958,400 HUD Sec. 108 Principal)	3,455,100
Total	$34,813,500
Application of Funds:	
Public Land Acquisition - Park West	$13,250,000
Public Land Acquisition - Overtown	8,200,000
Mall Construction - 9th Street	4,500,000
Second Mortgage Program - Overtown	4,200,000
Capitalized Interest on Sec. 108 Note (1986-1987)	1,208,400
Issuance Expenses (TIRB)	350,000
Interest Expenses Sec. 108 (1988)	715,008
Debt Service Reserve (TIRB)	1,260,472
Capitalized Interest (TIRB)	1,129,620
Total	$34,813,500

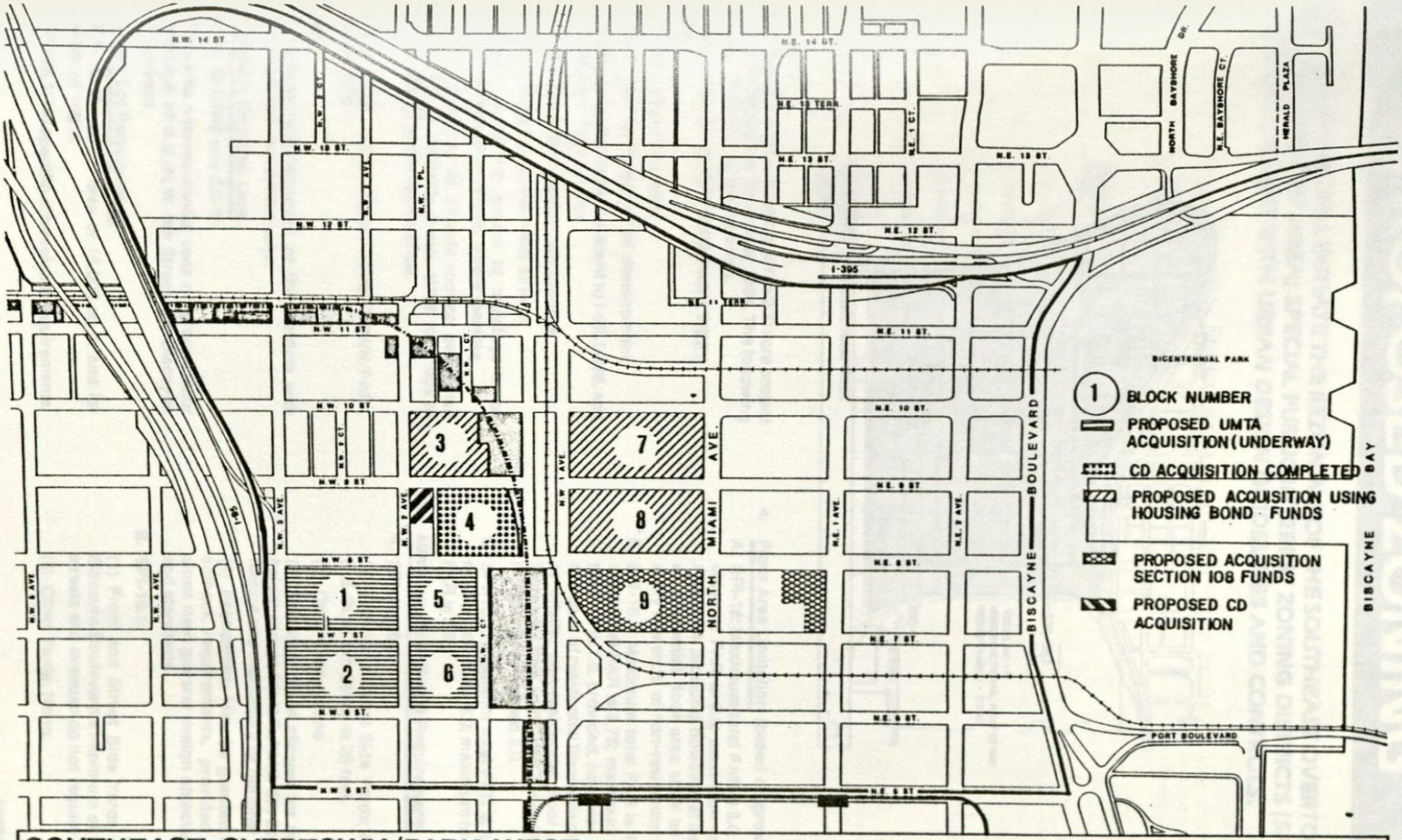
* HUD Section 108 note issued by the City in 1985 comprised of $4,750,000 of principal and capitalized interest for two years totaling $1,208,400 to be taken out with tax increment revenue bonds in 1988, to be sized at approximately $9,413,500 to cover the following:

