Memorandum

MIAMI-DADE COUNTY

Date:	June 5, 2007
To:	Honorable Chairman Bruno A. Barreiro and Members, Board of County Commissioners
From:	George M. Burgess County Manager
Subject:	Approval and Adoption of the West Perrine Community Redevelopment Plan

Agenda Item No. 5(A)

Recommendation

It is recommended that the Board of County Commissioners (BCC) approve and adopt the West Perrine Community Redevelopment Plan (the "Plan") – (Attachment A). The adoption of the Plan by the BCC will enable the West Perrine Community Redevelopment Agency (the "Agency") to undertake redevelopment of the West Perrine Redevelopment Area (the "Area"). This resolution is part of a series of legislative items necessary to create a Community Redevelopment Area (CRA). The Tax Increment Financing Committee (TIFC) has accepted and recommended the Plan for adoption and the Planning Advisory Board has found the Plan to be consistent with the County's Comprehensive Development Master Plan (CDMP), both necessary steps in the creation of the Area.

Scope

This resolution will have a distinctive impact on Commission District 9 and an overall countywide impact, since ad valorem revenues will be transferred into a fund to encourage redevelopment in the West Perrine area.

Fiscal Impact/Funding Source

While the approval and adoption of this resolution alone has no financial impact, it is a part of a series of legislative items that, if approved, will have a financial impact and will allow the Agency to undertake redevelopment in the Area. The Agency's primary revenue source will be generated through the incremental growth of ad valorem revenues beyond an established base year, Tax Increment Financing (TIF), as defined in Section 163.387 of the Florida State Statutes. It is projected that the first 10 years of tax increment revenues will amount to $15.69 million, based on an annual average growth rate in taxable values of 5.8 percent and a contribution by the County of 95 percent. It is projected that $157.63 million of tax increment revenues will be generated over 30 years. The duration of the County's obligation to contribute TIF revenues is set at 10 years, but can be extended, if the BCC subsequently approves any Agency financing instrument, that 1) commits the tax increment revenues for an extended period of time to ensure that the Agency aggressively work toward implementing their Redevelopment Plan, or 2) absent a financing instrument the BCC approve an extension of up to 30 years, in 10 year increments.

Track Record/Monitor

This resolution does not provide for contracting with any specific entity. It approves and adopts the Plan for the Area.

Background

On May 11, 2004, the BCC adopted R-646-04 (Attachment B), directing the County Manager to prepare a Finding of Necessity (FON) study for the West Perrine area, in order to substantiate that the Area is in need of redevelopment and meets Florida State Statutes' requirements to create a CRA. On March 1, 2005, the BCC adopted R-212-05, (Attachment C) accepting the FON study for the West Perrine area which demonstrated the existence of slum and blight; and substantiated that the area meets the State's requirements to create a CRA.

In August 2005, Miami-Dade County contracted PMG Associates, Inc. to draft a Redevelopment Plan. A draft version of the Plan was submitted to the County in December of 2005 and based on comments by the TIFC, the draft plan was revised and resubmitted in March 2006. The TIFC accepted the revised Plan at its April 17, 2006 meeting and the Plan was subsequently reviewed by the Planning Advisory Board and found to be consistent with the County's CDMP on July 05, 2006 (Attachment D).

Section 163.387 of the Florida State Statutes requires that funds allocated to, and deposited within, the redevelopment trust fund shall be used by the Agency to undertake community redevelopment pursuant to the approved community redevelopment plan. As previously mentioned, the Agency's primary revenue source will be generated through the incremental growth of ad valorem revenues beyond an established base year, TIF. It is projected that the first 10 years of tax increment revenues will amount to $15.69 million. This projection assumes an annual average growth rate in taxable values of 5.8 percent and a contribution by the County of 95 percent. It is projected that $157.63 million of tax increment revenues will be generated over 30 years.

The 2006 preliminary taxable value of the West Perrine CRA properties is $435.45 million. Future growth of this taxable value will result from new construction, improvements and reassessments. It is projected that growth coupled with the implementation of the Redevelopment Plan will increase the area's taxable value to over $627.92 million for the first five years, and over $801.41 million by the first 10 years.

The Plan identifies and develops plans and activities to eliminate and prevent the spread of blighting conditions; it also develops workable programs to aid in rehabilitation, conservation and redevelopment in and of the Area. The Area is located in the southeastern portion of Miami-Dade County. Its general boundaries are SW 168th Street to the north, the intersection of the Florida Turnpike and U.S. 1 to the south, from 107th Avenue with jags to the west, and U.S. 1 to the east. The Area is 1,050 acres in size, and the median household income average is approximately $24,000 per year as compared to the County-wide average of approximately $41,000. There are approximately 5,000 residents in the area, of which approximately 38 percent are considered to be living in poverty. The largest category of residential zoning in the Area is Duplex Residential (61 percent), and 47 percent of the Area's housing is renter-occupied.

Some of the key Redevelopment Strategies of the Plan include:

- Infill and Replacement Housing
- Development providing Transit Oriented Housing
- Elimination of the current Public Housing developments over time and to work with MDHA and HUD to construct new housing opportunities
- More vigorous code enforcement and compliance

Some of the key Economic Development Strategies of the Plan include:

- Attraction of new users to existing industrial and retail / office areas through inducement packages
- Business Development Programs
- Right-of-way and Streetscape Projects
- Grant and Financing Programs
- Cultural / Historic / Social / Educational Programs
- Land Acquisition for housing development and mixed-use projects

A key element of each newly created CRA is the inclusion of an exit strategy. This Plan provides such an exit strategy, which requires that the Plan be reviewed every five years to mitigate changes that may have occurred in local conditions and to assess the substantial completion of the existing projects in the Plan. The exit strategy requires that substantial implementation and completion of the stated projects and goals of the Plan and the retirement of debt related to the projects be accomplished in order to terminate the CRA before its usual life.

To date, the County has incurred reimbursable expenses in the amount of $68,000 for the cost of the Redevelopment Plan.

Additional Information

In order for this item to be adopted, the BCC must first adopt the Resolution approving that it serve as the governing board of the CRA. The CRA Board must then recommend the Plan to the BCC, as required by Part 3 of Chapter 163 of Florida State Statutes.

Attachments

Cynthia W. Curry
Senior Advisor to the County Manager

cmo12007

MEMORANDUM
(Revised)

TO: Honorable Chairman Bruno A. Barreiro and Members, Board of County Commissioners

DATE: June 5, 2007

FROM: Murray A. Greenberg
County Attorney

SUBJECT: Agenda Item No. 5(A)

Please note any items checked.

_____ **"4-Day Rule" ("3-Day Rule" for committees) applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Bid waiver requiring County Manager's written recommendation**

_____ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_____ **Housekeeping item (no policy decision required)**

_____ **No committee review**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 5(A)
06-05-07

RESOLUTION NO._____

RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY ADOPTING COMMUNITY REDEVELOPMENT PLAN REGARDING CERTAIN GEOGRAPHIC AREA OF MIAMI-DADE COUNTY, FLORIDA KNOWN AS THE WEST PERRINE AREA AND DESCRIBED AS A PORTION OF SECTIONS 31, 32 AND 33, TOWNSHIP 55 SOUTH, RANGE 40 EAST AND SECTIONS 5 AND 6, TOWNSHIP 56 SOUTH, RANGE 40 EAST, MIAMI-DADE COUNTY, FLORIDA GENERALLY BOUNDED ON THE NORTH BY SW 168TH STREET, BOUNDED ON THE EAST AND SOUTHEAST BY STATE ROAD 5 (US-1), AND BOUNDED ON THE WEST AND SOUTHWEST BY THE STATE ROAD 821, (THE HOMESTEAD EXTENSION OF FLORIDA'S TURNPIKE), FROM WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY AND MAKING CERTAIN FINDINGS WITH RESPECT TO SUCH REDEVELOPMENT PLAN AND SUCH GEOGRAPHIC AREA

WHEREAS, the Florida Legislature enacted the Community Redevelopment Act of 1969 during its 1969 Legislative Session, which enactment is presently codified in the Florida Statutes as Part III of Chapter 163, Florida Statutes, as amended from time to time (the "Act"); and

WHEREAS, all powers arising through the Act are conferred by the Act upon counties and Home Rule Charters, which counties in turn are authorized to delegate

certain of such power to a community redevelopment agency created pursuant to the Act; and

WHEREAS, on March 1, 2005 the Board of County Commissioners of Miami-Dade County, Florida (the "Board") adopted Resolution No. R-212-05 which declared a certain geographic area of unincorporated Miami-Dade County known as West Perrine, which is bounded on the North by SW 168th Street, bounded on the East and Southeast by State Road 5 (US-1), and bounded on the West and Southwest by State Road 821 (The Homestead Extension of Florida's Turnpike), to be a slum or blighted area; declared the rehabilitation, conservation or redevelopment, or combination of each to be necessary in the West Perrine area in the interest of the public health, safety, morals or welfare of the residents of the Redevelopment Area and the County; and found the need for the creation of a community redevelopment agency; and

WHEREAS, the Board, by resolution, appointed itself as the community redevelopment agency for the Redevelopment Area (the "Agency"); and

WHEREAS, the County employed a consultant who prepared a preliminary community redevelopment plan ("Plan") which was submitted to the Department of Planning and Zoning of Miami-Dade County, sitting as the local planning agency of the County, and the local planning agency reviewed said Plan and submitted its written recommendations with respect to the conformity of the proposed Plan with the County's Comprehensive Development Master Plan; and

WHEREAS, a copy of the Plan, which is attached as Attachment "A" and incorporated in this Resolution by reference, was submitted to the Agency, this Board and each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the Redevelopment Area, as required by the Act; and

WHEREAS, the Agency approved and adopted the Plan and recommended the Plan to this Board for approval; and

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

WHEREAS, the County is sympathetic to the needs of the Redevelopment Area to reverse the decline which has occurred in the Redevelopment Area; and

WHEREAS, the Board desires to approve the Plan for the purposes outlined in the memorandum from the County Manager which accompanied this Resolution and is incorporated in this Resolution by reference,

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

Section 1. The matters contained in the foregoing recitals are incorporated in this resolution by reference.

Section 2. This Board accepts the delivery of the Plan delivered to it by the Agency. This Board finds and determines that:

(a) The rehabilitation, conservation or redevelopment or a combination of each, of the Redevelopment Area is necessary in the interest of the public health, safety, morals and welfare of the residents of the County and in the interest of implementing the Act by rehabilitating and revitalizing the area economically and socially, thereby inhibiting the spread of disease and crime, and inter alia improving the tax base, promoting sound growth, and providing improved housing conditions.

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

(c) The Plan conforms to the general plan of the County as a whole.

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

(e) The Plan will afford maximum opportunity, consistent with the sound needs of the County as a whole, for the rehabilitation or redevelopment of the Redevelopment Area by private enterprise.

(f) If the Redevelopment Area consists of an area of open land to be acquired by the County to be developed in whole or in part for residential uses such as may be acquired because it is hereby determined that: (i) a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the County; (ii) the need for housing accommodations has increased in the area; (iii) the conditions of blight in the area or the shortage of decent, safe, affordable and sanitary housing cause or contribute to an increase in the spread of disease and crime or constitute a menace to the public health, safety, morals or welfare; and (iv) the acquisition of the area for residential uses is an integral part of and is essential to the program of the County.

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

to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals or welfare.

Section 3. This Board further finds and determines that: (a) the Plan conforms to the comprehensive plan for the County as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act (as determined by the Department of Planning and Zoning in the memorandum attached as Attachment "D"); (b) the Plan is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the Redevelopment Area, zoning and planning changes, if any, land uses, maximum densities and building requirements; (c) the Plan provides for the development of affordable housing in the area, or states the reasons for not addressing in the Plan the development of affordable housing in the area; (d) the Plan conforms with the Act; and (e) the Plan is necessary in the interest of the public health, safety, morals and welfare of the residents of the County and will effectuate the purposes of the Act by revitalizing the Redevelopment Area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions and eliminating the conditions which the Florida Legislature in the Act found constituted a menace which was injurious to the public health, safety, welfare and morals of the residents.

Section 4. This Board, after having conducted a public hearing on the matter for the purpose of giving all interested parties an opportunity to express their views, notice of which public hearing was published on May 20, 2007 in The Miami Herald, a true copy

of which notice is attached as Attachment "E" and made a part of this Resolution, and having made the findings expressed above, approves and adopts the Plan for the Redevelopment Area in accordance with the Act. The Plan is designated as the official redevelopment plan for the Redevelopment Area and it is the purpose and intent of the Board that the Plan, as the same may be amended and supplemented by the Board, be implemented in the Redevelopment Area.

The foregoing resolution was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman
Barbara J. Jordan, Vice-Chairwoman

Jose "Pepe" Diaz	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Joe A. Martinez	Dennis C. Moss
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 5th day of June, 2007. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

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

HARVEY RUVIN, CLERK

By:_____
Deputy Clerk

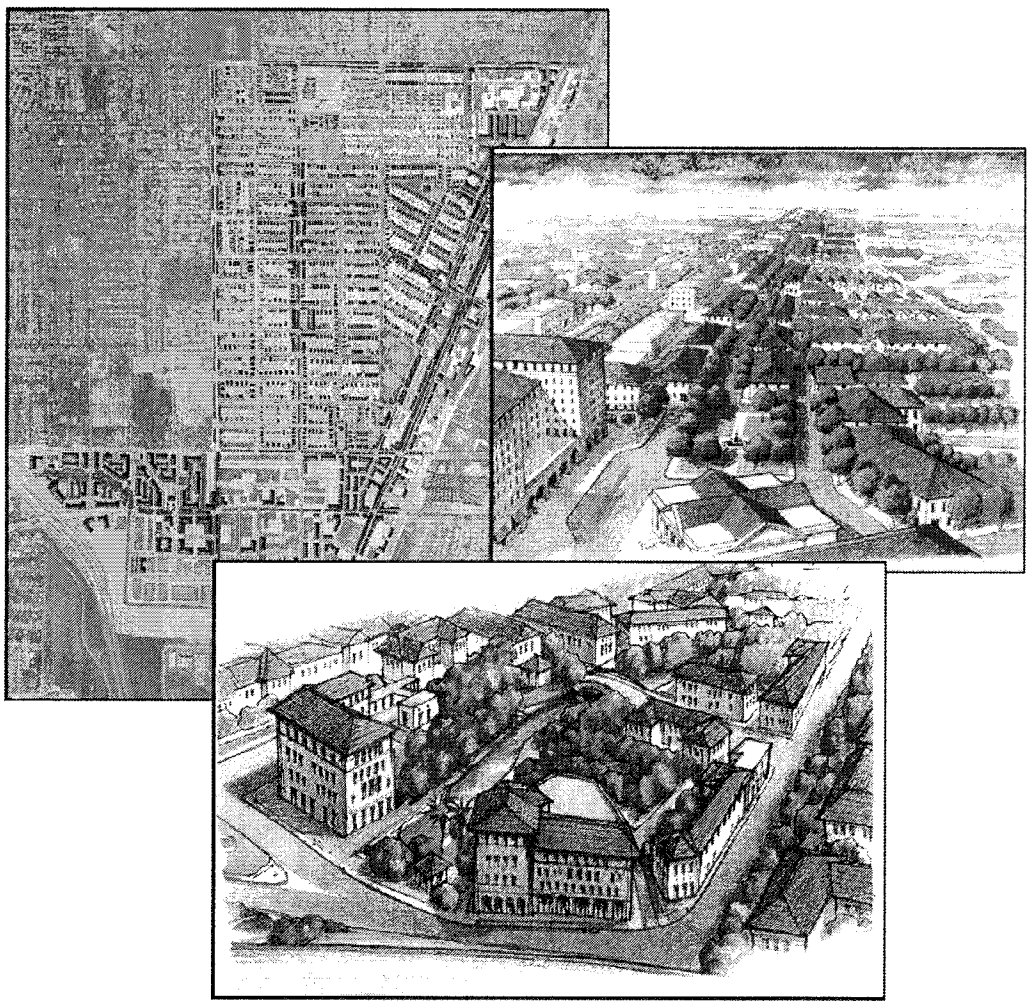
Approved by County Attorney as
to form and legal sufficiency.

Brenda Kuhns Neuman, Esq.
reso05207

ATTACHMENT A

Miami-Dade County
Community Redevelopment Office

COMMUNITY REDEVELOPMENT PLAN
WEST PERRINE



May 2007

PMG Associates, Inc.

CDA
CIVIC DESIGN ASSOCIATES

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Section I

Executive Summary

I. Executive Summary – West Perrine CRA Plan

The Miami-Dade County Commission by adoption of Resolution #R-212-05 on March 1, 2005, found the West Perrine Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of blight, as defined in the Florida State Statutes, Section 163.340, and thus authorized the preparation of a Community Redevelopment Plan. The Community Redevelopment Plan identifies and develops plans and activities to eliminate and prevent the spread of blighting conditions and to develop workable programs to aid in rehabilitation, conservation, and redevelopment.

The West Perrine CRA is located in the southeastern portion of Miami-Dade County. Its general boundaries are SW 168th Street (also know as Richmond Avenue) to the north, the intersection of the Florida Turnpike and U.S. 1 to the south, from 107th Avenue with slight jags to the Florida Turnpike to the west, and U.S 1 to the east. In total, the CRA comprises 1050 acres of which 894.32 are developable (the remaining acres consist of streets, canals, and other rights-of-way).

In August of 2005, Miami-Dade County contracted with the firms of PMG Associates, Inc. and Civic Design Associates, Inc. to draft a Redevelopment Plan for the area called West Perrine as required by law, the Community Redevelopment Act of 1969, F. S. 163, Part III. Much of the research and data compiled as the basis for this Community Redevelopment Plan was collected at the early preparation stages. While much of this information is from that early period (2005), a review immediately preceding the submission of this Plan for formal adoption indicated that information is still valid and relevant.

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the CRA and the County Commission.

The following are some of the findings of this report relative to the Plan Strategies and Implementation:

- At the present time of its anticipated establishment in 2007, the West Perrine CRA's base year property evaluation (the 2006 taxable value) amounts to $435.5 million.

- Within the West Perrine CRA, there are two properties that carry an official Historic Designation from Miami-Dade County. The first is the Bethel Bahamian – American House. The second property is located at 9921 East Indigo Street and is now a vacant piece of land that was the site of the F.E.C Perrine Section House, the home of the Railroad's Station Master.

- The percentages of business establishments in West Perrine are as follows: the Service Industries (39.6%), followed by Retail Businesses (24.9%) with the next highest percentage of business establishments being Wholesale (8.4%) and then Construction (8.0%).

- The total population in the West Perrine CRA as of 2005 amounted to 4,961 people.

- The overall median household income of the CRA in 2005 was $24,154. This was significantly lower than the County average of $40,519 during this same period.

- In the CRA overall, 37.59% of residents are considered to be living in poverty. This figure compares to the County-wide rate of 14.58% of the residents living in poverty.
- The racial makeup of the West Perrine CRA is:
    - Black (81.53%)
    - Hispanic (12.58%)
    - White Non-Hispanic (3.47%)
    - Other race (2.42%)

- In the CRA overall, 52.67% of the housing is owner-occupied, and 47.33% is renter-occupied.

- Land Use in the West Perrine Area consists of the following:
  - Vacant at 33%
  - Residential at 27%
  - Commercial at 12%
  - Institutional at 12%
  - Industrial at 11%
  - Office at 2%
  - Other at 3%

- The largest category of residential zoning in the area is Duplex Residential (61%).

- The largest category of commercial zoning in the area is Arterial Commercial (41%).

- The largest category of industrial zoning in the area is Light Industrial (84%).

- Some of the Redevelopment Strategies explored in this report are:
  - An infill and replacement housing program
  - Development providing Transit Oriented Housing
  - Elimination of the current Public Housing developments over time due to the deteriorated conditions. Replacement of the lost housing units in the neighborhood
  - Replacement of other existing sub-standard housing within the CRA
  - More vigorous code enforcement and compliance in the CRA area
  - The creation of a West Perrine Home Repair Program

- Some Economic Development Strategies explored in this report are:
  - The CRA should work with Economic Development Division of the County's Office of Community and Economic Development, the Beacon Council and other economic development related organizations to put together the best possible package of inducements to attract users to the area.
  - Revitalization in this area should focus on the mixed use projects contemplated in the Charrette Report and the Perrine CUC Zoning Ordinance as well as the attraction of higher level employment such as offices.
  - The CRA should establish a work program for the assembly of land in the area to facilitate the development of the mixed use projects.
  - CRA Grant Funding and/or low interest loan programs should be established to accomplish the priorities of the Housing and Economic Development Strategies.
  - A Housing Strategy of increased code enforcement can cause financial hardship on lower income residents (a significant portion of the West Perrine population). A new program of Code Compliance Grants should be initiated.
  - A program (Property Upgrade Grants/Loans – Residential), should be created to assist with major upgrades to property in the district.
  - Another program (Property Upgrade Grants/Loans – Commercial/Industrial) similar to the residential program should be created to assist commercial/industrial property owners to enhance their properties.
  - As unemployment is fairly high in the area, specifically with the younger adult population, the CRA should work with other area providers (the CDC, County Office of Community and Economic Development and others) to provide additional career counseling and employment training to assist the unemployed and underemployed attain jobs or better jobs. The CRA should not be the provider of these services.

- Other Strategies include:
  - The CRA should assist in the funding of programs that promote cultural and historic activity and preservation as well as programs that promote neighborhood stability through provision of social services and education.
  - Historic structures throughout West Perrine should be preserved and relocated to the Historic Village area.
  - The best park opportunity within the CRA district is an expansion of Ben Shavis Park.
  - A new park opportunity exists at this location as there is approximately 2 acres of vacant land in this location.
  - The CRA should consider funding crime prevention initiatives specifically aimed towards children and public housing residents.
  - The CRA should seek all strategies that may accelerate the implementation of this plan, its projects and programs including: the redirection of excess revenues to expedite projects and programs and to retire debt at the earliest possible time.

Section II

Establishment of the West Perrine CRA

II. Establishment of the West Perrine CRA

A. Creation, Severability, and Powers of the West Perrine CRA

Creation

Upon a Finding of Necessity, and subsequent to the adoption of the required resolution and ordinances, the Miami-Dade County Commission may create the West Perrine Community Redevelopment Agency.

The Commission, by adoption of Resolution #R-212-05 on March 1, 2005, found the West Perrine Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of blight, as defined in the Florida State Statutes, Section 163.340, and thus authorized the preparation of a Community Redevelopment Plan. The Community Redevelopment Plan identifies and develops plans and activities to eliminate and prevent the spread of blighting conditions and to develop workable programs to aid in rehabilitation, conservation, and redevelopment.

The West Perrine CRA shall be a public body corporate and shall be constituted as a public instrumentality. The composition of the CRA Board of Commissioners shall adhere to the requirements established in Section 163.356 and Section 163.657, Florida Statutes. The authority to determine which option regarding Board composition is vested in the Miami-Dade Board of County Commissioners.

Severability

Should any provision, section, subsection, sentence, clause, or phrase of this plan be declared to be invalid or unconstitutional by the courts, such declaration shall not affect the validity of the remaining portions of this Plan.

Powers

The powers of the CRA shall be in compliance with Chapter 163, Part III, Florida Statutes. All powers provided by the governing statute shall be granted to the West Perrine CRA unless specifically prohibited by the Interlocal Agreement that shall be negotiated between the Miami-Dade Board of County Commissioners and the CRA. The powers, as enumerated in the Statute, are as follows:

163.370 Powers; counties and municipalities; community redevelopment agencies

1) Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part;

(b) To disseminate slum clearance and community redevelopment information;

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which redevelopment may include:

1. Acquisition of a slum area or a blighted area or portion thereof.

2. Demolition and removal of buildings and improvements.

3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and

passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.

4. Disposition of any property acquired in the community redevelopment area at its fair value for uses in accordance with the community redevelopment plan.

5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.

6. Acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.

7. Acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

9. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:

1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.

2. To acquire by purchase, lease, option, gift, grant, bequest, devise, eminent domain, or otherwise any real property (or personal property for its administrative purposes), together with any improvements thereon; except that a community redevelopment agency may not exercise any power of eminent domain unless the exercise has been specifically approved by the governing body of the county or municipality which established the agency.

3. To hold, improve, clear, or prepare for redevelopment any such property.

4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.

5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.

6. To enter into any contracts necessary to effectuate the purposes of this part.

7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.

(f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

(g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

(h) Within its area of operation, to make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.

3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

(i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

(j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

(k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

(l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.

(m) To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.

(n) Within its area of operation, to organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.

(o) To exercise all or any part or combination of powers herein granted or to elect to have such powers exercised by a community redevelopment agency.

(p) To develop and implement community policing innovations.

(2) The following projects may not be paid for or financed by increment revenues:

(a) Construction or expansion of administrative buildings for public bodies or 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.

(b) 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.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

(3) With the approval of the governing body, a community redevelopment agency may:

(a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area, demolish and remove any structures on the property, and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.

(b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

Section 163.370, Florida Statutes

Interlocal Agreement

The Miami-Dade Board of County Commissioners shall assign terms and conditions as it deems appropriate regarding the governance and responsibilities of the CRA through an Interlocal Agreement. This agreement shall be subordinate to Chapter 163, Part III, Florida Statutes. The Interlocal Agreement shall be ratified between the Miami-Dade Board of County Commissioners and the CRA Board of Commissioners as they sit in the capacity of a separate and distinct legal entity as per Section 163.357, Florida Statutes.

B. Authority to Undertake Community Redevelopment

The West Perrine CRA Plan has been prepared under the direction of Miami-Dade County in accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III. The adoption of this plan, and any subsequent modifications or amendments, shall follow the procedures as required by public hearings and the adoption of the necessary resolutions and ordinances.

In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment." For the purposes of this Community Redevelopment Plan, the following definition, taken from the Florida State Statutes shall apply.

> *"Community redevelopment" or "redevelopment" means 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 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 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.*
>
> *Section 163.340, Florida Statutes*

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a "Finding of Necessity" by the governing body. This finding must demonstrate that:

> *(1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in the county or municipality; and,*
>
> *(2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the county or municipality.'*
>
> *Section 163.355, Florida Statutes*

The West Perrine Community Redevelopment Agency (CRA), reserves for itself, its officers, employees and agents, all the powers, duties and responsibilities vested to it and provided by the Redevelopment Act to carry out the purposes and intent of this Redevelopment Plan.

It is the intent of Miami-Dade County and the West Perrine CRA that whenever reference is made in this Redevelopment Plan to County or CRA in undertaking or exercising some of the power or authority granted by the Redevelopment Act, then such power and authority are deemed to have been granted and exercisable in connection with the implementation of this Plan.

This Plan contains provisions that contemplate actions to be taken by Miami-Dade County, including the County Commission and various divisions, departments or boards of the County. All actions pursuant to the Plan are subject to County review.

C. The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the CRA and the County Commission. Like the County's Comprehensive Plan, the Community Redevelopment Plan is an

evolving document, which is evaluated and may be amended on a regular basis, as necessary, in order to accurately reflect changing conditions and community objectives.

D. Tax Increment and Tax Increment Financing

The State, in adopting Florida Statute 163, Part III, created the CRA's main source of income, tax increment funds (TIF). All CRAs in Florida are dependent taxing districts, which means that they depend upon other taxing districts to make contributions to their trust fund. The TIF funds are based upon the added value of property values within a CRA district once the base year has been set by the establishment of the Community Redevelopment Trust Fund. At the present time of its establishment in 2007, the West Perrine CRA's base year property evaluation (the 2006 taxable value) amounts to $435,459,177.

Tax increment revenue can be used for any programs that are described in an approved Community Redevelopment Plan. Tax increment funds can also be used for administrative costs and for the repayment of revenue bond(s) debt service and fees. As the CRA invests its funds on redevelopment projects and programs, and completes them, it is expected that the assessed property values in the CRA will rise, which in turn will provide for more tax increment income. Significant tax increment revenue does not appear until redevelopment occurs and existing property values increase.

One of the most powerful tools that a CRA has in order to encourage redevelopment is the power to issue revenue bonds. A CRA uses a portion of its annual funds to pay the bonds debt. Over time the CRA can utilize this tool to finance infrastructure and many other programs and projects. By making improvements with the funds generated by revenue bonds, the CRA will accelerate the redevelopment process.

E. Consistency with the Miami-Dade County Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan be consistent with the County's Comprehensive Plan. In order to remain current the Plan may have to be amended when programs are changed, or as new programs and projects are proposed.

In summary, the CRA Community Redevelopment Plan meets the criteria for consistency with the Comprehensive Plan.

F. Neighborhood Impacts of Redevelopment Efforts

The following section describes the potential impacts of redevelopment efforts on the residential neighborhoods of the CRA Area. While neighborhood impacts have been considered for the specific redevelopment actions recommended in the Plan, it should be noted that many of these projects are in the early stages of planning. Therefore, some impacts resulting from their implementation may be determined at a later date, particularly as projects become more clearly defined.

Relocation of Displaced Residents and Businesses

In connection with the contemplated projects in this plan, some relocation of residents may become necessary. It is also important to note that changing conditions and modifications to planned projects may result in additional residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be included with the project, submitted for official action by the Board of Commissioners.

In accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III, the West Perrine CRA is authorized to "prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations and others,) displaced from a community redevelopment area, and to make relocation payment to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government."

It is important to note that through the combined efforts of the CRA, the County, and private development, the neighborhood housing stock will be expanded and thereby provide opportunities for the relocation of residents elsewhere in the neighborhood.

When required by redevelopment actions, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted CRA procedures. Any financial assistance required by these procedures will become the responsibility of the CRA or other participating governmental agencies.

Traffic Circulation

Proposed road and traffic improvements will be designed to provide safe and convenient movement of pedestrians and vehicles to, within, and through the Redevelopment Area.

Environmental Quality

The CRA proposes to improve the environmental quality of the Redevelopment Area as redevelopment proceeds. The recommended improvements are primarily related to infrastructure (drainage, water, and sewer) and emphasizes code enforcement and housing rehabilitation.

Community Facilities

CRA activities are anticipated to have a positive impact on the existing community facilities in the Redevelopment Area. There will be continuing improvement to all service systems (parks, roads, sidewalks, drainage, and utilities).

Schools

The two elementary schools in the CRA are adequate for the anticipated residential growth in the Redevelopment Area. The Redevelopment Plan does not anticipate any impact on the capacity of these schools.

G. Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan

The West Perrine CRA Board shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency. The CRA Board shall publicly adopt by-laws to govern its activities and to ratify its administrative policies.

The West Perrine CRA shall file an annual report with the State's Auditor General's Office, The Board of County Commissioners, the County Clerk's Office, and the Office of Strategic Business Management of Miami-Dade County. This report shall contain a programmatic overview of the activities of the West Perrine CRA as allowed by the Redevelopment Plan.

The West Perrine 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, covenants, running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Plan.

Safeguards to Ensure Financial Accountability

1. The West Perrine CRA shall maintain adequate records to provide for an annual audit which shall be conducted by an independent knowledgeable auditor selected by the County Commission. The findings of the audit shall be presented at a public meeting of the West Perrine CRA Board and such findings shall be forwarded to the State Auditor General's Office 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 West Perrine CRA's Annual Report and shall be provided to the Board of County Commissioners and the Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Report.

2. The West Perrine CRA shall file all reports necessary to comply with the "Special Districts" requirements of the state of Florida.

3. A progress report outlook that reviews progress of the CRA to date shall be reviewed as part of any request for issuance of any TIF backed bond or similar instrument. This report shall also include the extent to which projects and programs shall be advanced by the requested indebtedness.

4. All West Perrine CRA tax increment financing funds shall be held in a Redevelopment Trust Fund separately from other funds as required by state law.

Safeguards to Ensure Proper Implementation and Project/Program Accountability

1. Measurable objectives for each West Perrine CRA program shall be established upon its administrative design and funding approval by the Board. This shall be done on an annual basis at the time the TIF budget is adopted.

2. The West Perrine CRA shall hold an annual informational public workshop to:

   a. report on the status and progress of programs and projects;
   b. gather input from property owners, citizens and interested parties regarding redevelopment activities; and
   c. discuss strategies relating to local redevelopment issues.

Safeguards Through Retention of Certain Powers By The County

Powers retained by the County shall be provided in the Interlocal Agreement between the Agency and the County.

Providing For a Time Certain and Severability

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration, or commitment of up to, but not exceeding, thirty (30) years from the date of adoption by the Board of County Commissioners of Miami-Dade County. The start date for the thirty-year clock shall be the establishment of the Redevelopment Trust Fund by the Board of Commissioners of Miami-Dade County.

H. Legal Description of the West Perrine Community Redevelopment Area

A portion of Sections 31, 32 and 33, Township 55 South, Range 40 East and a portion of Sections 5 and 6, Township 56 South, Range 40 East, Miami-Dade County, Florida generally bounded on the North by SW 184th Street and S.W. 168th Street, bounded on the East and Southeast by State Road 5 (US 1) and the South Miami-Dade Transit Corridor (Busway), and bounded on the West and Southwest by the State Road 821 (The Homestead Extension Of Florida's Turnpike) and SW 107th Avenue, said portion being more particularly described as follows:

BEGIN at the Northwest corner of Section 32, Township 55 South, Range 40 East, Miami-Dade County, Florida (the intersection of SW 168th Street and SW 107th Avenue) thence Easterly, along the North line of said Section 32 and a portion of Section 33, Township 55 South, Range 40 East, (SW 168th Street) to the intersection with the centerline of the Southbound lanes of State Road 5 (U.S. 1) according to the Florida Department of Transportation Right-of-Way Map recorded in Plat Book 124, Page 57 of the Public Records of Miami-Dade County, Florida; thence Southwesterly, along the centerline of the Southbound lanes of said State Road 5 (U.S. 1) (Plat Book 124, Page 57), to the South line of Section 32, Township 55 South, Range 40 East, (SW 184th Street); thence Easterly along the said South line of Section 32 for 27.52 feet to the (united) centerline of State Road 5 (U.S. 1) (Plat Book 124, Page 57); thence Southwesterly along the centerline of State Road 5 (U.S. 1) according to the Florida Department of Transportation Right-of-Way Map recorded in Plat Book 124, Page 56 of the Public Records of Miami-Dade County, Florida to the centerline of SW 186th Street (Quail Roost Drive); thence Westerly along the centerline of SW 186 Street (Quail Roost Drive) to the centerline of the South Miami-Dade County Transit Corridor (Busway) as shown on the Florida Department of Transportation Right-of-Way Map Section 99006-2565, recorded in Plat Book 124, Page 73 of the Public Records of Miami-Dade County, Florida; thence Southwesterly along the said centerline of the South Miami-Dade Transit Corridor (Busway) to the intersection with the centerline of State Road 821 (Homestead Extension of Florida's Turnpike) as shown on the Florida State Department of Transportation Right-of-way Map, Section 87005-2306 and Section 87005-2502; thence Northwesterly along said centerline of State Road 821 (Homestead Extension Of Florida's Turnpike), to the South line of Section 31, Township 55 South, Range 40 East, (centerline of SW 184 Street); thence Easterly along the South line of said Section 31 (centerline of SW 184 Street) to the East line of the West one-half of the Southeast one-quarter of the Southeast one-quarter of the Southwest one-quarter of said Section 31 (centerline of SW 112 Court); thence Northerly along the East line of the West one-half of the Southeast one-quarter of the Southeast one-quarter of the Southwest one-quarter of said Section 31 (centerline of SW 112th Court) to the centerline of SW 181st Terrace as shown in GREEN HILLS SECTION ONE according to the plat thereof recorded in Plat Book 71, Page 81 of the Public Records of Miami-Dade County, Florida; thence Easterly along the centerline of said SW 181 Terrace to the West line of the Southeast one-quarter of said Section 31 (centerline of SW 112 Avenue); thence Northerly along the West line of the Southeast one-quarter of said Section 31 (centerline of SW 112 Avenue) to the Northwest corner of the South one-half of the Southeast one-quarter of said Section 31 (SW 180 Street); thence Easterly along the North line of the South one-half of the Southeast one-quarter of said Section 31 (SW 180 Street) to the centerline of SW 108 Court as shown in GREEN HILLS SECTION SEVEN according to the plat thereof recorded in Plat Book 81, Page 60 of the Public Records of Miami-Dade County, Florida; thence Northerly along

the centerline of said SW 108 Court to the South line of the Southeast one-quarter of the Northeast one-quarter of said Section 31 (centerline of SW 176 Street); thence Easterly along the South line of the Southeast one-quarter of the Northeast one-quarter of said Section 31 (centerline of SW 176 Street and the Easterly extension of SW 176 Street) to the Southeast corner of the Northeast one-quarter of said Section 31 (SW 107th Avenue); thence Northerly along the East line of the Northeast one-quarter of said Section 31 (SW 107th Avenue) to the Northeast corner thereof and the POINT OF BEGINNING.

Section III

Existing Conditions

A. Overview of the Area

The West Perrine CRA is located in the southeastern portion of Miami-Dade County. Its general boundaries are SW 168th Street (also know as Richmond Avenue) to the north, the intersection of the Florida Turnpike and U.S. 1 to the south, from 107th Avenue with slight jags to the Florida Turnpike to the west, and U.S 1 to the east. In total, the CRA comprises 1050 acres of which 894.32 are developable (the remainder consists of streets, canals or other rights-of-way).

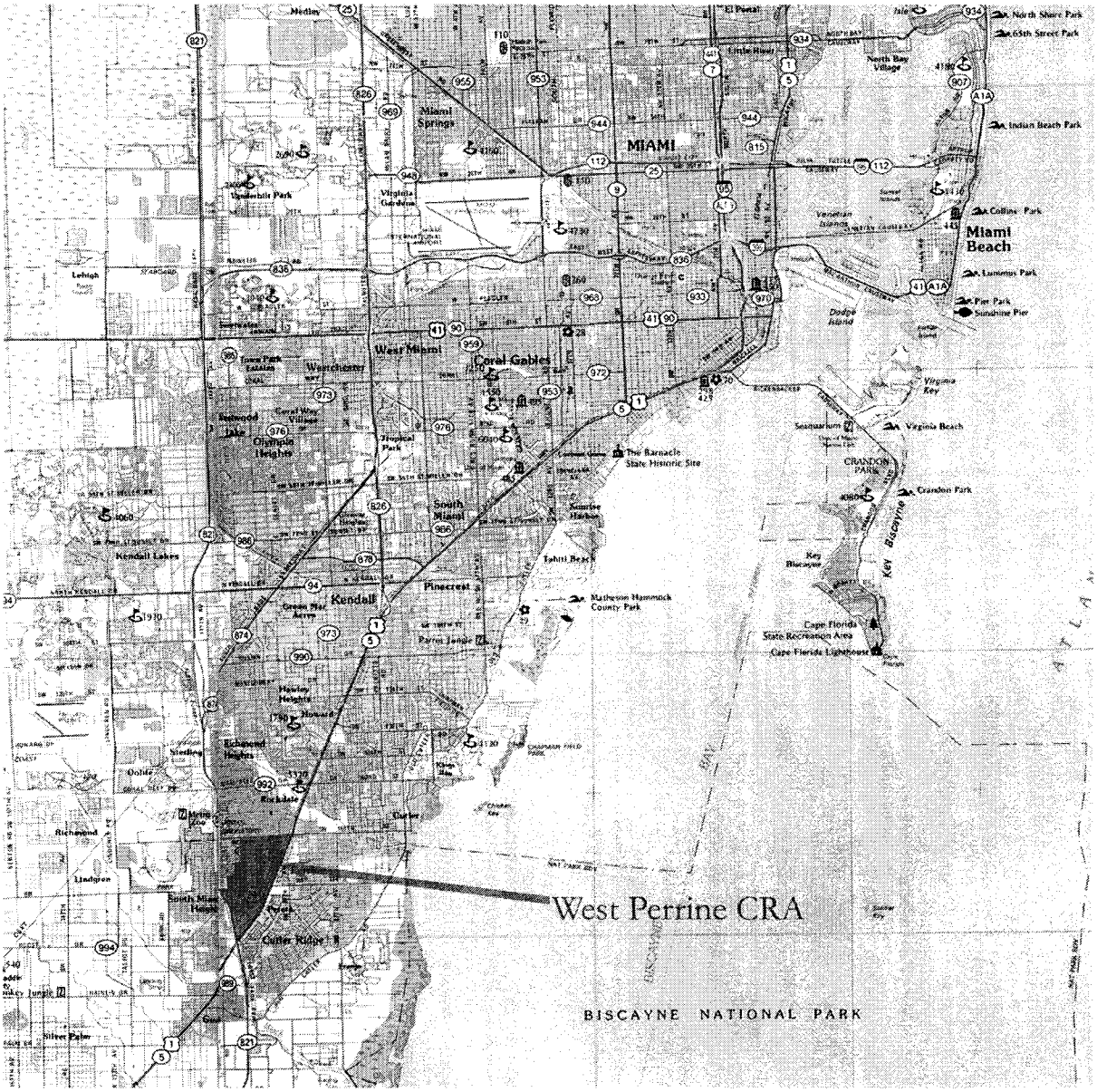

Figure 3.1 Map of the Surrounding Region.