Retire Section 108 Note	$5,958,400
Interest due on 108 Note Oct. 1988	715,008
Capitalized Interest	1,129,620
Debt Service Reserve	1,260,472
Issuance Expense (incl. discount to Underwriters)	350,000
Total	$9,413,500

In order to further assist development during the early stages, the City anticipates floating Mortgage Revenue Bonds and providing low cost construction financing for homeownership housing.

The City of Miami will continue to act as a catalyst for private investment. Funds for subsequent redevelopment phases will be obtained from the sale of Tax Increment Revenue Bonds. An issue of $9.4 million of these bonds has been targeted for the third anniversary of initiated construction (1988). This is based on the construction schedule which assumes that sufficient construction has occurred during this three-year period, and, therefore, the total assessed property value in the area has substantially increased.

It is estimated that the investment of $100 million of public funds in the Southeast Overtown/Park West Redevelopment Project will leverage one billion dollars in private investment during the next 15 years.



SOUTHEAST OVERTOWN/PARK WEST

METRORAIL RIGHT OF WAY
PHASE I - D C M

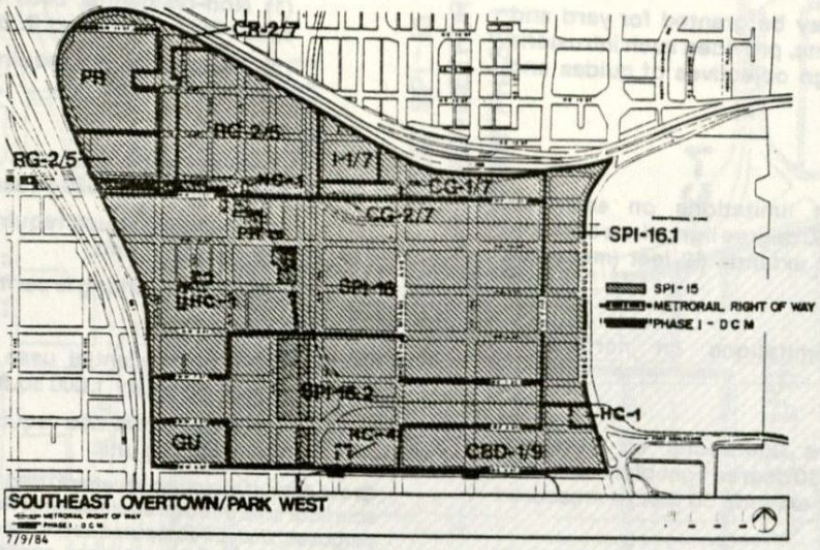
PROPOSED INITIAL ACQUISITION FUNDING STRATEGY

EXHIBIT F

PROPOSED ZONING

EXHIBIT G

THE CITY OF MIAMI WILL INITIATE THE REZONING OF THE SOUTHEAST OVERTOWN/PARK WEST REDELOPMENT AREA; SPECIAL PUBLIC INTEREST ZONING DISTRICTS (SPI) WILL BE ESTABLISHED ALONG WITH URBAN DESIGN GUIDELINES AND CONTROLS.



It is anticipated that the rezoning of the 200 acre project area will be undertaken by November 1984. The following are proposed elements of the rezoning.

SPI 15: SOUTHEAST OVERTOWN/PARK WEST DISTRICT

This overlay district requires:

1. Class C Special Permit for all development.
2. Landscape buffer zones adjacent to I-95, I-395, and the Metrorail right-of-way.
3. Arcades on certain north/south avenues.
4. View corridors along east/west streets.
5. Driveways providing access to buildings to be located on east/west streets where feasible.
6. Parking structures to provide rooftop pedestrian open space or livability space; other roof tops to present an attractive appearance.