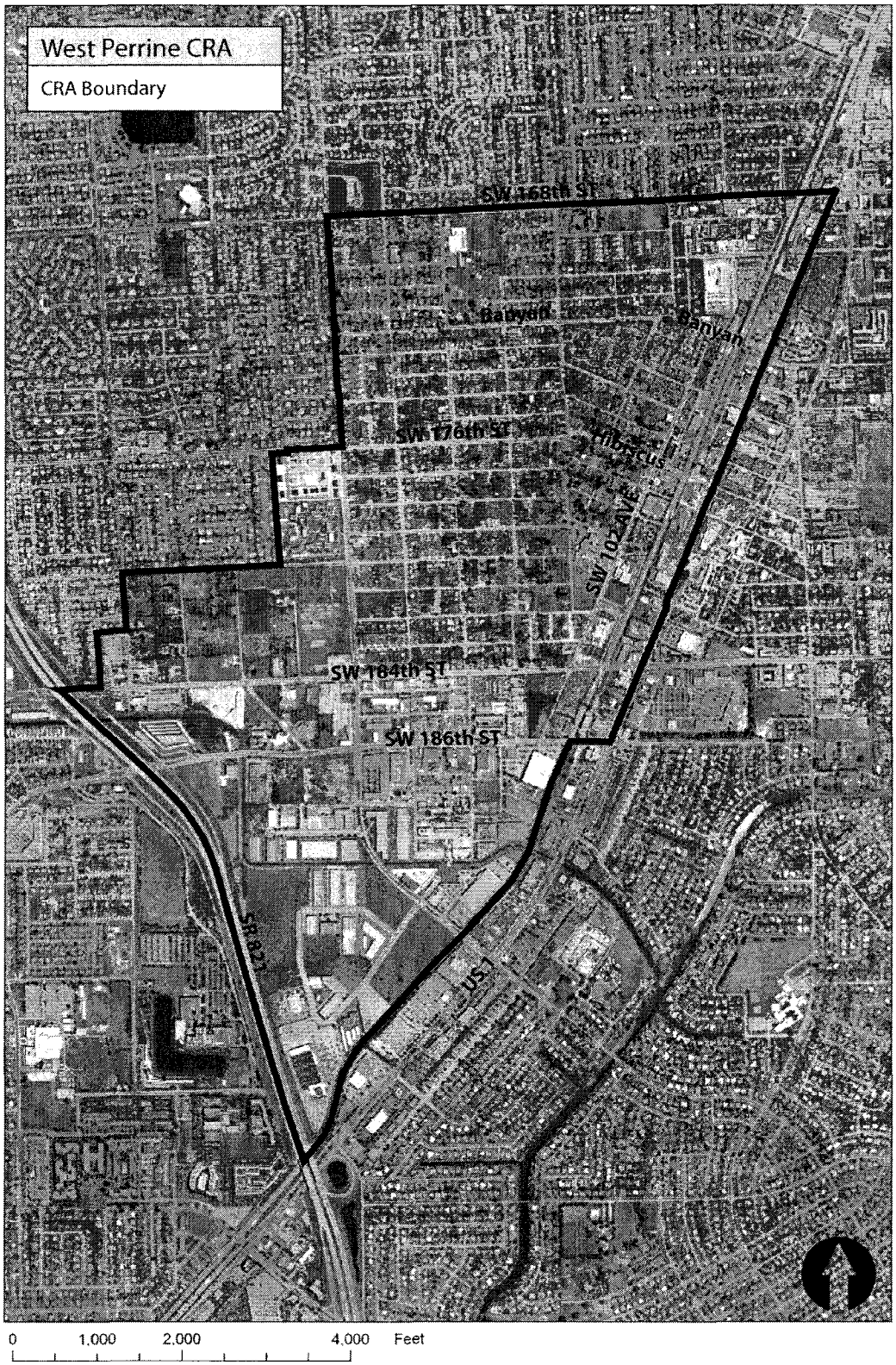

Figure 3.2 Aerial Photo of the CRA

The West Perrine community today is in need of many improvements, since it currently exhibits the conditions of slum and blight that spurred the establishment of the CRA. (Please refer to Section II., Establishment of the West Perrine CRA, for a description of the legal basis for creation of a CRA.) Necessary improvements include, but are not limited to: better housing, increased employment opportunities and participation, more transportation access, development of vacant land, street and sidewalk improvements, parking solutions, and code enforcement.

The potential for a more vibrant, liveable and revitalized community does exist within the area's residential neighborhoods, the working commercial and industrial pockets, a basic urban street grid, and the framework of the traditional main street, Homestead Avenue. In addition, the presence of two elementary schools and the facilities of the West Perrine Park provide the lively presence of children in the neighborhoods. The objectives of the CRA Plan will help to create a brighter future for these children and their families.

B. Brief History of West Perrine

In 1838, the Federal government gave 23,000 acres of land to Dr. Henry Perrine to set up a township. About 300 people were living there. It wasn't until the Florida East Coast Railway came through in 1903, however, that the area really started to grow. When it arrived, Perrine was used as supply depot camp for the building of the railroad on to Key West, and the town grew around the camp.

Perrine remained for the most part an agricultural area with fruit groves and vegetable farms until the mid 20th century. The first store and a one room school house opened in 1909.

After World War II, like much of America, housing developments were built, and by the 1970's, Perrine was a busy residential area.

In the last decades of the 20th century, however, various single family neighborhoods were destroyed and replaced by housing projects, and many families moved out to more suburban areas. The population declined, and Perrine began to fall into disrepair.

C. Historic Preservation

Within the West Perrine CRA, there are two properties that carry an official Historic Designation from Miami-Dade County. The first is the Bethel Bahamian – American House. This wood frame house is currently located at 18201 Southwest 102nd Court. It was moved in the 1990's from its original site opposite the Florida East Coast Railroad tracks (now the Busway). The house is partially restored; the exterior is finished, but the interior is still awaiting restoration. The property additionally consists of a vacant lot next to the house, which also carries the Historic designation. Construction on this lot would require special permitting form the County.

The second property to carry the official County Historic designation is located at 9921 East Indigo Street. This now vacant piece of land was the site of the F.E.C Perrine Section House, the home of the Railroad's Station Master. Because of its designation, construction on this land would likewise require special permits from the County.

In the West Perrine CRA, there are at least thirteen other buildings (count given at the present time by the Miami-Dade County Historic Preservation Office) that are considered Historic Resources, though they are not officially designated by the County.

D. Economic Base and Major Employers

The majority of existing businesses are located either in the southern industrial area, south of SW 184th Street/Eureka Drive or along the western side of southbound Dixie Highway/US 1. The southern industrial area has the majority of manufacturing, wholesale, and service industries, while the Dixie Highway/US 1 corridor contains a large portion of the retail market.

As can be seen by Table 3.1, the overwhelming percentage of West Perrine business establishments are in the Service Industries (39.6%), which are followed by Retail Businesses (24.9%). The next highest percentage of business establishments are Wholesale (8.4%) and Construction (8.0%).

Table 3.1 BUSINESS ESTABLISHMENTS IN PERRINE BY SIC CODE

CATEGORY	PRIMARY AREA (CRA BOUNDRIES)			
	Number of Businesses	Percent of Total Businesses	Number of Employees	Percent of Total Employees
Agricultural and Mining	16	2.2	79	1.6
Construction	58	8.0	584	11.5
Manufacturing	52	7.1	496	9.8
Utilities/Transportation	31	4.3	273	5.4
Wholesale	61	8.4	391	7.7
Retail	181	24.9	1496	29.4
Finance/Insurance/Real Estate	31	4.3	128	2.5
Services	288	39.6	1411	27.7
Hotels	0	0.0	0	0.0
Public Administration	5	0.7	165	3.2
Non Classified	5	0.7	62	1.2
Total	**728**	**100.0**	**5085**	**100.0**

Source: Claritas, Inc., 2005

Table 3.2 West Perrine Major Employers

COMPANY NAME	TYPE OF BUSINESS
1) School Board of Miami-Dade County	Education
2) Home Depot	Retail
3) BJ's Wholesale	Retail
4) Kendall Kia	Automotive
5) Mazda of Kendall	Automotive
6) Tech-Optics, Inc.	Manufacturing
7) Overholt Construction Corp	Construction
8) Rainbow of Hope Dream Center	Non-Profit
9) Carmel Textiles	Manufacturing
10) Phoenix Worldwide Industries	Manufacturing/Service

Source: Miami-Dade Task Force on Urban Economic Revitalization and PMG Associates, Inc.

Figure 3.3 New Quail Roost Business Center

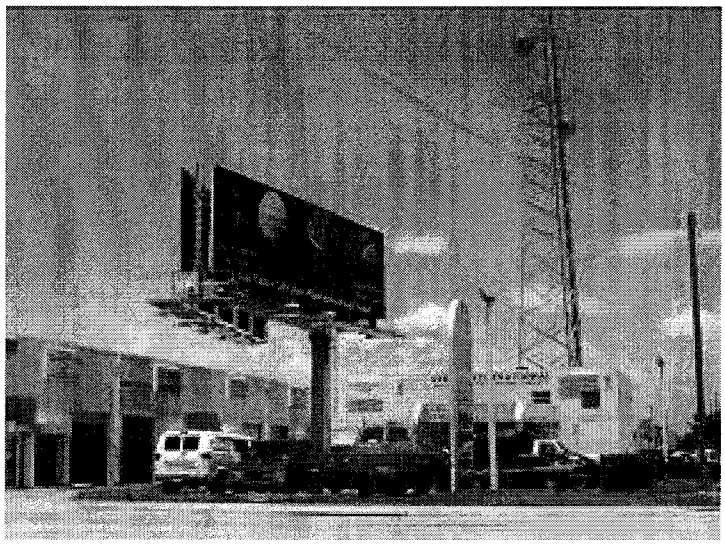

Figure 3.4 Older Industrial Businesses

E. Population Demographics, Income, Employment and Housing Statistics

Previous studies that included the West Perrine area prepared demographic analyses based on Census data. Most notable among these studies is the Design Charrette for the West Perrine area completed by the staff of the Miami-Dade County Planning Department. This data is not appropriate for use in this analysis since the area addressed extends beyond the current boundaries of the CRA area. To update the demographic data, information was collected from Claritas, a nationally recognized demographic source. The data presented in this section was drawn from Claritas reports designed for the specific boundaries of the CRA.

Demographic Summary

The following table lists selected demographic information for the study area and the entire county.

Table 3.3 Selected Demographics, West Perrine CRA Area and Miami-Dade County

CATEGORY	WEST PERRINE	MIAMI-DADE COUNTY
Population (2005 Est.)	4,961	2,378,142
Households (2005 Est.)	1,407	812,175
Household Size	3.52	2.87
Median Age	27.04	37.21
Attended College	28.35%	45.84%
Average Household Income	$38,143	$59,193
Median Household Income	$24,154	$40,579
Employed Over 16 Years of Age	47.14%	52.62%
Unemployment Rate	6.88%	5.00%
Average Commute (minutes)	29.83	32.69
Owner Occupied Units	52.67%	58.07%
Median Value Housing	$138,696	$194,040
Median Year Structure Built	1969	1974
Average Length of Residence	12 years	10 years
Households Below Poverty Rate	36.59%	14.58%

Source: Claritas

Population

The total estimated population in the West Perrine CRA for the year 2005 amounted to 4,961 people.

Income

The overall median household income of the CRA is $24,154. This is significantly lower than the County median of $40,579.

Employment

The rate of employment for persons over 16 for the West Perrine CRA area is 47.14%, which is lower than the County-wide average of 52.62%. The unemployment rate for the study area is higher (6.88%) than the total County-wide figure (5.00%). Employment of the resident population is concentrated in the Services and Sales and Office categories with well over half of all employment in these classes. The following table lists the employment by category.

Table 3.4 Employment Distribution by Category – West Perrine CRA Area

CATEGORY	PERCENT
Management, Business and Finance	5.08
Professional and Related Occupations	14.61
Service	31.96
Sales and Office	26.43
Construction, Extraction and Maintenance	7.88
Production, Transportation and Material Moving	13.98
Other	0.06

Poverty
Poverty status is defined as having a median income that is between 30% and 50% of the County average. In the CRA overall, 37.59% of residents are considered to be living in poverty, compared to 14.58% in the entire County.

Race
The following is the racial makeup of West Perrine:

- Black (81.53%)
- Hispanic (12.58%)
- White Non-Hispanic (3.47%)
- Other race (2.42%)

Housing
A neighborhood's stability can often be gauged by comparing the percentage of housing that is owner occupied to that which is rented. In the CRA overall, 52.67% of the housing is owner-occupied, and 47.33% is renter-occupied. For Miami-Dade County as a whole, 58.07% of housing units are Owner Occupied.

Retail Spending by Residents

The following table illustrates the spending patterns of the population of the West Perrine CRA area.

Table 3.5
Retail Sales Generated By The Population of the West Perrine CRA Study Area
Dollars Spent By That Population

CATEGORY	AGGREGATE SPENDING ($000'S)	AVERAGE PER HOUSEHOLD
Food at Home	$8,153	$5,795
Transportation Expenses	$6,008	$4,270
Apparel	$5,366	$3,814
Miscellaneous	$4,853	$3,449
Food Away from Home	$4,840	$3,440
Health Care	$4,768	$3,389
Entertainment	$4,366	$3,104
Personal Items	$3,202	$2,276
Appliances	$1,310	$931
Household Repairs	$1,143	$513
Furniture	$687	$489

Source: Claritas

F. Community Facilities and Institutions

Schools

The R.R. Moton School is located at 18050 Homestead Avenue. It is an "expressive arts" magnet school dedicated to academic and artistic excellence for all students. R.R. Moton offers classes from kindergarten through fifth grade, and has an enrollment of 618 students.

The Ethel F. Beckford/ Richmond Elementary Community School is located on 168th Street.

West Perrine Community Development Corporation

The CDC was established in 1985, and since then has taken a comprehensive approach to assisting West Perrine. It developed a Business Enterprise Center, the Lee Lawrence Professional Center, and the West Perrine Housing Opportunity Center for counsel on homeownership. In the housing arena, the CDC has built almost 350 single family homes and 162 multi-family units for low-income residents. The CDC has also undertaken neighborhood beautification projects, public service and social service programs, and youth activities.

Other Social Services

Social service organizations also located in the CRA include the Miami-Dade County Community Action Agency, the State Department of Children and Family Services, and WIC (Women with Infant Children).

Public Housing

Miami-Dade County Housing Agency owns three housing communities for low-income residents in West Perrine. These complexes currently provide about 222 housing units. Two, Perrine Gardens, and Perrine Rainbow, are located in the northeastern portion of the CRA, while Richmond Homes is located in the central eastern portion, adjacent to Ben Shavis Park.

The physical condition of all three projects appears to be about average for such housing facilities. The current 5-year housing plan for the Miami-Dade Housing Agency projects no capital expenditures for any of these properties during fiscal years 2005-2009. The only significant change slated for this time period will be the re-designation of 22 units in Perrine Gardens for elderly use. The Housing Agency's plans for these projects indicate that they are relatively stable, however, the status quo will not advance the broader mandate of deconcentration, or the distribution of affordable housing units within a broader, mixed-income arrangement.

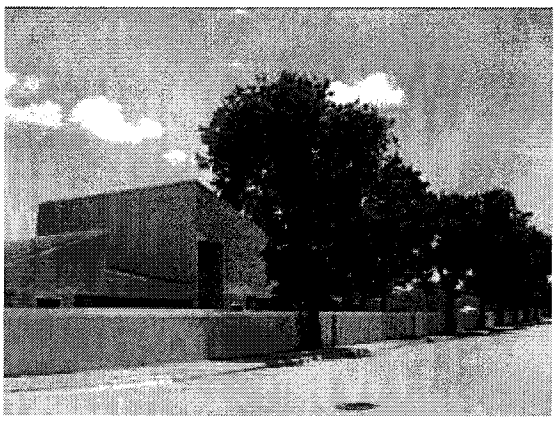

Figure 3.5 Perrine Rainbow Housing

Figure 3.6 Perrine Gardens Housing

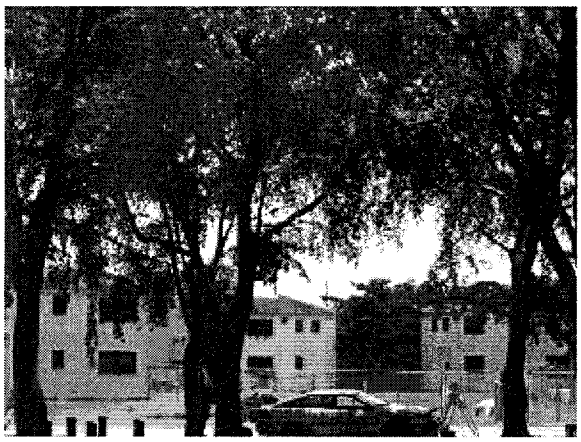

Figure 3.7 Public Housing Adjacent to Ben Shavis Park

Police

West Perrine is included in the Cutler Ridge Police District of Miami-Dade County. The station is located on SW 211th Street.

Fire Rescue[1]

There are currently three fire stations located within one mile of the CRA. Station 52, South Miami Heights, is located at 12105 Quail Roost Drive and is equipped with an ALS Tanker and a Rescue Unit and permanently staffed with seven (7) firefighters/paramedics.

Station 50, Perrine, located at 9798 Hibiscus Street, is equipped with a Rescue Unit and permanently staffed with 3 firefighters/paramedics. In July 2010, Engine 50 will be placed in service, which will increase the number of permanent staff to 7 firefighters/paramedics.

Station 34, Cutler Ridge, located at 10850 SW 211 Street is equipped with a Rescue Unit, 50' ALS Squrt, and 100' tended Platform and permanently staffed with 7 firefighters/paramedics.

Since July 2006, Rescue 70 has been housed in Station 34 and provides Advanced Life Support service to the area of Naranja/Palm Glades. A new station, Station 70, Coconut Palm, will be located in the vicinity of SW 248 Street & 114th Ave and is programmed to be completed in February 2009. Once Station 70 is completed, Rescue 70 will be relocated from Station 34 to the newly constructed facility.

Hospitals

Hospitals near the CRA include the Jackson South Community Hospital, HealthSouth Rehabilitation Hospital, the Baptist Hospital of Miami, and HealthSouth Doctors Hospital.

[1] Information provided by Miami-Dade Fire Rescue Department

G. Houses of Worship

There are 24 known Houses of Worship in the CRA. They include the following:
AME Church of Perrine
Arendum Church
Bible Miracle Deliverance Church
Bibleway Church of the Apostolic Faith
Church of Christ Written in Heaven
Church of God of Prophecy
Church of the Kingdom of God
Ephese French SDA Church, SE Conference Association of Seventh Day Adventists
Hope Deliverance Tabernacle
Holy Faith Tabernacle
Holy Zion Temple of Deliverance
Iglesia de Dios Pentecostal Church
Mt. Moriah Baptist Church
Mt. Sinai Baptist Church
New Testament Church of God
Pentecostal Church for our Lord & Savior Jesus Christ
Refuge Church of Perrine
St. Peters Missionary Baptist Church
South Dade Christian Church
South Miami Heights Church of the Narazene
Sweet Home Baptist Church (will be locating on the corner of SW 107th Avenue and SW 184th Street)
Triumph the Church and Kingdom of God the Christ
Trustees of the House of God, Inc.
United Muslim Organization of South Florida

H. Parks and Recreation Facilities

Parks
There are two parks in the CRA, West Perrine and Ben Shavis. West Perrine offers many facilities including a basketball court, a jungle gym, ball fields, and tennis courts.

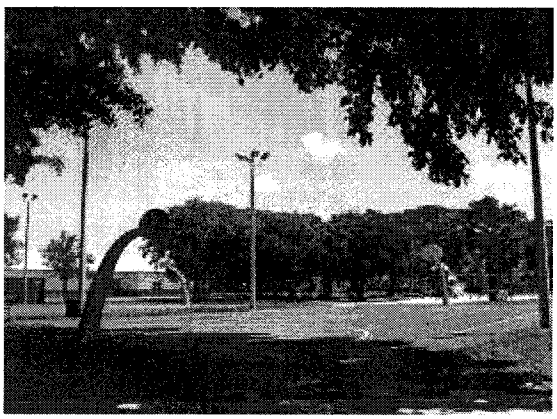
Figure 3.8 Basketball Court at West Perrine Park

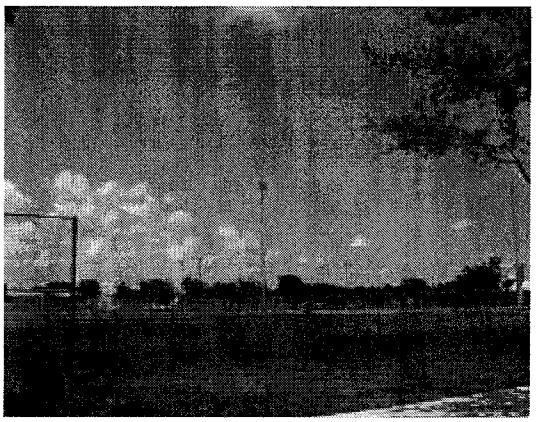
Figure 3.9 Ballfields at West Perrine Park

Ben Shavis Park, at 3.2 acres, is much smaller than West Perrine Park, which includes 7.3 acres. Ben Shavis Park is a pocket park, with lush greenery, and meandering paths, but is overgrown and seemingly neglected, and as a result, is neither welcoming nor perceived to be safe for children. Vacant lots and public housing surround the park, and there is no clear viewing area from which residents can watch the children.

Figure 3.10 Ben Shavis Park

I. Land Use and Existing Zoning

Land Use

The CRA comprises a total of 1050 acres of which 894.32 are developable (the remainder consists of streets, canals or other rights-of-way).. In 2005, the greatest acreage was actually composed of vacant lots, at 292.59 acres, or 33% of the land. The next largest acreage, and highest percentage of land was occupied by residential uses, at 239.2 acres, or 27% of the land. The table below illustrates in more detail the land use composition of the CRA in 2005.[2]

Table 3.6 Land Use Composition as of 2005

Land Use Category	Percent of CRA	Acreage	Number of Parcels	Building Floor Area (Sq. Ft.)
Vacant	33%	292.59	477	N/A
Residential	27%	239.20	1,408	1,795,970
Commercial	12%	111.05	100	1,106,116
Institutional	12%	105.94	64	640,197
Industrial	11%	97.84	104	2,022,885
Office	2%	17.41	12	153,804
Other	3%	30.28	25	64,992
TOTAL	100%	894.32	2,190	5,783,964

[2] Source: Miami-Dade County Property Appraiser

North of 184th Street

The area north of 184th Street is predominantly residential with a small neighborhood commercial district along Homestead Avenue, and a significant commercial corridor along U.S.1. The properties lining 186th are institutional and industrial. Along the western edge of the CRA are several pockets of open space.

South of 184th Street

The area south of 184thStreet is of a mainly industrial composition, with several larger commercial properties on the eastern and western borders.

Existing Zoning

The predominant type of residential zoning in the CRA is Duplex Residential. It accounts for 61% of the total residential acreage composition. The next greatest is Single Family Residential. This accounts for 24% of the total residential acreage. Multi-family residential, in structures ranging from 4 units to 37 units per acre, account for 14% of residential acreage.

The predominant type of Commercial Zoning is Arterial Commercial, accounting for 41% of the total Commercial zoning. U.S.1/ South Dixie Highway is the CRA's Arterial Commercial Corridor. Central Commercial and Liberal Commercial rank second and third, with 31% and 26% respectively of total commercial acreage.

Light manufacturing is by far the predominant type of Industrial Zoning, with 84% of the total Industrial Zoning acreage. Heavy manufacturing accounts for only 6% of the total, while an additional category, Restricted Industrial, provides the remaining 10%.[3]

[3] Source: Miami-Dade County Property Appraiser

Fig. 3.11 Vacant Parcels in the CRA.

New County Zoning

Miami-Dade County has adopted a new zoning ordinance for the West Perrine area, known as the Perrine Community Urban Center District (PECUCD). The boundaries are similar to those of the CRA, yet leave out a sizable portion of industrial and vacant land south of the C-1N Canal, as well as several blocks extending west of 107th Avenue that are included in the CRA.

The new zoning permits implementation of the consensus visions generated in the 2003 Charrette Plan. (The Charrette Plan will be discussed in Chapter IV of this document.)

The PECUCD ordinance is composed of Regulating Plans, which in turn, consist of seven Controlling Plans. In addition, there are Building Placement and Street Type Development Parameters, Minimum Lot Requirements and Architectural Guidelines.

The seven Controlling Plans include the following sections:

- A Street Types Plan, indicating a hierarchy of five street types
- A Sub-districts Plan, indicating a Core, Centers, and Edge
- A Land Use Plan, delineating land uses, and development types and intensities –*see figure 3.13*
- A Building Heights Plan
- A Designated Open Space Plan, with squares, greens, and plazas
- A New Streets Plan, creating several types of new streets
- A Bike Route Plan

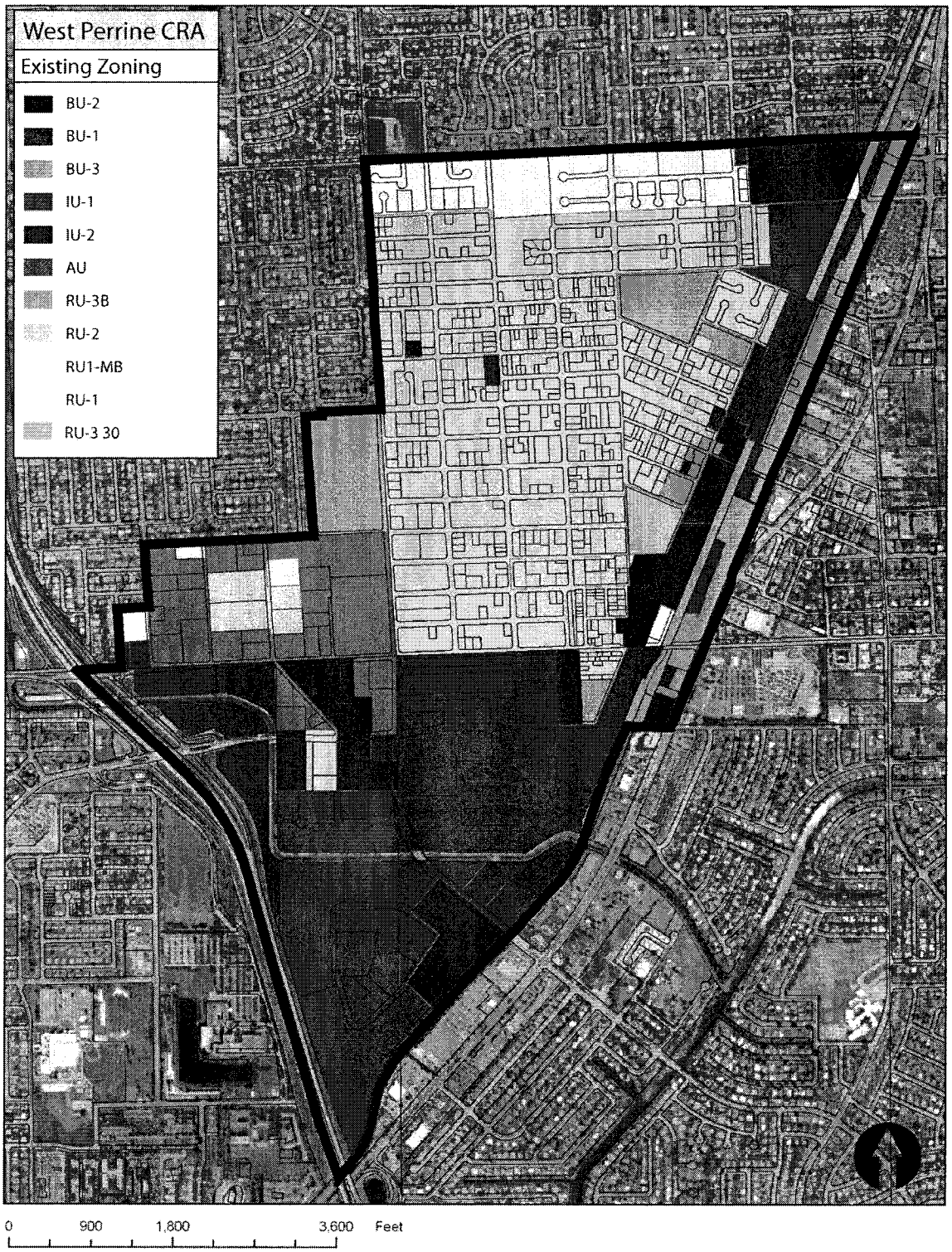

Fig. 3.12 Existing Zoning Map

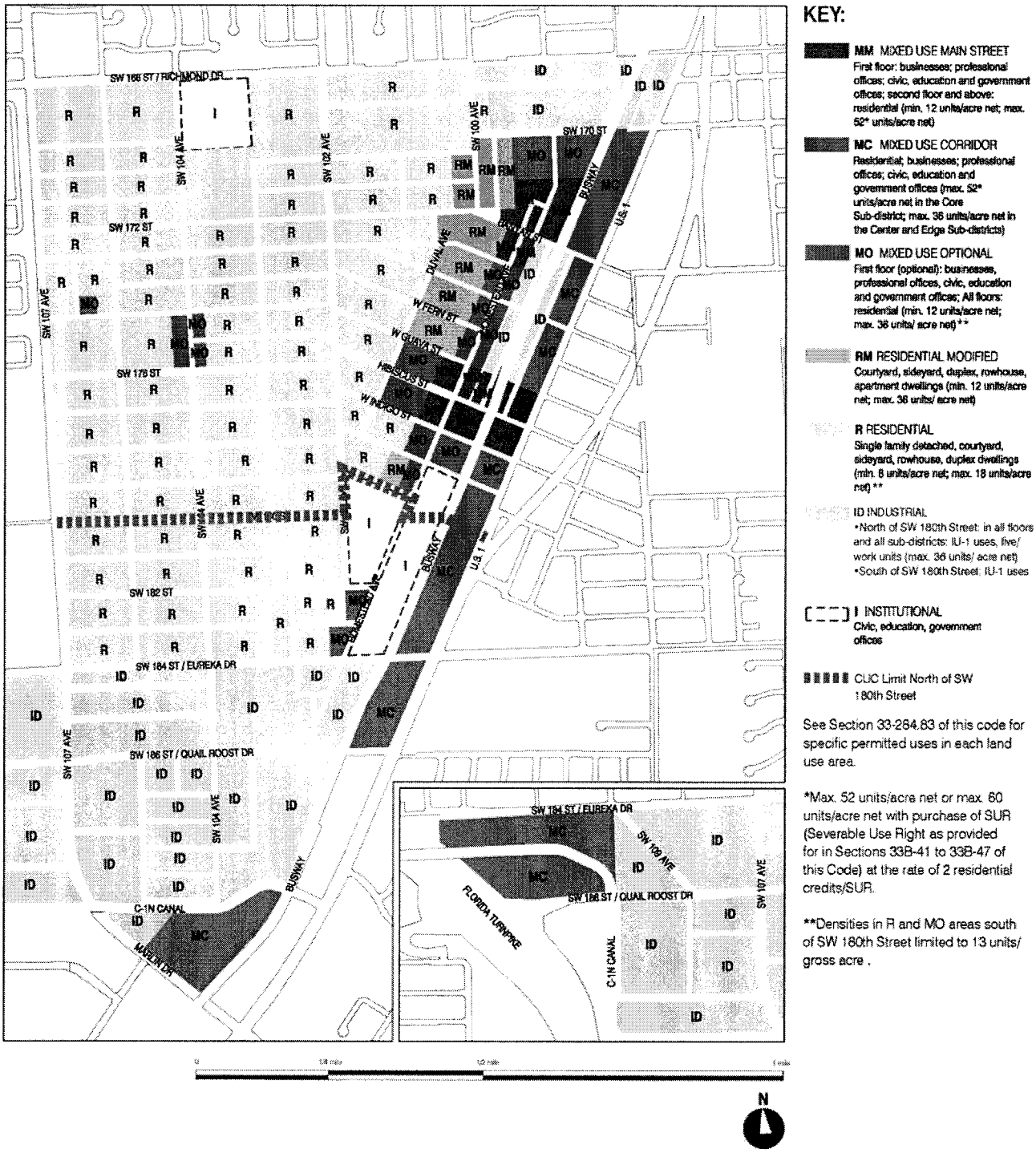

Fig. 3.13 PECUCD Land Use Map.

J. Vacant Parcels

According to the County Property Appraiser's calculations in 2006, there are 445 vacant parcels of taxable value in the West Perrine CRA. Additionally, 19 vacant parcels are government owned and thus tax-exempt. As indicated in Figure 3.11 (page 12), these parcels are spread throughout the area, and several of them in the southern industrial area are quite large. The total assessed value of the taxable properties is $66,325,953.00, and their taxable value amounts to $61,658,480.00.

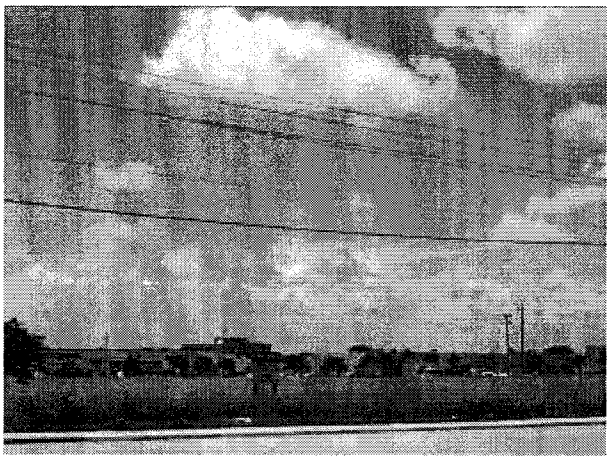

Figure 3.14 Large Vacant Parcel in Southern Industrial Area

K. Infrastructure

Streets and Sidewalks

Capital improvements have been recently been or are currently being undertaken by the County in West Perrine. Drainage, resurfacing and sidewalk improvement have been or will be completed throughout the area including following areas:

SW 102nd – 105th Avenues
SW 107th Avenue
SW 171st- 172nd Street
SW 168th- 172nd Street
SW 172nd through 181st Streets
SW 105th Avenue
SW 181st -184th Street
SW 104th – 107th Avenues.

Wastewater/Sewer System

The wastewater and sewer systems in West Perrine are in place although several areas are currently slated for upgrades in capacity. The system is, for the most part, adequate for current demand. Any increase in demand will necessitate additional upgrades and new connections.

Stormwater Management

A stormwater management system is in place in West Perrine. Drainage was installed as part of the infrastructure improvements outlined above. With completion of the drainage projects, there will be no known deficiencies.

Figure 3.15 168th Street and the Busway

Figure 3.16 Looking west along 168th Street

Figure 3.17 Homestead Avenue

Traffic Access

West Perrine is situated in between two major thoroughfares – the Florida Turnpike and U.S.1/Dixie Highway. This proximal location, however, is not being use to its full advantage. The Turnpike actually forms a barrier by limiting access into West Perrine from the west. The only entry is through one of the two Turnpike interchanges at SW 184th or 186th Street, or the underpass at SW 168th Street.

The Miami-Dade County Busway (located on the former site of the FEC Railroad tracks,) is an important transit option for West Perrine's residents, yet its form interrupts the connection between the neighborhood and the commercial properties along U.S.1. It presents a physical and psychological barrier which prohibits a safe and seamless integration of various types of activities. Homestead Avenue, the Busway, and U.S.1 could be better tied together in many different ways.

Furthermore, though there are many east-west streets leading into West Perrine from U.S.1, the neighborhood itself is somewhat unseen since the development along U.S.1 acts as a wall of separation. Again, gateways and attractive connections between the road and the neighborhood can be established through various means.

Street Widths

A high percentage of streets in the CRA do not meet the current County standards for paved roadway widths. According to a study done for the Finding of Necessity[5], 84.8% of the minor streets, or approximately 95 blocks, in the CRA have a paved roadway width of between 16 and 19 feet. These are in the older, unimproved sections of the CRA, and are generally also lacking sidewalks.

On the other hand, 15.2%, or approximately 17 of the streets do meet the County standards with a paved roadway width of between 22 and 24 feet. These are located in the more recently redeveloped areas of the CRA. These streets have a total right-of-way width of between 50 and 60 feet, and generally include sidewalks on both sides.

As discussed in the Streets and Sidewalks section above, many sidewalk improvements are underway or pending. Nevertheless, narrow streets can often be more pedestrian friendly, and if sidewalks can be accommodated, may form a basis for a more attractive residential community.

Bus Lines

Three County bus routes serve the West Perrine area. Routes #35 and #52 traverse the northern portion of CRA on their way to the Busway. Bus Route #1 operates slightly east of the CRA, but crosses into it in the northeastern portion along U.S.1

Parking

Parking is a problem in the Southern and Northeastern industrial areas of the West Perrine Redevelopment Area. Cars are located on the grass, and spill out into the roadway.

The commercial districts of the Dixie Highway/US-1 corridor in the District are also quite small and provide minimal parking for customers.

More parking in all of these areas is clearly needed.

Fig. 3.18 Parking Overflow in Southern Industrial Area

[5] Source: Finding of Necessity, Proposed West Perrine CRA, 2005

Future Transportation Plans

The Miami-Dade County Metropolitan Planning Organization lists it future transportation improvements in two documents: the Transportation Improvement Program (TIP), and the Long Range Transportation Plan (LRTP). The TIP projects look five years ahead, while the LRTP projects span the next twenty years.

The following projects are included for the West Perrine CRA in the TIP:

- Streetscape improvements to SW 186th Street (Quail Roost Drive).

The following projects are included for the West Perrine CRA in the LRTP:

- Widening of the Homestead Extension of the Florida Turnpike, from north of US1 to north of SW 184th (Eureka Drive) to ten lanes.
- Widening of SW 107th Avenue from SW 160th Street to SW 186th Street from two lanes to four.
- South Miami-Dade Corridor Rail Extension from Dadeland to Florida City, using Dixie Highway.

L. Crime Statistics

Crime, on the whole, has decreased in West Perrine since 1997. The number of reported crimes in 2003 (including violent and non-violent) was 806 incidents, compared to 1,010 incidents in 1997. Nevertheless, the 2003 reported rate is higher than it was during its lowest year, 2000, with a reported 754 incidents.