SPI-16, 16.1, 16.2: SOUTHEAST OVERTOWN/PARK WEST DISTRICTS

1. Intent

   To promote redevelopment of the districts with supporting non-residential uses.

2. Permissible Principal Uses

   (Similar to CR-2 and CR-3)

   A. Requires non-residential uses on ground floor frontage of N.E./N.W. 9th Street and Biscayne Boulevard.

3. Minimum Lot Requirements

   A. SPI-16: Gross lot area of 15,000 sq.ft. and lot width of 100 ft.

   B. SPI-16.1: No specific dimensional requirements.

4. Floor Area Limitation (based on gross land area)

   A. SPI-16: Maximum total FAR is 3.0; maximum residential FAR is 2.6; maximum non-residential FAR is 0.4, provided, however, at least three sq.ft. of residential floor area shall be provided for every one sq.ft. of non-residential floor area.

   B. SPI-16.1: Maximum total FAR is 4.0; maximum residential FAR is 3.75; maximum non-residential FAR is 1.0, provided, however, that for every one sq.ft. of residential floor area provided onsite or offsite, non-residential floor area shall be increased one sq.ft. with a maximum increase in FAR not to exceed 2.0.

   C. SPI-16.2: Maximum total FAR is 4.0; maximum residential FAR is 2.0; maximum non-residential FAR is 2.0.

5. Minimum Open Space Requirements

   A. SPI-16, 16.2:

      (1) Front and Street Side Yards: None, except N.E./N.W. 9th Street is 25 feet.

      (2) Other Yards: None

      (3) Setbacks: None allowed for first 40 feet of height except for N.E./N.W. 5th Street gateway feature and mandatory or optional arcades.

      (4) Exemptions: May be granted for yard and setback requirements, provided such intrusions meet general design objectives of guides and standards.

   B. SPI-16.1:

      (1) Front and Street Side Yards: Adjacent to Biscayne Boulevard a minimum of 10 feet; other streets and avenues do not require any yards.

      (2) Other Yards: None.

(continued on back)

(3) Setbacks: None for first 50 feet of height, except for mandatory or optional arcades.

(4) Exemptions: May be granted for yard and setback requirements, provided such intrusions meet general design objectives of guides and standards.

6. Height Limitations

A. SPI-16, 16.2:

(1) Special height limitations on east/west streets establish a 30 degree light plane above 40 feet (plane II) that extends 50 feet (measured horizontally).

(2) No height limitations on north/south avenues.

B. SPI-16.1:

(1) Special height limitations on east/west streets establish a 30 degree light plane above 50 feet (plane II) that extends 50 feet as measured horizontally.

(2) No height limitations on north/south avenues.

7. Off Street Parking and Loading

A. SPI-16:

(1) Non-residential uses require one parking space for every 800 sq.ft. of floor area.

(2) Residential use requires 0.9 parking space per dwelling unit.

B. SPI-16.1:

(1) Non-residential uses require one parking space for every 1000 square feet of floor area.

(2) Residential use requires 0.7 parking space per dwellling unit.

(3) Offsite parking is permissible in this district.

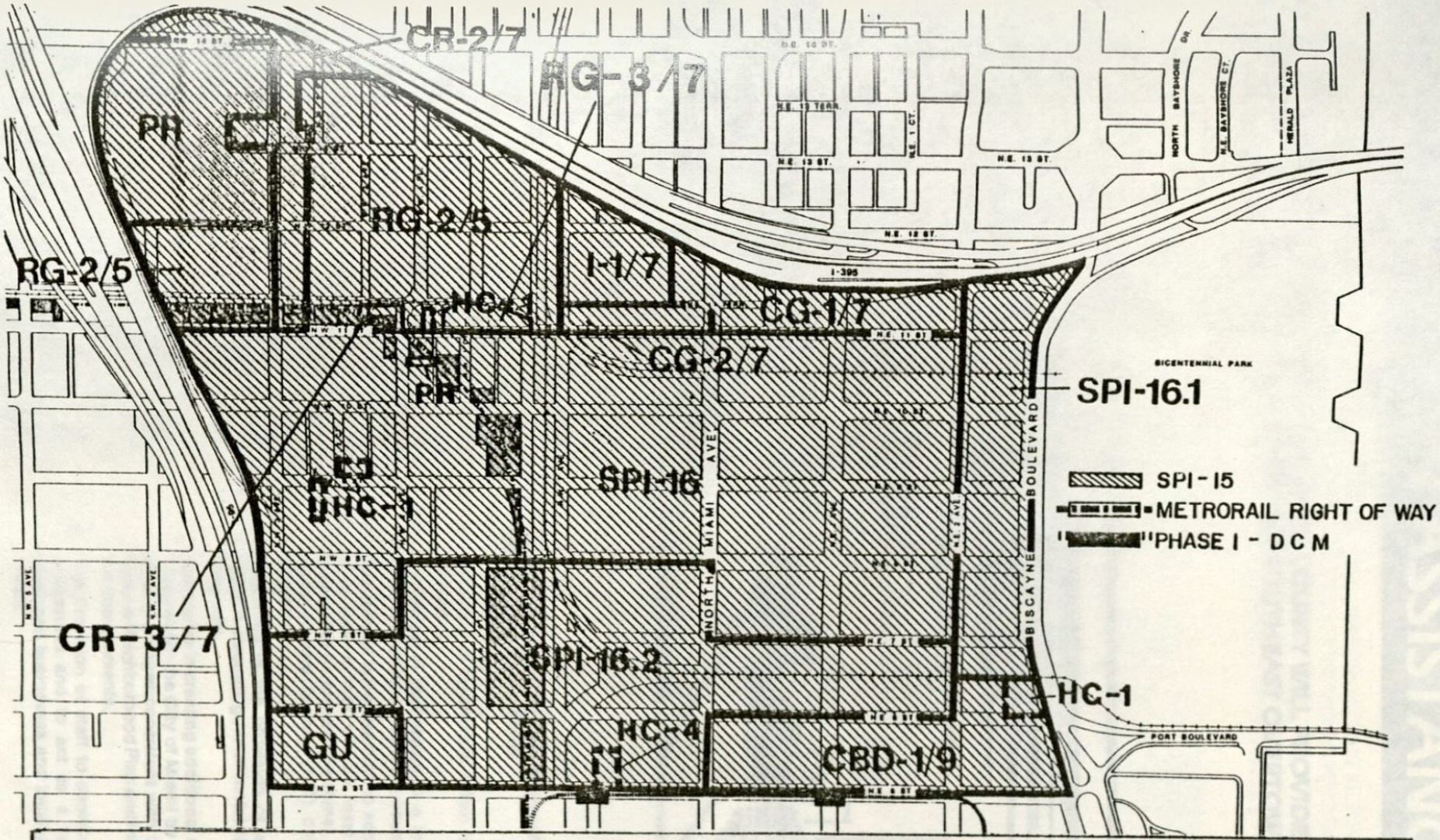
C. SPI-16.2:

(1) Non-residential uses require one parking space for every 1,000 sq.ft. of floor area.

(2) Residential use requires 0.6 parking space per dwelling unit.

Gross Area of a regular lot where used for computation of allowable floor area through application of floor area ratios or for other purposes, shall be computed as the net area of the lots plus half of the adjoining permanent open space such as streets, parks, lakes, rivers, bays, and the like, up to the number of feet equal to the land use intensity rating specified for the district.

(Note: Miami Comprehensive Zoning Ordinance 9500)