This trend tracks closely to the County wide statistics, which, although they do not cover the same time period, also show a gradual decline in total reported crimes in recent years. The total for violent and non-violent crimes in the UMSA portion of Miami-Dade County declined from 68,800 in 2001 to about 59,000 in 2005. Given the total population in the UMSA of 1,105,000 (2005), the overall crime level averages out to about 53 crimes per 1,000 persons. Using the 2003 crime figures for West Perrine, and the estimated 2005 population of 4,961, the corresponding figure for West Perrine is about 161 crimes per 1,000 persons, or about triple the county-wide average.

Section IV

Public Process, Previous Plans, and Prioritization

IV. Public Process, Previous Plans, And Prioritization

A. Previous Planning Efforts

There have been several previous planning and redevelopment efforts for the West Perrine area before the CRA was conceived in 2005. Perhaps the most influential to date is the Plan requested and championed by Miami-Dade County Commissioner Dennis Moss in response to 1992's Hurricane Andrew. Adopted in 1994, this Plan addressed a large part of Miami-Dade County, and contains specific detailed sections for several South Dade Communities devastated by the Hurricane, including West Perrine. Known as the "Moss Plan," the report covers everything from necessary infrastructure improvements to land use and planning recommendations.

This chapter will briefly review the Moss Plan and its proposals, then discuss the visions and projects of the more recent 2003 Perrine Citizens' Charrette Area Plan. One of the most important steps is the prioritization of these great projects that are envisioned by the community. With so many good ideas, they must begin somewhere. This effort was undertaken at a public meeting on August 22, 2005. The community once again gathered together to state where they felt efforts and resources should be concentrated. A brief description of this public meeting and the priorities of the community will be presented in the final section of this chapter.

B. The Moss Plan

Many of the improvements called for in the Moss Plan have been implemented since its publication. These are mainly in the areas of the public realm. Yet there are many additional specific suggestions pertaining to other land development and design issues. For instance, the Moss Plan listed specific sites for redevelopment, and identified funding sources and expenditures for proposed projects. However, rather than enumerating every idea and project from the Plan, this section will instead discuss the general concepts presented, which acted as building blocks for the later plans.

Public Improvements

Public improvements included in the Moss Plan that were completed in the West Perrine CRA include infrastructure (sidewalks, streets, landscaping, water, sewer, street lighting), park improvements, school reconstruction, housing rehabilitation, and a new development in the southern industrial area.

1994 Charrette and Community Priorities

After Hurricane Andrew, the Miami Chapter of the American Institute of Architects held a Design Charrette for the West Perrine Community over a period of two days. This would be the first Charrette; the second was held in 2003 and will be discussed later in this chapter. The priorities of the community at that time were as follows[1]:

- Health Care/Social Service/Police Center
- Retail/Commercial Development
- Community School/Full Service
- Vocational Training Center and Program
- Metrorail Station
- Street Signage and Street Illumination
- Comprehensive Youth Center
- Light Industrial Development
- Parks, Playgrounds, Recreational Centers
- Elderly Community Center
- Debris Removal
- Land Bank Program
- Library/Museum
- Parking
- Code Enforcement
- Farmers Market
- Community Education
- Assessment of Needs
- Physical Identity - Monument

Goals and Objectives

The Moss Plan listed the following goals and objectives to guide decision making for West Perrine:

1. Encourage orderly development.
   - Refine the "Adopted 1985 Metropolitan Development Pattern" land use recommendations for the area and formulate specific development proposals
   - Encourage development of an economically viable employment center south of Eureka Drive and the southwest quadrant at SW 168th Street and U.S.1.
   - Coordinate planning for infrastructure needs, community facilities, and public services.
   - Encourage compatible infill development.
   - Increase rate of home ownership for low and moderate income families.
   - Improve the commercial district along Homestead Avenue.
   - Encourage rebuilding of R.R. Moton School as a total community school with specialized programs.

[1] The Moss Plan, 1994

2. Adequate housing for all segments of the community, including low and moderate income persons.
    - Offer a wider range of housing types choices to meet the needs of different families.
    - Develop additional senior citizen housing.
    - Encourage home ownership to maintain stability of residential areas.
    - Upgrade the quantity and quality of housing stock through rehabilitation, code enforcement, neighborhood improvements, and new dwellings.
    - Provide affordable for sale single family homes on land acquired by the County.

3. A wider range of choices should be provided to the residents.
    - Create employment opportunities within the community through technical and financial assistance to local business people.
    - Provide for commercial renovation and new construction to attract more customers to local businesses.
    - Initiate social programs such as job training, child care, and primary health care.
    - Increase recreational opportunities for all age groups.

4. A definite character and identity should be established for the area.
    - Design public facilities to enhance surrounding areas by considering existing activities and natural amenities.
    - Make future development compatible with the natural environment.
    - Construct signs and gateways for the area.

Conceptual Neighborhood Development Consensus Plan

The following concepts comprise the basis of the West Perrine neighborhood redevelopment plans. Though identified in 1992, they are in fact very similar to those developed later during the 2003 Charrette.

1. Entry Feature
    - Traditionally, Hibiscus Street served as the eastern gateway into West Perrine from the U.S. 1/South Dixie Corridor and the western path to the residential neighborhoods. An entry marker is proposed here.

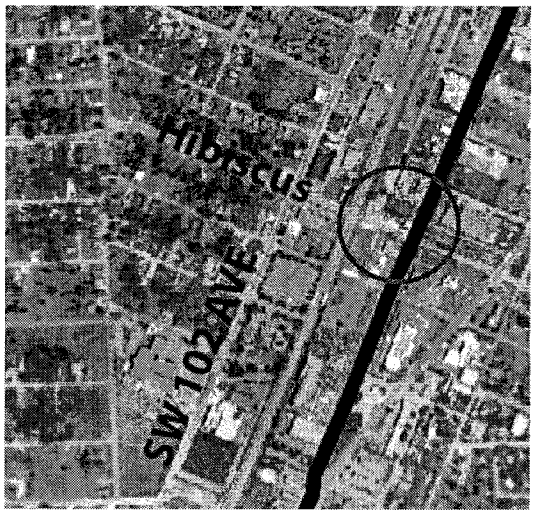

Figure 4.1 Hibiscus Gateway.

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2. Major Activity Nodes
   The intersection of Homestead Avenue and Hibiscus Street comprised the traditional commercial center of the West Perrine neighborhood. Several activity nodes are proposed along Homestead Avenue to renew it as the central corridor of the community.
   - Commercial Activity Node, at the intersection of Hibiscus and Homestead to include neighborhood businesses and a town square.
   - Education/Recreation/Institution Node, at the location of the R.R. Moton Elementary School. A new magnet school will be located here.
   - Governmental/Institutional Node, along Homestead south of Jessamine to 184th Street. A proposed Metrorail Station would be included in this Node.
   - Industrial Employment Center Node, at the northeast corner of the West Perrine neighborhood. This job center would provide employment and training to local residents.

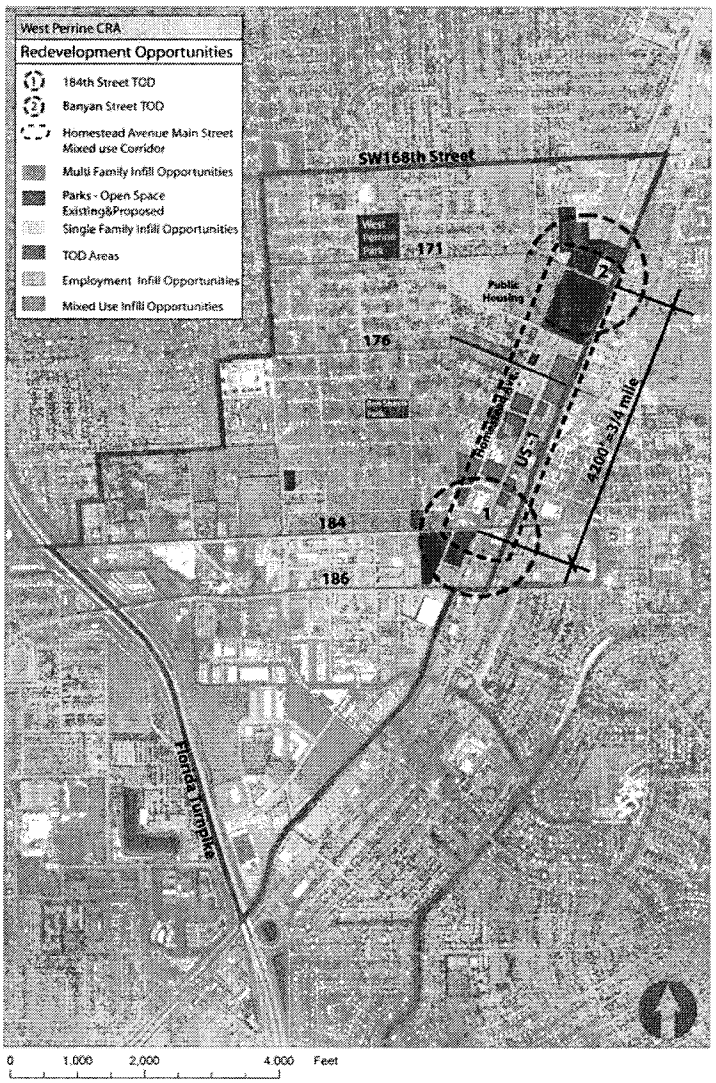


Figure 4.2 Map of TOD Nodes.

3. Homestead Avenue
    - Pedestrian oriented improvements are proposed, including widened sidewalks, new street lighting, and landscaping.
    - Parking located behind the Government/Institution Node along the proposed Metrorail line.

4. Hibiscus Street
    - An attractive gateway into the neighborhood.
    - Landscaped with flowering trees, and preservation of the wide right-of-way, historically a dust-cropper landing strip.

5. Residential Areas
    - Large residential are broken up into smaller neighborhoods.
    - Rehabilitation of housing, and in-fill on vacant lots.

6. Recreation
    - Expansion of Richmond Park, and construction of a new recreation building.

7. Industry
    - Industrial areas would be located south of 184th Street, and in the northeast quadrant of the study area.

8. Circulation
    - Maintenance and improvement of perimeter streets: SW 107th Avenue, SW 168th Street, SW 184th Street, and SW 186th Street.
    - Local streets used for internal circulation and neighborhood subdivision: SW 104th Avenue, SW 172nd Street, Homestead Avenue, SW 176th Street, Hibiscus Street and SW 102nd Avenue.

9. Metro-Transit System
    - Extension of the Metrorail along the Florida East Coast Railroad right-of-way with a station in the Governmental/Institutional Node.

C. The Perrine Citizens' Charrette Area Plan

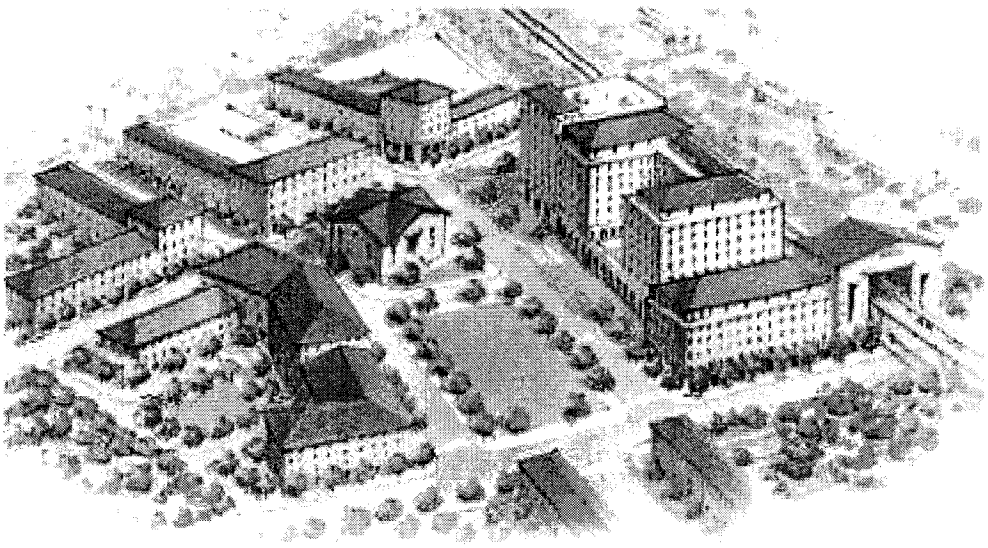
In January of 2003, a Design Charrette was held for the Perrine Community by the Urban Design Center of the Miami-Dade County Department of Planning and Zoning. Over the course of a week, residents, business owners, property owners, elected officials, and County staff worked together to identify the challenges facing the community and to propose solutions. The result was a framework for redevelopment, design, and revitalization of the West Perrine neighborhoods. This framework was compiled into a document titled Perrine Charrette Report, "*Celebrating our Centennial*".

In addition to suggesting new ideas, the Charrette Plan built upon some of the ideas developed in the 1994 Moss Plan, such as infrastructure improvements, infill housing, and industrial district investment. The following are the objectives for the communities that were identified in the Charrette Plan[2]:

- The development of Homestead Avenue as the Main Street, by establishing new design guidelines.
- Improve vehicular circulation and transit in a manner that is functional, and supportive of a pedestrian environment.
- To develop Hibiscus Street as a residential boulevard.
- To improve the general infrastructure of neighborhoods and districts.
- To redevelop and restore the Pioneer Bahamian architectural traditions, the "Historic Village" and the Ben Shavis Park area.
- Complement the major streets with infill housing and adjacent mixed-use building forms that link the different neighborhoods.
- Transform the U.S. 1 Corridor as a signature boulevard, and develop more mixed-use buildings along the Busway, creating a major community center anchored around a possible future Metrorail station in Perrine.
- Improve the industrial district between Eureka and Quail Roost Drives by renewed investments in infrastructure and building improvements, providing gateway development at the Florida Turnpike.

To achieve these objectives, the following major project and design proposals were created:

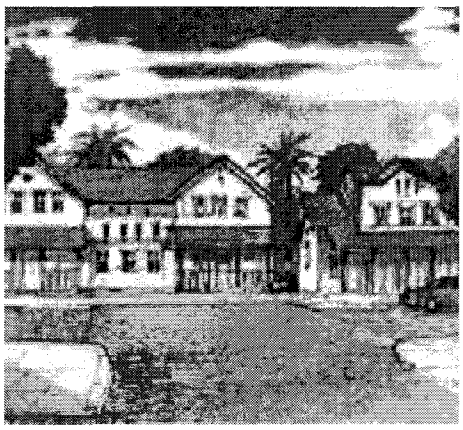
1. An Urban Center / TOD with Metrorail Station at Homestead Avenue and Banyan St.



This project would include mixed-use six to seven story buildings, with office and retail on ground floor, and apartments above. A proposed Metrorail Station would be attached, and the whole would front on a central plaza.

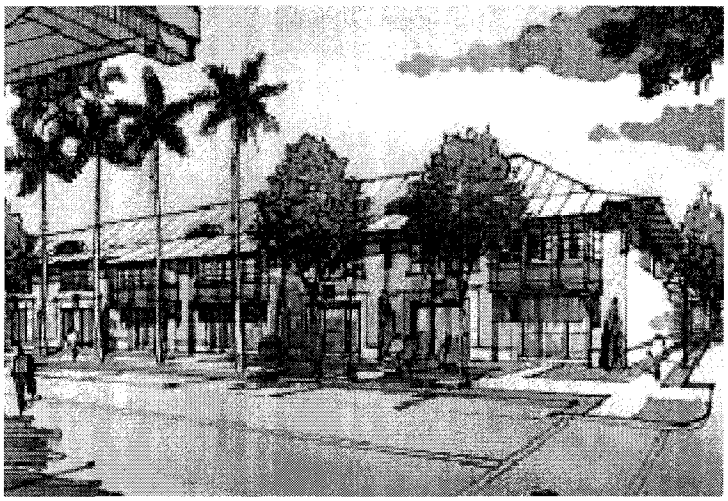
[2] Perrine Charrette Report, "Celebrating our Centennial", 2003.

2. **Homestead Avenue as a traditional "Main Street"**



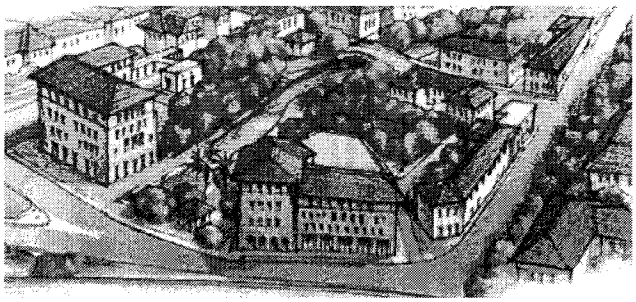
This concept signals a return to Perrine's historic roots with Homestead and Hibiscus as a town center. Buildings would be preserved and improved where possible and new mixed-use buildings, compatible in architectural styles, would be added.

3. **Industrial District Opportunities**



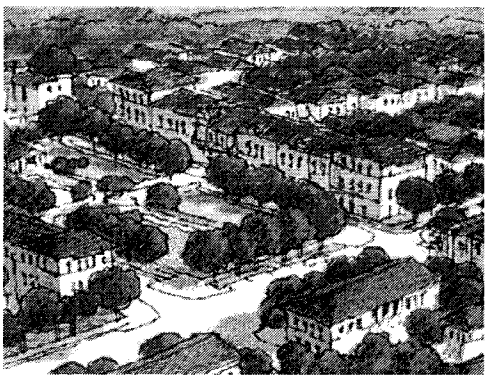
These changes would consist of improving parking, existing building appearances, attracting new employers and constructing new buildings where feasible.

4. Turnpike Gateway to West Perrine



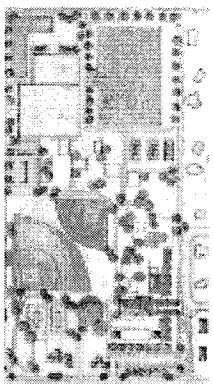
The project would feature an attractive gateway to include a mix of retail, office, residential, and light industrial uses. The canal would become a neighborhood amenity with landscaping and building frontage.

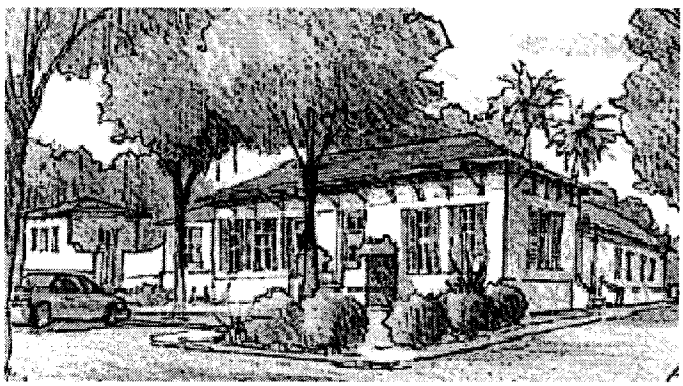
5. Ben Shavis Park Improvements



New housing will address safety issues to bring out residents and provide "eyes on the street".

6. West Perrine Park Improvements





The Charrette Design revised the County's plan with parking distributed, rather than contained in one large lot. A proposed West Perrine Park Building is on the right.

D. Initial Community Meeting for the Community Redevelopment Plan (Priority Projects)

A Community meeting was held by Miami-Dade Commissioner Dennis Moss, the Miami-Dade Office of Community and Economic Development, PMG Associates and Civic Design Associates on August 22, 2005. By and large, the attendants included many of the same people who had worked on the 2003 Charrette Plan. The consultants discussed the process of creating a CRA, explained how a CRA functions, and how a CRA would work to benefit the West Perrine community. After briefly reviewing the Charrette Plan, and the above major design proposals, the consultants asked the participants to rank these projects that they had envisioned two years ago according to their current desired priority for implementation. They were also asked to suggest new ideas and projects that may have become important to them in the intervening years.

In general, the community favored redevelopment as a method of revitalizing the area. The predominantly residential areas were not identified as needing wholesale redevelopment, but rather, selected infill and modest improvements in the public realm, to include such items as street re-pavement, improved street-lighting, and landscape enhancements. Some of this is already programmed into ongoing county capital improvements programs. In general, it was agreed that the major opportunities lay in the vacant commercial parcels to the south, and the redevelopment along the transit corridor. The community was asked to rank the redevelopment proposals. Detailed results are compiled in Table 5.1, and are briefly summarized below:

1. Transit Oriented Development node at the Busway between SW 184th and SW 186th Streets
2. Affordable housing strategies
3. Homestead Avenue Main Street
4. Transit Oriented Development node at Banyan Street
5. Improvements to the existing parks; possible some additional parks

There were a total of eight such projects identified. Those receiving the least interest were the Gateway development near the Turnpike and the industrial development at the south end of the study area. This may partially be due to the fact that these particular projects are more physically removed from the main residential area, and that the residents tended to favor the projects that would have an impact within their immediate neighborhood. But clearly, the potential for redevelopment along Homestead Avenue and the two transit nodes, occurring more or less at either end of Homestead Avenue, were seen as the highest priorities. (Figure 4.2) The high ranking of affordable housing strategies also fits in nicely with this general geographic theme, since the highest concentration of affordable housing in the area is currently between SW172nd/Banyan Streets and Fern Street, east of SW 102nd Avenue.

There appeared to be some question at the public meeting as to which of the transit oriented development nodes proposed in the Charrette plan was more appropriate. Several persons noted that the southern location (between 184th and 186th Streets) had more available vacant property and was thus a better candidate. The proposed Urban Center zoning overlay for the area, however, identifies the northern location (Banyan Street) as the area designated for the highest future density. In truth, both locations would be well suited for TOD nodes, since they are located approximately 3/4 of a mile apart, a reasonable spacing for transit stops on an intermediate distance commuter route. True, the Banyan Street location is more challenging in terms of property assembly, but since it is in close proximity to the public housing, it presents a key opportunity to deal with several of the goals in an integrated and comprehensive fashion. And since the Homestead Avenue Main Street occurs between them, there is an opportunity to realize many of the community's goals in a relatively tightly defined area. This main street development would be easily accessible from both TOD areas as well as closely linked to the neighborhood to the west by a closely spaced network of streets.

PMG Associates also conducted several stakeholder interviews with key residents and business owners to gather additional insights into the community. These stakeholders were asked key questions about the future of West Perrine, what they believed to be the most important issues currently facing the community and what they thought were the most important projects to undertake. Feedback obtained from these interviews was utilized to polish some of the public meeting recommendations and set the tone for parts of the Redevelopment Plan.

E. Final Presentation of the West Perrine Community Redevelopment Plan to the Community

Two additional meetings were held with the West Perrine Community to unveil the Draft Community Redevelopment Plan and to gather final input in the community meeting format. The meetings were held at the West Perrine CAA Building on Homestead Avenue on the evenings of January 10, 2006 and January 25, 2006. The first meeting had a small turnout, thus necessitating the second meeting which was attended by approximately 35 residents, businesspersons, and property owners. A presentation which gave an outline and overview of the draft Plan was presented and opportunity was provided to the attendees to question aspects of the draft Plan and make any comments regarding the Plan.

Some concern was raised at these meetings regarding the proposed PECUCD ordinance, however, no major issues were raised regarding the draft of the Community Redevelopment Plan. Those in attendance indicated acceptance of the projects and programs and indicated anxiousness for the implementation to begin.

Section V

Redevelopment Strategies

V. Redevelopment Strategies

A. Purpose

This section is designed to outline the major strategies, projects and programs that are recommended to be implemented by the West Perrine Community Redevelopment Agency. While key components of the CRA's future work plan are outlined, this section is not intended to be an exhaustive list of the projects and programs to be undertaken. This section has been created with suggestions as to implementation keeping in mind that regular review of conditions of the neighborhood and needs of its residents and property owners is vital in creating effective and cost-efficient projects and programs that meet the needs outlined in this Plan.

NOTE: It is important to note that Task Completion Indicators presented below should not be absolute indicators of success or failure of the CRA's efforts. Some of the indicators will be exceeded and others may not be met due to outside forces beyond the control of the CRA. As time passes, the CRA will be able to recognize the programs that are most effective in accomplishing the long term needs of he community and the goals and indicators should be appropriate altered to account for on-going circumstances. These goals and indicators should be utilized as targets for programs and projects and should be reviewed every five years. Section VII outlines the process for five-year evaluations and review of accomplishments which can serve to insure that these and future goals are reviewed and set appropriately given the direction of market forces.

B. Infill and Replacement Housing Strategy

One of the major transformational strategies to be undertaken by the CRA is an infill and replacement housing program. This strategy is designed to provide additional affordable housing, capitalize on the recommended transit oriented projects, to add additional vibrancy to the community and to meet the desire of the neighborhood to curtail the construction of additional duplexes in the neighborhood. The strategy also includes the elimination of substandard housing (including existing duplexes) and development of currently vacant and/or defective infill lots. The Infill and Replacement Housing Strategy is designed to closely follow the Perrine Community Urban Center Zoning District (PECUCD) as originally proposed by Miami-Dade County as well as the County's previously adopted CUC guidelines in the County's Development Master Plan (CDMP). However, in the event that any project proposed by any future amendment to this Plan, the amendment should include provisions to advocate for the appropriate variance(s), changes to zoning or any CDMP amendments.

Duplex Housing

Public input, from the 2003 Perrine Charrette hosted by the Miami-Dade County Urban Design Center through to the CRA Plan public meeting held in August of 2005, has indicated that the residents of West Perrine would like to curtail future development of duplex housing structures. This desire to stop duplex units appears to be more of an issue with the type of duplex housing that has been built in the area to date. Existing duplexes tend to be undersized units within structures with little, if any, architectural style. The majority of the properties are rentals and many structures and many of the lots upon which they have been built are not maintained well and have becoming eyesores to the Community. The Existing Zoning Map can be found in Section Three of this report.

The elimination of future duplex construction is an onerous task as many of the vacant residential lots in the West Perrine area have the proper zoning and land use for the construction of such units and the owner's are expected to be reluctant to voluntarily relinquish these rights. There are several recommended strategies for the prevention of duplexes that are detrimental to the neighborhoods that should be undertaken by the CRA.

Voluntary Relinquishment of Rights - As previously stated, it is not likely that current owners would relinquish rights to duplexes however, there is no cost to making such a request of owners. This would be the most desirable situation.

Rezoning to Townhouse Use – There are locations within the neighborhood (outlined in Figure 5-1) where it would be appropriate to construct townhomes. If these properties are not currently zoned/land used for such structures, the CRA should support the PECUCD zoning (as discussed in Section IV. 4) and should advocate for appropriate location of these townhome units as envisioned in the Charrette Report and this Plan. The areas outlined on the map would be compatible with these areas of West Perrine as envisioned on the map as they would be on the fringes of multi-family areas (apartments/condos) as well as existing or proposed townhomes. Such a change could be financially advantageous to the existing lot owners, however it would promote housing consistent with the overall plan and the financial benefit could encourage existing owners to begin construction on their parcels at a minimal (if any) cost to the CRA.

CRA Purchase of Vacant Duplex Zoned Lots - There are many vacant parcels within the CRA upon which duplexes could be constructed. The CRA should begin a process to acquire these properties as soon as financially feasible. The CRA should request that any such properties in the ownership of Miami-Dade County be transferred to the ownership of the CRA, properties available due to tax delinquency should be acquired (providing titles can be sufficiently cleared prior to final acquisition), and private owners should be approached to gauge their interest in selling their lots. If the private owners are willing to sell, the CRA should purchase these properties from the willing sellers.

Priority should be given to lots that can be assembled with adjacent or nearby vacant, substandard sized, and/or defective lots. Substandard or defective lots should have defects cleared if possible. Lots should be re-subdivided, re-zoned, and/or have the land use changed to provide for lots that are appropriate for the housing called for in Figure 5-1. The CRA can assemble lots in groupings with enough lots to interest developers via a public Request for Proposals (RFPs). The RFP's should state the type of housing units that are to be built and include such items that would be necessary to insure that units are constructed to be compatible with the neighborhood and the residents desires (i.e. approximate size of units, architectural style, number of bedrooms, number of floors, height, etc.).

In the event that assembly of multiple lots for RFP is not feasible, the CRA still needs to strive to acquire available lots. Where individual lots, or small groupings of lots that may not be attractive to private developers exist, the CRA should work with local, non-profit, housing developers such as the West Perrine Community Development Corporation, to develop appropriate affordable housing (appropriate related to type as outlined in Figure 5-1). In these cases, the CRA should work with the non-profit to reduce the costs of construction through such methods as direct cash subsidies, donation of the land or sale of the land at reduced price, payment of impact fees or closing costs to the new homeowner. The CRA should also work with the non-profit housing providers and departments/agencies of the State and County that assist in the provision of affordable housing to leverage funding to the greatest extent possible.

GOALS:
a) Strive to eliminate the potential for additional duplex development within the CRA District through the use of tools such as zoning amendments, zoning overlay district(s), the purchase of rights, the purchase of property
b) Where the rights cannot be eliminated, the CRA should advocate for appropriate design guidelines and development compatible with the neighborhood and its future plans

Task Completion Indicators:
a) Significant reduction in the rights to development of new duplexes
b) Adoption of design guidelines and other appropriate controls to insure compatibility of any new duplexes with the neighborhood and its future plans

Townhomes and Multifamily Housing

There are locations on the outer edges of the West Perrine residential areas that are appropriate for a higher density housing product. Specifically, the three blocks between Eureka Drive and 183rd Street between 107th Avenue and 103rd Avenue with the potential to include the blocks from 183rd to 182nd Streets between 103rd and 106th Avenues. These areas currently have a mix of allowable densities with some existing single family homes. Eureka Drive has significant traffic and driveways of these homes interfere with the flow of traffic. A more conducive condition would be the construction multifamily structures either condominium or rental apartments with limited access lots to provide for traffic movement. It is important to note that steps should be taken to limit views of the industrial area to the south of Eureka Drive as the industrial area is quite unattractive with multi-colored buildings, significant outdoor storage on the lots and a mixture of fencing types including barbed-wire. The use of landscaping and walls on the multi-family side could satisfy some of this need. Steps should also be taken on the industrial side to limit visibility of these sites and enhance their appearance through landscaping, well designed fencing or other screening and use of design standards. This change of use to multifamily appears to be consistent with the adopted Perrine Charrette Report and Perrine Community Urban Center Zoning District (PECUCD), however, greater densities than 12 units to the acre may be necessary for apartment/condo complexes. If this is the case, the CRA should pursue the appropriate changes to the CUC as well as land use and other zoning changes to create this higher density residential area to enhance traffic flow and buffer single family areas from traffic and the industrial area.

The area located between 180th Street and 184th Street/Eureka Drive (north and south) and 107th Avenue and Florida's Turnpike (east and west) is currently experiencing development pressures due to the significant amount of vacant land in the area. The area is fairly self-contained and is adjacent to an existing multi-family complex and thus larger complexes of townhomes or condo/apartments compatible with the neighborhood should be encouraged. The southeast corner of this area is currently under the ownership of Sweet Home Baptist Church, Inc. County staff has indicated that the Church has expressed a desire to construct a house of worship on the site and is considering construction of affordable housing on the remaining portion of this significant lot. The CRA should assist in ensuring the highest possible design standard for this site that would be compatible with the neighborhood. The CRA should encourage and make every effort to insure that this area is developed in the largest sized (in area) developments possible and that the housing in this area is not developed in smaller complexes by various entities. If necessary, the CRA should acquire parcels in this area and undertake a Developer RFP to insure the area is developed in a large tract and in a manner compatible with the neighborhood and adjacent new development.

It is important to note that the area described in the previous paragraph is not contained within the Perrine Community Urban Center (PECUC) Zoning ordinance as it was not a part of the 2003 Perrine Charrette initiative. The CRA should undertake the appropriate planning for this area and request that it be considered for inclusion into the PECUC ordinance. This would insure that this area is brought into the area-wide planning for the CRA and that development of the area can be properly controlled and made compatible with the remainder of the CRA which is located within the PECUCD.

<u>GOALS:</u>

a) Rezoning/land use change for properties between Eureka Drive and 183rd Street between 107th and 103rd Avenues to multi-family and/or townhomes
b) Rezoning/land use change for properties between 183rd and 182nd Streets between 106th and 103rd Avenues to multi-family and/or townhomes
c) Construction of multi-family and/or townhomes in area between Eureka Drive and 182nd Street between 107th and 103rd Avenues
d) Screening from view the industrial properties on the south side of Eureka Drive

Task Completion Indicators:

a) Significant rezoning/land use change for properties between Eureka Drive and 183rd Street between 107th and 103rd Avenues to multi-family and/or townhomes
b) Construction of multi-family/townhomes on all properties appropriately zoning between Eureka Drive and 183rd Street between 107th and 103rd Avenues
c) Significant screening of the industrial properties on the south side of Eureka Drive

Housing With Transit Oriented Design (TOD) Characteristics

The Land Use Plan within the PECUCD outlines a comprehensive map containing mixed use potentials as well as acceptable residential types within the area. This map (Figure 5-1) should govern the location of mixed use housing (housing combined with commercial uses) as well as future housing/mixed use projects that are transit oriented. The Perrine Charrette Report outlines the Banyan Street/Homestead Avenue area as an appropriate location for such a development however, in public input meetings for this Plan held in August 2005, participants indicated that they preferred the area around the Eureka Drive/Homestead Avenue area for such a development. Many of the residents in attendance indicated that the Eureka Drive area is more centrally located and there was a belief that there is more vacant land in this area and thus the project would be more feasible in this location.

The CRA can pursue location of TOD's in both locations. The Eureka/Homestead TOD will have obstacles as it will have to compete with the Institutional uses on the north side of Eureka Drive and the vacant land on the south side of Eureka currently has an industrial classification. The institutional users could "disconnect" the Eureka TOD from the remainder of Homestead Avenue if they are not relocated. To make the Eureka TOD a reality, the CRA would need to pursue appropriate amendments to the PECUCD Land Use Plan as well as the associated land use changes this area to more residential in character (under the PECUCD live-work units are allowed). Additionally, the CRA should also pursue a change to the PECUCD to allow for a movement of the CUC's southern limit from 180th Street southward down 102nd Avenue to SW 182nd Street, the westward along 182nd Street to 105th Avenue, then southward to 186th/Quail Roost Drive, and then eastward to the Dixie Highway/US-1 and the eastern boarder of the PECUCD. The Banyan TOD has potential to be developed with a greater degree of orientation to the transportation corridor (and planned rail line) as there is no competition with institutional users however, there are a significant number of existing structures that would have to be demolished and some existing commercial and industrial users that would have to relocate.

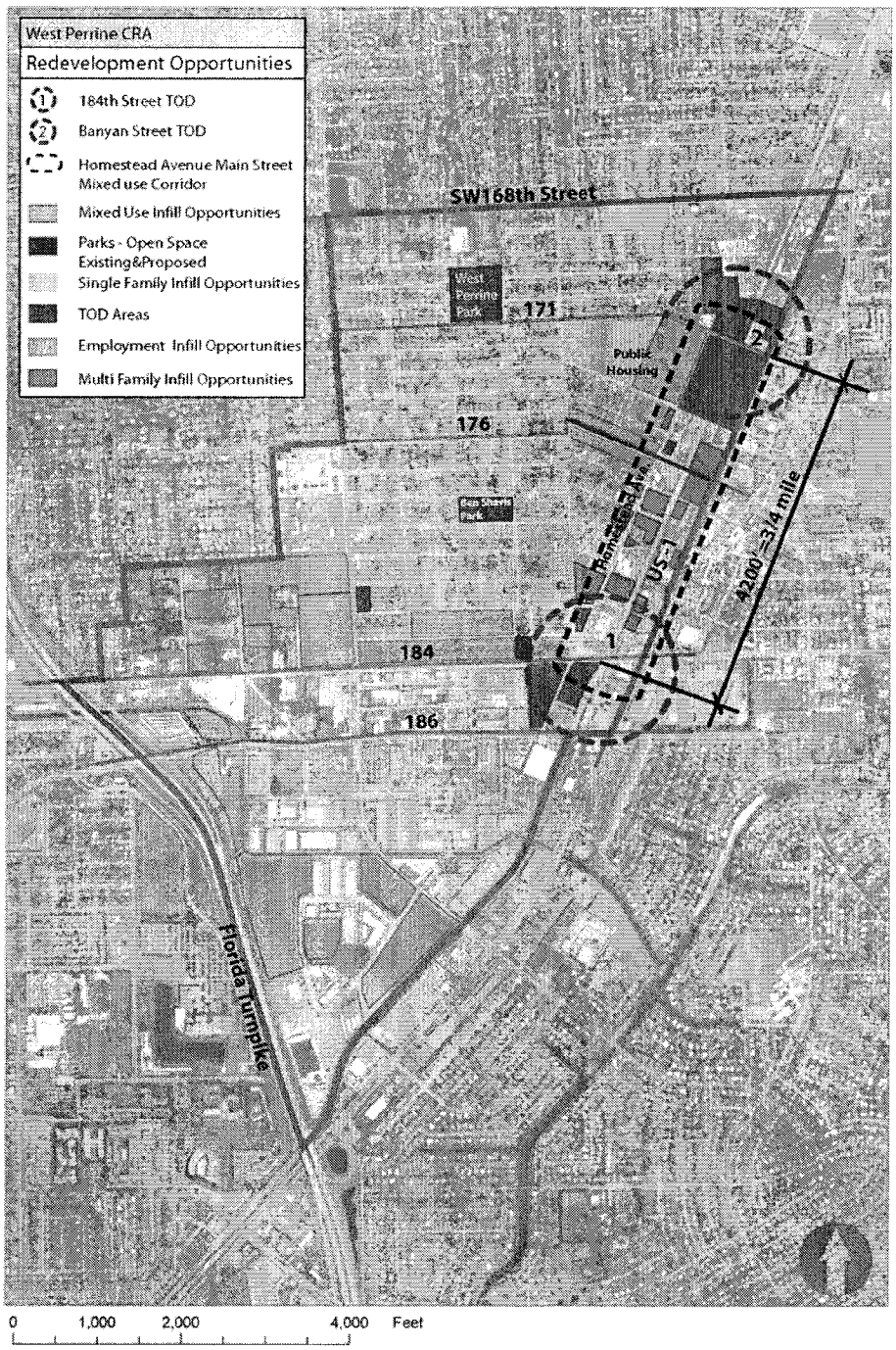
The key to success in having both TOD's is the expansion of the commuter rail line into South Dade down the existing Busway. Construction of this rail line is in the long-range transportation plan, however it is currently slated for a time period after 2020. The CRA should make every effort to insure the rail line is constructed and that this construction occurs in a timeframe that is more accelerated than the long-range plan anticipates. With or without rail, the CRA should continue pursue TOD, mixed use, and higher density development in the Homestead Avenue Corridor as outlined in the Land Use plan of the PECUCD. It is also critical that the CRA create a package of incentives to encourage the first few projects that conform with a mixed use land use or the land use outlined in the CUC for Perrine. This package may include incentives such as payment of permits, planning fees, impact fees and the undertaking of necessary improvements to infrastructure (i.e. roadway, water, sewer, and/or utility improvements). The CRA can also pursue acquisition of land in this area for the purposes of assembling individual lots into larger parcels more conducive to the desired development and to insure that other non-compatible construction does not happen on these lots. If the CRA owns land in the area, it can add to potential incentives an uncomplicated sale of the land and/or the sale at a discounted price to insure financial feasibility of a desired development.

The CRA must also insure that affordable units in any sizeable housing component of a TOD are provided to a mix of incomes. Units could also be provided to the Housing Authority (or any successor agency) to mitigate loss of public housing units due to the outlined public housing strategy (see Public Housing portion of this section below).