SOUTHEAST OVERTOWN/PARK WEST PROPOSED ZONING

METRORAIL RIGHT OF WAY
PHASE I - D C M

MAP 12.5

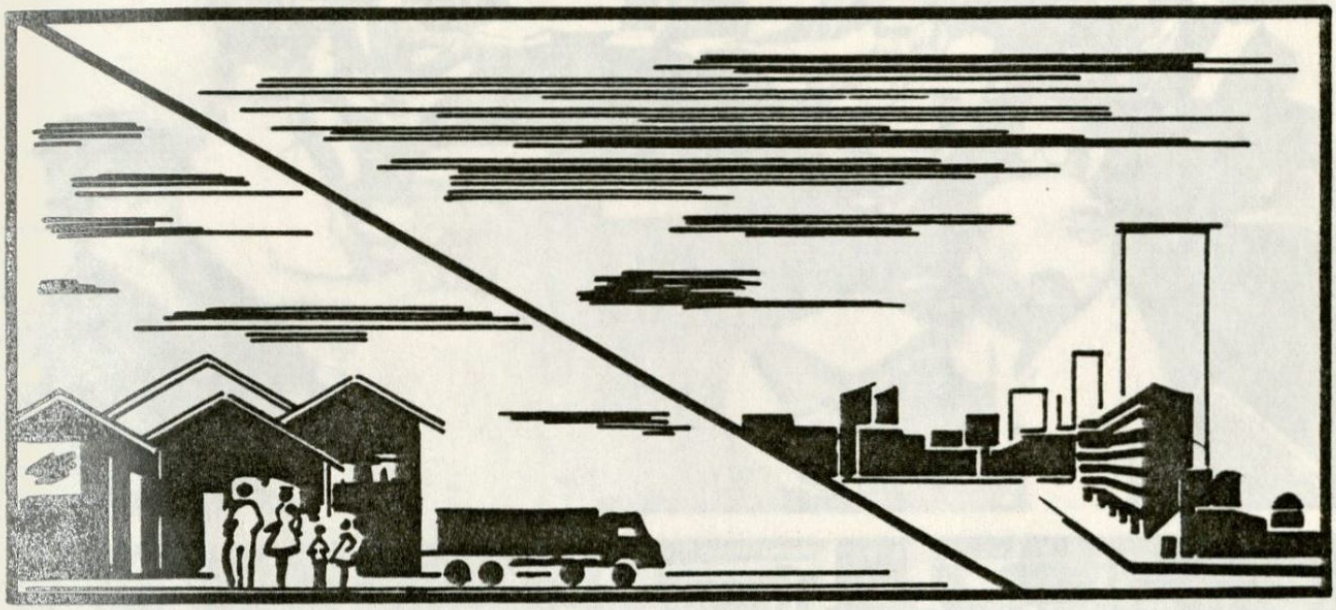
0 200 400

EXHIBIT H

RELOCATION ASSISTANCE

EXHIBIT I

THE CITY OF MIAMI AND METROPOLITAN DADE COUNTY WILL PROVIDE RELOCATION ASSISTANCE TO DISPLACED TENANTS FROM THE SOUTHEAST OVERTOWN/PARK WEST REDEVELOPMENT PROJECT



Through the Interlocal Cooperation Agreement the City of Miami and Metropolitan Dade County have agreed to share the responsibility of providing relocation to households and businesses displaced from the project area.

Responsibility for relocating displaced households has been assumed by the Metropolitan Dade County Department of Housing and Urban Development (HUD). Dade County HUD will comply with the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970-PL91-646 ct. Under these policies, displaced households will be provided with relocation payments, assistance in finding suitable replacement housing, and transportation to the chosen housing unit. Also eligible displacees will receive priority in public housing and Section 8 units.

The City of Miami has assumed the responsibility for business relocation. The City has requested the delegation of this authority due to the importance to the local economy of retaining the businesses within the City and the critical need of providing a comprehensive program of business assistance.

The City of Miami will also comply with the federal uniform relocation standards, procedures and recommendations for businesses displaced by direct public acquisition