GOALS -
a) Construction of a TOD at Banyan Street and Homestead Avenue
b) Construction of a TOD at Eureka Drive/Homestead Avenue
c) Inclusion of affordable housing units in all TOD's

Task Completion Indicators:
a) Construction of one of the two recommended TOD projects
b) Inclusion in the TOD of at least 20% of the units as affordable or as great a percentage below that as the market will allow

Figure 5.1


West Perrine CRA
Redevelopment Opportunities
184th Street TOD
Banyan Street TOD
Homestead Avenue Main Street Mixed use Corridor
Mixed Use Infill Opportunities
Parks - Open Space Existing&Proposed
Single Family Infill Opportunities
TOD Areas
Employment Infill Opportunities
Multi Family Infill Opportunities
SW168th Street
West Perrine Park
171
Public Housing
176
184
186
US-1
Florida Turnpike
0
1,000
2,000
4,000
Feet

Public Housing

The Perrine Charrette Report outlines a strategy of elimination of the existing Public Housing complexes within West Perrine. The strategy includes a conversion of the existing bland, multi-family units into a number of single-family homes more compatible with the surrounding neighborhoods. In an effort to facilitate the Charrette Report, the PECUC District also outlines a Land Use Plan that conflicts with the existing public housing complexes. While this approach is the best way to combat the incompatibility with the neighborhood, it is not feasible for the Housing Agency to maintain single family homes nor will sale of these units as affordable housing provide for the loss of public housing units.

The CRA should pursue the elimination of these deteriorated developments over time. As the CRA assists or facilitates the creation of additional housing units in the neighborhood, provisions should be made to provide units that would replace the lost public housing units. The inclusion of public housing units within mixed income projects where possible is an attainable goal. Recent studies have shown that persons living in mixed income developments are more likely to succeed and escape poverty. Additionally, mixing of the units would eliminate the stigma of an all low-income development situated in neighborhood. The CRA should obtain units for this purpose in any sizeable project and can require the inclusion of such units in any project where incentives are provided to a developer. All efforts to undertake this program must be fully planned and coordinated with the Miami-Dade Housing Agency and the U.S. Department of Housing and Urban Development.

The sites that are currently public housing should be pursued for a mix of affordable and market rate, single-family developments in a manner consistent with the designs in the Charrette Report if adequate provisions can be made for the existing public housing residents in newly constructed units as outlined in the previous paragraph.

It is important to note that this housing is not and will not be controlled by the West Perrine CRA and thus implementation of any recommendations regarding this housing will need the support of the Miami-Dade Housing Agency (MDHA) and most likely, the U.S. Department of Housing and Urban Development (HUD). The CRA should begin consultation with the MDHA as soon as possible after the adoption of this Plan to determine the feasibility, over time, of the recommended plan of action and should be willing to reformulate this Plan or to implement any project or program necessary to facilitate implementation of the recommendations.

GOALS -
- a) Buy-in by MDHA and HUD of the elimination of all traditional public housing complexes in the CRA district
- b) The elimination of all traditional public housing complexes in the CRA district
- c) Construction of new, mixed income residential units more compatible with the surrounding community
- d) Construction of a new, modern affordable housing complex (if necessary) that is in conformance with this Plan, the Charrette Report and which is compatible with the neighborhood
- e) Inclusion in the replacement housing of affordable units
- f) A net gain of affordable units in the neighborhood

Task Completion Indicators:

It is anticipated that the undertaking of this task will be in the later years of the CRA's existence, thus, task indicators will be prepared upon in-depth consultation with the appropriate agencies as implementation of the Goal outlined above come closer to implementation.

Replacement of Sub-Standard Housing and existing duplexes

The CRA, in conjunction with the County and/or non-profit organizations, should seek to replace existing sub-standard housing within the CRA. There are homes that are sub-standard in size (under 800 square feet), are in various states of disrepair, or are have other deficiencies that would warrant the complete replacement of these properties. Many of the sub-standard units are existing duplexes which are not compatible with surrounding single family homes. While not a high priority, the CRA should seek to acquire and demolish these structures and replace them with modern-sized, single family homes. The CRA could create a program much like that outlined for the acquisition of vacant lots with an attempt to acquire adjacent or nearby properties and then dispose of them for new construction through a developer RFP or in cooperation with a non-profit housing provider.

GOALS:
a) Replacement of all substandard housing in the CRA district
b) Replacement of all duplexes in the CRA district

Task Completion Indicators:
a) Implementation of programs to replace substandard housing
b) Replacement of 70% of the substandard housing in the CRA District
c) Replacement of 50% of the duplexes in the CRA District

Residential Code Compliance

The CRA and County need to provide for a program of more vigorous code enforcement and compliance. The CRA should make every effort possible to make certain that there are Code Enforcement Officers dedicated to the West Perrine CRA District and that they work with residents and property owners in a fair and consistent manner in seeing that all County codes are followed and all properties are in compliance.

It is a property owner's responsibility to maintain their property to standards outlined in any Code, however, often a situation exists where the property owner(s), particularly single-family homeowners, are not in a financial position to make necessary repairs. With this in mind, the CRA should assist the County in creating and providing funding for a program to assist lower income owner-occupants in complying with the code. The CRA and County Code Enforcement unit need to also work together to educate residents on what is required by Code, the penalties for non-compliance, and how to obtain assistance from non-profit organizations or government programs to assist in making necessary repairs to come into compliance with applicable Codes. Additionally, the CRA should work with and encourage Code Enforcement to be as lenient as possible in initial efforts in the neighborhood. A strict enforcement without notification or an assistance program in place will lead to strife within the neighborhood and mistrust of the CRA and its intentions.

GOALS:
a) Elimination of all code violations in the residential areas of the CRA District
d) Creation of an educational program to inform property owners of the codes that affect residential property owners
e) Creation of a Code Compliance grant and/or loan program

Task Completion Indicators:
a) The elimination of a significant number of code violations on residential properties in the CRA district
b) Implementation of the residential code educational program
c) Funding and implementation of a Code Compliance grant and/or loan program until such time as significant number of code violations are no longer present in the CRA district

Conservation of Existing Homes

Efforts should be made to encourage the creation of a West Perrine Home Repair Program. Such a program could be funded by a multitude of sources including private foundations, the State Housing Initiatives Partnership (SHIP), Community Development Block Grants (CDBG), and other available Federal funding. The program should be designed to assist low-income homeowners with major repairs, modernization and weatherization of their homes. The purpose of the program would be to insure viability of the housing market and to make homes more energy efficient and thus more affordable for the owner to live in.

GOALS:
a) Attraction of continued CDBG and SHIP dollars to fund home repair programs in the CRA district
b) Attraction of other funding for home repair programs in the CRA district

Task Completion Indicators:
a) Significant reduction in the amount of homes in obvious need of repair and maintenance.
b) Accomplishment of indicator "a" utilizing significantly more funds from outside resources than CRA TIF revenue
c) Establishment of programs and resource infrastructure that will sustain the attraction of outside funding to continue the repair of homes after the CRA program is ended

Priority Listing

Many different programs are outlined in this (Infill Housing) subsection without being presented in any order of importance. The below list represents the appropriate priority ranking of project and programs suggested above. It is important to note that feasibility of funding and ease of undertaking was a critical factor in the creation of this listing.

TABLE 5.1
PRIORITY LISTING OF INFILL AND REPLACEMENT HOUSING PROJECTS AND PROGRAMS

1) Attraction of Private developers to the undertake project in the CRA district
2) Conveyance of County owned lots to CRA and acquisition of any residential lots available for non-payment of taxes
3) Owner-occupied home rehabilitation (including attraction of CDBG, SHIP, HOME and other non-CRA funds to the area
4) Acquisition of vacant lots with rights to duplex or multifamily residential use
5) Acquisition of vacant lots with rights to single-family residential use
6) Modifications to properties to include changes to land use, zoning, lot boundaries, other defects and clearance of negative title issues
7) Aggregation of privately owned (by agreement with owner) and/or publicly-owned lots into groupings appropriate for disposal via Developer RFP for market-rate housing
8) Disposal/development of other lots for affordable residential units in conjunction with non-profit housing providers
9) Acquisition of lots for mixed use and TOD projects in the Homestead Avenue Corridor and recommended TOD locations
10) Disposal of mixed use and TOD assemblages via Developer RFP
11) Acquisition and conversion of properties along Eureka Drive to multi-family properties
12) Acquisition of properties west of 107th Avenue for inclusion in larger multi-family projects
13) Conversion of Public Housing sites via Developer RFP (after provision of replacement units)
14) Replacement of sub-standard housing and existing duplexes

The following should be undertaken as soon as funds and/or staff are available:

1) Attraction of Private Developers to invest in the CRA area
2) Work with the County to direct SHIP, CDBG, HOME and other non-CRA dollars to rehabilitate structures
3) Code enforcement efforts
4) Code compliance education
5) Creation of code compliance assistance programs
6) Encouragement of conservation programs for existing residential properties

These lists are not intended to be a fixed order of undertaking of projects but are instead intended to guide funding decisions and provide a clear direction of project/program importance. It is expected that projects/programs from several of the priority list items will be on-going at any given point in time depending on conditions ranging from availability of land, land costs, construction of the rail line, and external market factors which determine the feasibility of implementation. Again, this list was created with ease of implementation and understanding of realistic funding potential in the early years of the CRA, thus the priorities were not solely listed based on the merits of the project or program.

C. Economic Development Strategy

Industrial Areas- Existing Conditions

South of Eureka Drive

The greatest potential for economic development within the West Perrine CRA District is within the industrial area south of Eureka Drive between US 1 and the Florida Turnpike to the point where US 1 and the Florida Turnpike converge. This area is significant in size and larger vacant parcels are still contained within the area. Existing structures in this area are primarily industrial and office oriented. Few of buildings have vacancies. The newer structures in the area are more office or flex space (office and warehouse space combined) and tend to be larger than the older properties. These properties, on average, are well maintained and have sufficient parking. Many of the older properties are smaller, single story structures with multiple bays that are occupied by a mix of uses such as contractors, auto repair shops, and cabinet makers. These properties tend to over-utilize the land they occupy having little room for parking and minimal landscaping. Additionally, these older properties tend to be "aesthetically challenged" with a varied color palette, mismatched fencing, barbed wire, and significant outdoor storage visible from off-site. While they are not necessarily attractive, it is obvious that the businesses located in the older building provide a significant amount of employment. Several large parcels of land are still vacant in the area amongst some of the larger and newer structures. These parcels hold the key to employment and tax base for the area.

Northeast CRA Area

There are currently other industrial zoned parcels in the West Perrine area. These parcels are generally located in the far northeast of the CRA area. A small stretch of land west of the Busway, east of Homestead Avenue, south of Banyan Street and North of Hibiscus Street and some larger parcels north of Banyan Street, south of 168th Street, east of 100th Avenue and west of US-1 (Dixie Highway). These properties are, for the most part, being utilized as industrial-type uses such as auto repair/salvage and visually, they are older industrial style properties with poorly maintained grounds and unsightly buildings with industrial-style fencing. These properties are a detriment to redevelopment of the as they create an eyesore in some of the most visible areas.

Attraction of New Users

To enhance the economy of the area, the CRA should work with the Economic Development Division of the County's Office of Community and Economic Development, the County's Task Force on Urban Economic Development, the Beacon Council and other economic development related organizations to attract larger users to the area. These employers must be of the type that will employ a mix of West Perrine CRA residents and others from outside the CRA area. The construction of new facilities or redevelopment of existing facilities to be occupied by larger employers will assist the local economy in several ways. These facilities will increase:

1. Employment opportunities for area residents
2. Area wages, providing more disposable income to the residents
3. Demand for additional goods and services and thus providing a more attractive marketplace thus attracting new retailers and service providers along with increasing the sales of existing businesses
4. Taxable values due to new construction or upgrading of existing facilities
5. Taxable values by adding value to the location of existing commercial properties as the supply of land will not increase but the demand for the land will

Southern Industrial Area

Users should be lured to construct facilities of an industrial/office nature to this location that employ at least 100 people on-site. This is an excellent location for such a user as there exists sufficient vacant land for a large facility with adequate parking, easy access by vehicle from either US-1 (Dixie Highway) or via the Florida Turnpike to facilitate commercial deliveries as well as employee commuting. The South Dade Busway is within walking distance of the area facilitating additional access by employees utilizing public transportation. The area is zoned for and can easily host either an industrial user (i.e. manufacturer, assembly, distribution facility) or a high employment back-office use (i.e. call center, financial institution clearing center).

Northeast CRA Area

This area has high visibility and can be assembled into a larger parcel to either anchor a TOD or to provide an area for more employment (office buildings or retail). The existing industrial-style users are a detriment to the existing residential and the uses and their appearances would discourage other investment in the area. The CRA therefore, should seek to acquire property in this area and encourage the relocation of existing users. Many of these industrial-style users are not dependent on pass-by traffic and the CRA can assist in relocating these users to the industrial area south of Eureka or elsewhere nearby. Other users with need for the visibility should relocate to areas with such visibility where they do not conflict with residential properties.

Inducement Packages

The CRA should work with the aforementioned agencies in a leading position to put together the best possible package of inducements to attract users to the area. Each of the other agencies has its own criteria for the use of incentives and the CRA should know these criteria and be prepared to offer incentives that do not conflict with those available elsewhere. Each individual project should be reviewed by the CRA in terms of the value of the project to the area. This review should include all benefits such as increase in tax base, number of jobs created, levels of pay of jobs created, potential spin-off effects and other governmental revenues generated by the project. The review should also include the need to provide additional incentives beyond what may already be available and whether these incentives should be in a monetary form or some other form.

Incentives added to the package by the CRA should not exceed the anticipated tax increment that will be collected due to the project. The CRA needs to be flexible in its approach and should be willing to prepare innovative ways to incentivize the location of an appropriate business. The CRA should only provide funds for projects that will create lasting impacts on the area such as construction or reconstruction of a facility, public improvements such as roadway or water/sewer improvements, or the training of residents of the area (this knowledge cannot be taken from a resident and thus is a lasting effect). Incentives can take many forms to create these impacts and may include (but not be limited to):

1. Direct cash or in-kind grants not to exceed a determined percentage of the Tax Increment (TIF) collected due to the construction of the facility
2. A buy-down on the cost of land
3. Reimbursement for equipment or relocation expenses
4. The provision of or payment for worker training
5. The undertaking of roadway improvements
6. Payment of impact fees

Other items may also provide incentive to a company to locate in the area without taking the form of direct cash. The most useful and cost efficient of which is the provision of a staff person from the CRA acting as the liaison or "point" person for the project. This individual, who should have knowledge of the development process, would be responsible for coordinating permit reviews and approvals from the government. The liaison would insure that such reviews or permits were moving as quickly as possible through the approval process and would communicate informational needs to the company and its representatives. This process can save a company tens of thousands of dollars at very minimal expense to the CRA having a greater affect on the bottom line than most any cash inducement.

The enhancement of the tax-base while a goal focused on by many CRA's is not the sole purpose for which a redevelopment agency is created. Improvement of resident's lifestyle must also be a driving factor. Business attraction should be viewed as an avenue to meet this goal. Given this, the CRA should review business locations in terms of job opportunities created for West Perrine residents. Incentives can be capped by total amount to be granted, duration of the incentive and/or tied to the creation of the number of jobs that are filled by residents. For example, if a user indicates that 300 new jobs will be created, a package including a direct cash grant or in-kind services not to exceed the value of 50% of the TIF generated by the facility could be offered, with each grant or contributions limit being dependent upon the creation of six (6) new jobs (6 jobs = 1% of TIF; 300 jobs = 50% of TIF). A bonus grant or contribution could be offered for hiring residents of the West Perrine area. A maximum of an additional 50% of the TIF can be returned in the form of grants or in-kind services by counting each resident of the West Perrine as two employees, thus only three (3) West Perrine resident employees would generate a one-percent increase in the grant or contribution limit. This type of bonus should be considered in any case where direct cash incentives are offered.

Most importantly, the CRA should not (except in exceptionally unique and rare instances) provide any incentive other than staff time or improvements that are owned by the public prior to the commencement of employment. Incentives should be paid after increment is collected by the CRA and should be released as the promised jobs are created. These provisions insure that the CRA will not pay for anything that does not create jobs and that there is no additional cost, either direct (payment for improvements) or indirect (inability to undertake another project as funds were allocated to the incentive) prior to the revenue collected by the CRA. Roadway enhancements and other publicly owned project are the exception as value has been added that will presumably be utilized by the public.

The CRA needs to take the role as facilitator between business prospects and all the agencies that will be involved. The CRA, in this lead role, will be responsible to find the greatest amount of non-CRA incentives and inducements available for the prospect and must be prepared to add CRA incentives to this package in order to finalize a deal.

GOALS:
a) Attraction of new industrial users to the CRA district
b) Creation of potential incentives and inducements to new users to locate/relocate to the CRA
c) Attraction of new jobs to the CRA district
d) Reduction in unemployment rate of West Perrine residents
e) Creation of a CRA Liaison position to assist developers/business navigate the regulatory landscape
f) Construction of new buildings leading to additional taxable value

Task Completion Indicators:
a) 85-100% reduction in the amount of vacant land in the industrial area of the CRA
b) Significant increase in the taxable value of the industrial land of the CRA
c) A measurable and sustainable reduction in the unemployment rate of West Perrine residents
d) Construction of buildings and facilities in the industrial district of the CRA that are not subsidized or receive any funding from the CRA

Retail/Office

US-1/Dixie Highway

The commercial entities along the US-1 portion of the CRA are not the ideal mix of uses. Dominated by used car sales and an overabundance of signage, these sites are in need of redevelopment that increases employment, provides sufficient parking and does not take away from area aesthetics. Dixie Highway/US-1 is a commercial corridor with high visibility which captures a large portion of traffic driving beyond the West Perrine area.

The CRA needs to integrate many of these properties into developments that are compatible with the two proposed TOD areas and some developments should span across the Busway (what will hopefully become the rail corridor). The CRA should facilitate a transformation of the Dixie Highway frontage from its high intensity retail use to a mixture of more traditional retail shops and offices. This area is ideal for the creation of office condominium properties where smaller businesses can own their space which would add some stability to the local economy. Such facilitation may require zoning changes or acquiring air-rights over the Busway segment.

Design guidelines should be proffered to encourage storefronts on both the US-1 side as well as on the Busway side so as to "invite" patrons from both areas into the store. Such design would also provide an attractive view of these properties from the other side of the Busway thus providing a "front" door to these businesses that unites them with the residential neighborhood instead of having their backs turned to the neighborhood.

The CRA can also offer a slate of incentives to businesses/developers that would attract office users, particularly those that might attract users with over 25 employees. These incentives can be as previously mentioned in other areas of this section including write-down of land costs, payment of permit and impact fees, the provision of reduced cost land.

GOALS:
a) Attraction of new retail and office users to the Dixie Highway area of the CRA district
b) Reduction in the amount of detrimental/low-end retail with outdoor storage
c) Establishment of design guidelines that encourage buildings with dual frontages (both on Dixie Highway and the Busway)
d) Creation of potential incentives and inducements to new users to locate/relocate/build in the CRA
e) Increase in pedestrian traffic in the Busway area

f) Attraction of new jobs to the CRA district
g) Reduction in unemployment rate of West Perrine residents
h) Creation CRA Liaison position to assist developers/business with the regulatory landscape
i) Construction of new buildings leading to additional taxable value

Task Completion Indicators:

a) Implementation of design guidelines as described for the Dixie Highway area of the CRA
b) A measurable and sustainable reduction in the unemployment rate of West Perrine residents
c) A majority of buildings in the area having "dual" frontages with access on both the Dixie Highway and Busway sides of the building
d) Construction of buildings and facilities in the industrial district of the CRA that are not subsidized or receive any funding from the CRA
e) Significant increase in the number of occupational licenses in the Dixie Highway area of the CRA
f) Attraction of at least 3 users to the area with over 25 employees

Eureka Drive/184th Street Corridor

The Perrine Charrette Report and the PECUCD contemplate a mixed use community along the south side of this corridor near the Florida Turnpike. While this should be encouraged, developers have already taken control of this area and begun construction of retail properties. This corridor has pent-up retail demand and its conversion to more retail-oriented frontage on the corridor should also be encouraged in the area west of 105th Avenue. This will buffer the envisioned residential on the north side of the roadway from views and sounds of the industrial area south of roadway. Additionally, some of the existing industrial type uses west of 105th Avenue should be encouraged to relocate to areas deeper in the industrial area, or at a minimum, be encouraged to enhance the appearance of their properties with landscaping.