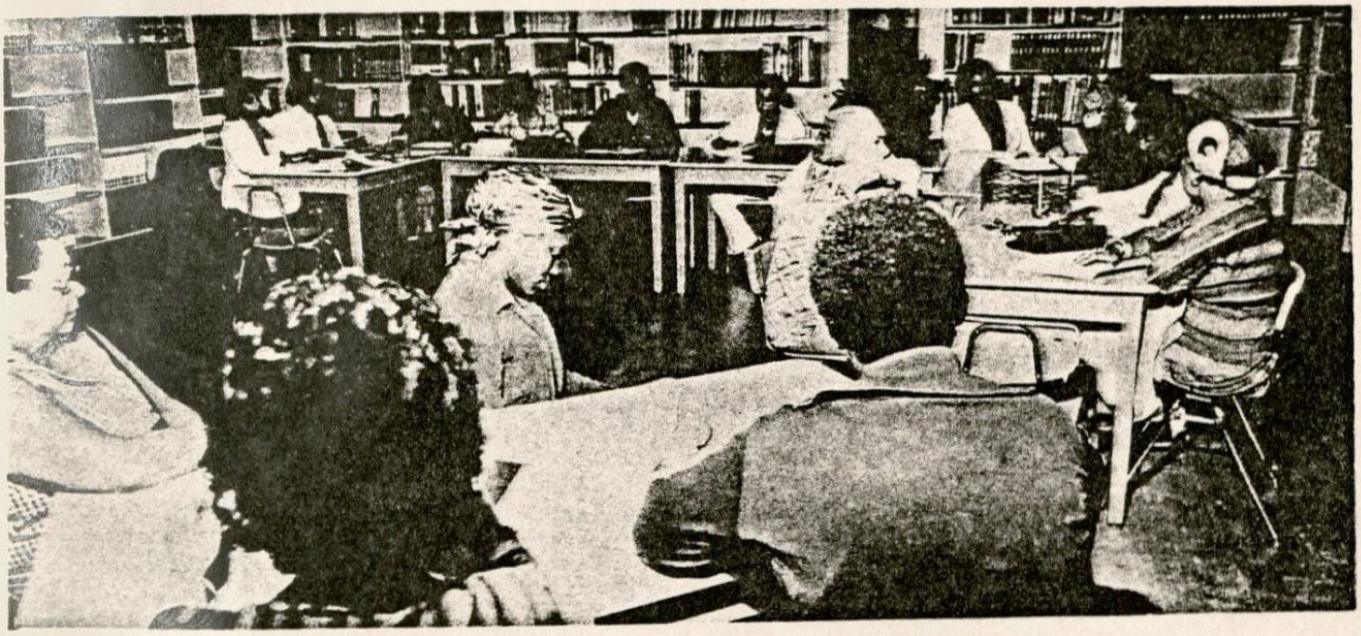
In addition, the City has established the following business relocation policies:

1. Retention of businesses within Miami and/or Dade County.
2. Relocation of businesses to a location that will be more economically advantageous to the businesses.
3. Provision of adequate time to accomplish relocation in a manner that will be least disruptive to the businesses (minimize downtime). A minimum of one hundred and twenty (120) days notice will be provided.
4. Assistance in the provision of additional financial support through governmental financial assistance programs.
5. Assistance in creating additional relocation opportunities within the City of Miami by facilitating needed zoning changes consistent with the Miami Comprehensive Neighborhood Plan and initiating needed capital improvements.
6. The Provision of staff to coordinate the relocation procedures and to act as a liaison between the displaced businesses and local government departments.

CITIZEN PARTICIPATION

EXHIBIT J

CITIZEN PARTICIPATION IS AN IMPORTANT ELEMENT IN ALL ASPECTS OF THE REDEVELOPMENT OF THE SOUTHEAST OVERTOWN/PARK WEST PROJECT. THE CITY OF MIAMI COMMISSION AND THE BOARD OF COUNTY COMMISSIONERS HAVE PROVIDED THEIR SUPPORT FOR COMMUNITY INVOLVEMENT THROUGH RESOLUTIONS RECOGNIZING THE PARK WEST ASSOCIATION AND THE OVERTOWN ADVISORY BOARD AS THE OFFICIAL REDEVELOPMENT COMMITTEES FOR THEIR RESPECTIVE AREAS.



In brief, the Park West Association was formed in 1980 as a non-profit organization. It is comprised of business persons and property owners concerned with the improvement and general welfare of the Park West Area.

The Overtown Advisory Board, Inc, was formed in 1982 to assure that the concerns and interests of the Overtown community are included in the redevelopment program. Its membership includes: Overtown residents, property owners, Community Based Organizations, institution representatives, and professionals committed to the revitalization of the Overtown community.

The Park West Association and The Overtown Advisory Board have been charged with reviewing and endorsing all plans and participating in the selection of developers, prior to commission action.

In addition to project implementation, the Redevelopment Project Office serves as a liaison between both community groups and the City and County Commissions and is charged with insuring community involvement in an organized fashion.