As mentioned, the Charrette Report and PECUC zoning contemplate mixed use for this area which should be encouraged and the CRA should work towards assisting in the creation of such a district, however, new construction since the Charrette will make this a more expensive and difficult preposition and thus it should not take a high priority in the CRA's workplan. Involvement in such a project in this location should only be undertaken by the CRA if the private sector begins planning and developing the area as such, the lead on this project should not come from the CRA.

GOALS:

a) Attraction of new retail, office and restaurant users to the Homestead Avenue area
b) Reduction in the amount of vacant land and vacant buildings
c) Establishment of design guidelines that encourage buildings with dual frontages (both on Dixie Highway and the Busway)
d) Creation of a potential incentives and inducements to new users to locate/relocate/build in the CRA
e) Significant increase in pedestrian traffic along Homestead Avenue
f) Attraction of new jobs to the CRA district
g) A measurable and sustainable reduction in the unemployment rate of West Perrine residents
h) Creation of a CRA Liaison position to assist developers/business navigate the regulatory landscape
i) Construction of new buildings leading to additional taxable value

Task Completion Indicators:

a) Implementation of design guidelines as described for the Eureka Drive/184th Street Corridor in the CRA area
b) A measurable and sustainable reduction in the unemployment rate of West Perrine residents

c) Construction of at least four projects with mixed uses of retail/office with residential on upper floors
d) Construction of buildings and facilities in the industrial district of the CRA that are not subsidized or receive any funding from the CRA
e) Significant increase in the number of occupational licenses in the Homestead Avenue area
f) Attraction of at least 2 users to the area with over 25 employees

Homestead Avenue Area

The inclusion of new commercial facilities (both retail and office users) within the mixed use projects are recommended for this area, however it will take some time to accomplish. This relatively small corridor runs parallel to US-1 where the significant amount of commercial activity exists today. Homestead Avenue will, in the immediate years, only cater to the neighborhood and will not immediately attract people from outside the area. This means the avenue in the immediate future will need to rely on personal services such as barbershops/hair salons and convenience store retail.

The key to revitalization in this area is the mixed use projects contemplated in the Charrette Report and the PECUCDas well as the attraction of higher level employment such as offices. This attraction of people, both residents to live and work from outside the West Perrine area, will bring more disposable income as well and greater demand for services. These conditions will allow for a greater retail and services presence over time for the convenience of all. Future conditions will be enhanced by the mixed use projects and TOD's contemplated as well as the introduction of rail into the Busway corridor.

The CRA should be involved in the assembly of land in the area to facilitate the development of the mixed use projects. Mixed use is a new untested type of project in the immediate area and without any track record of this type of development, many lenders will be reluctant to finance such a project. This means that it is possible the CRA will have to step in to provide financial support to the first few projects to insure their financial viability. After two or three projects, the private capital markets will be far more willing to lend than prior to them (assuming they are successful). The CRA could look at and potentially provide assistance through several means:

1. Provision of land subsidies
    a. Purchase assistance
    b. Provision of discounted land if the CRA owns land appropriate for the project
2. The rebating of a percentage of the TIF generated by the project to assist in loan payments for construction or land purchase
3. Payment of impact and/or permitting fees
4. Providing a liaison "point" person (as outlined elsewhere in this section)

The CRA should also investigate other potential methods to close the financial gap for beneficial projects that are not able to generate sufficient revenues to justify their construction. The CRA should also try to insure that if there are to be any reductions to unit costs, these should be to rents for the commercial portions of these projects and not to subsidize the average, market-rate, residential unit.

The CRA may also need to insure that proper water and sewer infrastructure is available for the envisioned projects as this Plan calls for uses that will attract far more users than currently exist in the area. Additionally, the CRA will need to insure that sufficient parking exists to serve this corridor. On street parking will not suffice all needs and on-site parking will not necessarily be ideal either. While this corridor will be transit oriented, the intensity of uses will lead to the need for parking facilities, be they strategically located surface lots or perhaps a parking deck if development reaches the ultimate levels planned.

GOALS:
a) Attraction of new retail, office and restaurant users to the Homestead Avenue area
b) Reduction in the amount of vacant land and vacant buildings in the Homestead Avenue area
c) Establishment of design guidelines that encourage buildings with dual frontages (both on Dixie Highway and the Busway)
d) Creation of potential incentives and inducements to new users to locate/relocate/build in the CRA
e) Significant increase in pedestrian traffic along Homestead Avenue
f) Attraction of new jobs to the CRA district
g) Reduction in unemployment rate of West Perrine residents
h) Creation of a CRA Liaison position to assist developers/business navigate the regulatory landscape
i) Construction of new buildings leading to additional taxable value

Task Completion Indicators:
a) Implementation of Design guidelines for the Homestead Avenue area of the CRA
b) A measurable and sustainable reduction in the unemployment rate of West Perrine residents
c) A majority of buildings in the area having "dual" frontages with access on both the Homestead Avenue and Busway sides of the building
d) Construction of at least three projects with mixed uses of retail/office with residential on upper floors
e) Construction of buildings and facilities along Homestead Avenue that are not subsidized or receive any funding from the CRA
f) Significant increase in the number of occupational licenses in the Homestead Avenue area
g) Attraction of at least 2 users to the area with over 25 employees
h) 75% reduction in the amount of vacant land in the Homestead Avenue area
i) 75% reduction in the amount of vacant/unutilized buildings in the Homestead Avenue area

Business Development Programs

The CRA should seek to create programs that will promote the development of new businesses. While these programs should be open to any business that will locate in the CRA area, specific programs should be developed to assist residents of the CRA in starting new business ventures. Training in business start-up and business operations, as well as start-up loans and/or grants, a buy-down of construction or land costs should also be considered under this program. The CRA should consider seeking other well-established providers of training or other assistance programs and seek to enhance those or similar offerings to CRA residents rather than trying to emulate or re-create that which another group has already proven to be capable in offering.

GOALS:
a) Attraction/creation of new businesses to the CRA district
b) Creation of potential incentives and inducements to create and attract new business ventures to the CRA
c) Creation of new job opportunities for CRA residents
d) Direct assistance to promote CRA residents' economic standing
e) Creation of new businesses to cater to the needs of local residents

Task Completion Indicators:
a) Creation of 50 new business ventures
b) A measurable and sustainable reduction in the unemployment rate of West Perrine residents
c) Location of at least 15 new businesses to the commercial districts of the CRA
d) Creation of at least 150 new jobs (including business owners)

Priority Listing

The below list represents the appropriate priority ranking of project and programs suggested in this (Economic Development) subsection. Again, it is important to note that feasibility of funding and ease of undertaking was a critical factor in the creation of this listing.

TABLE 5.2
PRIORITY LISTING OF ECONOMIC DEVELOPMENT PROJECTS AND PROGRAMS

1) Attraction of large users creating jobs and/or constructing facilities in the industrial area
2) Construction of new retail/office facilities along Homestead Avenue
3) Rehabilitation of existing, useable and viable structures on Homestead Avenue
4) Attraction of new jobs in office/retail/restaurant along Homestead Avenue
5) Creation of new, viable small businesses of all types with a focus on retail/office businesses that will locate on Homestead Avenue
6) Aggregation/Acquisition of vacant commercial/industrial lots for construction of new facilities along Homestead Avenue including land for the TOD's
7) Attraction of more general retail/office users to replace the industrial-style/intense retail users along Dixie Highway
8) Attraction and assistance to the creation of the TOD at Eureka and Homestead Avenue

The following should be undertaken as soon as funds and/or staff are available:

1) Creation of a developer/business liaison
2) Creation of appropriate incentive programs to attract new construction and jobs to both the industrial and retail areas of the CRA
3) Creation of appropriate Business Development Programs to promote the location of small businesses in CRA and to promote and assist entrepreneurial ventures by residents of the CRA
4) Code Compliance and Code Compliance education
5) Creation and implementation of design regulations for signage
6) Strong Advocacy for the extension of commuter railway along, what is now, the Busway

D. Right-of-Way and Streetscape Projects

There are several capital projects related to right-of-way improvements outlined in the Perrine Charrette Report. These projects are intended to improve traffic flow, add additional parking and to improve area aesthetics. Many of the projects involve fairly significant investment in roadway redesign and construction, however many of the projects also involve the addition of landscaped medians and other aesthetic improvements that perhaps can be phased in over the years.

It is critical that some of the landscaping of the roadway projects be taken in the earlier years as the aesthetic upgrades create instant impact and begins to show the public, as well as potential investors, that conditions within the CRA area are changing. It is one of the stated goals of the enabling legislation (F.S. 163 Part III) for a Community Redevelopment Agency to encourage private investment. Taking the lead by making highly visible investment in the community is one of the ways by which a CRA takes the investment lead and encourages private investment.

The following is a listing and brief description of the roadway projects contemplated by the Charrette Plan. It is important to reiterate that these projects can be phased with some landscaping improvements made first and that not all of the project can realistically be implemented as proposed by the Charrette Report. These

projects should be encouraged by the CRA and the CRA should act as a lead agency in locating funding and ensuring that improvements are designed to improve the area not to just move traffic more efficiently. The CRA must be careful that it does not fund entire projects that involve a redesign of existing roadway facilities that are a part of another agency's workplan (which would be in violation of F.S. 163 Part III). Additionally, the CRA should encourage these agencies to avoid investing in resurfacing or other projects on these roadways if a redesign of the roadway is warranted.. These projects should not be bound by these descriptions or as they are outlined in the Charrette Report, but should be designed to insure the greatest benefit to the community at the time of implementation.

It is critical that eligible roadway improvements be proposed to the Miami-Dade Metropolitan Planning Organization (MPO) to be included in their next Transportation Improvement Program (TIP). Even if these projects are unfunded in the TIP, inclusion in the program preserves their eligibility for various grants that may be pursued at a later time.

Potential ROW Improvement Projects (approximate project length):
(not in any order of importance or priority)

The Busway (1.85 miles)

The Busway should be enhanced with better landscaping as well as appropriate decorative outdoor furniture and amenities for the adjacent multi-purpose path. Landscaping should be designed with the limitations of utilities, space and with CPTED (Crime Prevention Through Environmental Design) principles considered.

Eureka Drive/184th Street (1.25 miles)

This corridor requires a roadway reconfiguration to install widened sidewalks to encourage pedestrian movement. A full landscaped median is also desired in this corridor to provide appropriate access management, directional lane separation and to enhance area aesthetics. A fully landscaped median will assist in buffering the residential uses on the road's north side from the visually unappealing industrial uses on the south side.

Quail Roost/SR 994 (1 mile)

This roadway corridor is in need of a landscaped median more than any other improvement. Landscaping should be very simple on this roadway as it is an area of business and heavier truck traffic. The Charrette contemplates on-street parking which is only truly needed from midpoint of the roadway to the western edge where industrial buildings have been constructed with maximum lot coverage and minimal on-site parking. It is important to note that this is the only State Road corridor wholly within the CRA which will require additional

107th Avenue (1 mile)

While the Charrette Report calls for two lanes of traffic and on-street parking, the MPO's long-range transportation program calls for a widening of this roadway in the 2015-2020 timeframe. Number of lanes is not as important to the neighborhood as insuring proper landscaping be it on medians or landscaped swales. Installation of medians would require roadway widening be it for a roadway of two or four lanes as the roadway does not currently have existing area within the pavement edges for a median.

Homestead Avenue (1 mile)

This is one of the most important roadway projects within the CRA as the Homestead Avenue area is designed to the "Main Street" of the West Perrine neighborhood. The design of the roadway is very close to what is called for in the Charrette Report, however, the roadway is in need of repair and overlay (at minimum) and also in need of decorative items to assist in bringing the street back to life.

A full streetscape including the installation of paver crosswalks and sidewalks, decorative lighting, street furniture (benches and trash receptacles) as well as additional landscaping and grates at tree bases would add the amenities appropriate for the recommended land uses

Richmond Drive/168th Street (1.15 miles)

This roadway is undersized and requires some widening and separation of lanes by a landscaped median. The median is particularly needed in the eastern portion where the south side of the roadway is currently commercial/industrial and the north side is residential. The Charrette plan again calls for on-street parking which may be beneficial in the area of commercial/industrial, but not as necessary as the roadway becomes residential to the west of this area.

It is important to note that the CRA district only runs to the centerpoint of this roadway and thus only the portion of a project undertaken on the southern half can be paid for with CRA funds (presumably this would be 50% of the costs of any project).

Hibiscus Street (450 yards)

This is a highly visible and central entranceway into the heart of the West Perrine Residential District. Alterations to Hibiscus should make use of the entire width of the existing right-of-way. The roadway should be reconfigured west of Homestead Avenue to include a wide landscaped median with a civic memorial at the Hibiscus/Homestead Avenue intersection as envisioned in Charrette Report. East of Homestead Avenue, the CRA should strive to widen the ROW and create an appropriate landscapable area with entrance features at the Hibiscus/US 1 intersection. Entrance features should be inviting and over landscaped as this is the major entrance to the District. Paver crosswalks at the Busway crossings and at the US 1 intersection.

Dixie Highway/US 1 (1.35 miles)

The Dixie Corridor is in need of landscaping and under-grounding of overhead utilities. Paver crosswalks and other decorative features should be placed at intersections with streets that lead westward into the heart of West Perrine.

It is important to note that boundary of the CRA is the centerline of the southbound US-1 lanes and thus the CRA can only pay for that portion on the west side of the roadway (presumably 50% of any project encompassing the entire ROW).

Entrance Features (Miscellaneous locations)

Entrance signage with landscaping should be placed at select major locations on the edges of the CRA area. There are approximately 12 entrance locations at which features should be placed. These features should be incorporated into the ROW or placed on signage easements acquired by the CRA where necessary. Signage should be decorative and size appropriate given the surrounding of the location and should have lighting in areas of high traffic. The priority entrance feature should be located at the intersection of Dixie Highway/US 1 and Hibiscus Street. This will be a high visibility location when Homestead Avenue is redevelopment. This

feature will require the acquisition of land or of an easement on either side of the roadway for installation of a grand entrance feature with signage, lighting and other amenities as desired (ie. a fountain or other device).

GOALS: a) Completion of all outlined landscaping and streetscape projects
b) Attraction of State Dept. of Transportation Grants for landscaping along state rights-of-way

Task Completion Indicators:
a) Completion of all outlined landscaping and streetscape projects to include landscaping, sidewalks, street furniture, medians, and other appropriate amenities as reasonably derived and deemed implementable from the Charrette Report

ROW and Streetscape Priorities

The ROW and streetscape projects cannot be appropriately prioritized as housing and economic development programs were. This is because these projects are costly, are interrelated with other projects, are eligible for State or Federal grants with fixed cycles of application, will need time to properly plan and design, and in some cases, only half the ROW is in the CRA and thus coordination with the County for alternative funding sources for the non-CRA portion of the ROW will be required to undertake the project.

The CRA should seek to obtain construction plans as soon as possible on all jobs and should seek for all grant and outside funding opportunities for all the projects (including developer participation). The projects should be budgeted and implemented in a manner that maximizes outside funding and minimizes the number of disrupting streetscape projects simultaneously being undertaken. The CRA should also seek to time streetscapes so that they are undertaken during a period in which they will be beneficial to attracting private investment into the area.

E. Grant and Financing Programs

The CRA should fund grant and/or low interest loan programs to accomplish several of the priorities of the Housing and Economic Development Strategies. Grants should always be designed to include a match from the recipient to insure that the grantee has a financial interest in see the funds expended appropriately. Goals and Task Completion Indicators are listed at the end of this subsection.

Code Compliance Grants

The Housing Strategy calls for increased code enforcement which can cause financial hardship on lower income residents (a significant portion of the West Perrine population). Many of these individuals have found themselves with violations due to a lack of funds to prevent deterioration or to repair deficiencies that exist on their property. With increased enforcement, the CRA should create a compliance grant program that provides a dollar-for-dollar match for owner-occupants to correct code violations. The program should have a relatively small maximum grant (a recommended start in the initial years would be $200).

Property Upgrade Grants/Loans - Residential

A program should be created to assist with major upgrades to property in the district. Eligible expenses should include landscaping upgrades (including irrigation system installation), structural repairs, driveway repair/installation and the like. The purpose of this program is to enhance property values and maintain the existing housing stock. The program should give priority to owner-occupied structures. Additionally, the program could be segregated to provide grants or a preferred interest (or no interest) loans for owner-

occupied properties and only loans to rental properties depending on the priorities as determined by the CRA at various times during the life of the program(s).

The CRA should make an effort to leverage these funds with any home-repair or rehabilitation grant program provided with Community Development Block Grants (CDBG), State Housing Initiatives Partnership (SHIP) Program or any other source of home repair funding that the CRA can locate.

Property Upgrade Grants/Loans – Commercial/Industrial

Another program similar to the residential program should be created to assist commercial/industrial property owners to enhance their properties. Items that can enhance visibility, area aesthetics and thus property values should be encouraged. Items such as installation of landscaping, parking lot repair/resealing/restriping, and façade improvements should be typical projects allowed by the program. Funds should only be distributed as a grant with a match from the property owner or as a low-interest loan. Additionally, the CRA should make every effort to leverage these dollars with other available funding (i.e. the County's Mom and Pop Program)

GOALS:
a) Implementation of the Code Compliance Grant Program
b) Complete elimination of long-term code compliance issues in owner-occupied properties
c) Implementation of a residential upgrade program
d) Implementation of a commercial/industrial upgrade program
e) Increase in appearances and aesthetics of residential properties in the CRA
f) Increase in appearances and aesthetics of commercial and industrial properties in the CRA

Task Completion Indicators:
These programs are not required for completion of the CRA's mission.

F. Cultural/Historic/Social/Educational Programs

The CRA should assist in the funding of programs that promote cultural and historic activity and preservation as well as programs that promote neighborhood stability through provision of social services and education. Such programs will prevent the social instability that can lead to continuation or advancement of blighting influences on the community. These programs should prevent crime and/or enhance educational opportunities, access to aid programs and expand recreational opportunities (particularly for children). Programs/project may include (but not be limited to) those outlined below.

Historic Village

As contemplated in the Charrette Report, land should be pursued to create an historic village area. Historic structures throughout West Perrine should be preserved and relocated to the Historic Village area. This area can then be utilized as a cultural area and minor tourist attraction preserving the rich culture and history of the community. The Charrette Report indicates an area near the Homestead Avenue and 184th Street intersection for this facility. The CRA should take into consideration the recommended expansion of the CUC line and the resident's desire for a second TOD location in this area when locating the Historic Village. This may necessitate the need for another location for the Historic Village.

GOALS:
a) Identification and inventory of historic structures within the CRA area
b) Creation of an Historic Village
c) Relocation of historic structures to the Historic Village
d) Attraction of outside State and Federal grants for the creation of the Historic Village and relocation of historic structures to the Village

e) Assist appropriate non-profit agencies in making the Historic Village a sustainable neighborhood amenity not in need of local government or CRA funding

Task Completion Indicators:

a) Purchase of land for an Historic Village
b) Leverage of CRA funds with outside grant sources to relocate identified historic buildings to the Historic Village when possible
c) The establishment of an appropriate ":sustainability plan" to insure sustainability of the Historic Village after the end of the CRA

Expansion of Ben Shavis Park

The best park opportunity within the CRA district is an expansion of Ben Shavis Park. There are approximately 2 acres of vacant land adjacent to the park and an additional acre with existing structures. These properties should be pursued with the cost of acquisition to be split between the CRA and the County's Parks and Recreation Department. Parks and Recreation is currently seeking additional park acreage in the West Perrine area and while the park will still be under the desired five acres (it will be approximately 4 acres) there will still be sufficient room for fields and other activities. This recommendation is in contrast to the Charrette Report, but again, it does represent the largest potential single park acquisition in the area.

GOALS:

a) Acquisition of additional land for the expansion of the Park in conjunction with the County's Park and Recreation Department
b) Creation of additional active amenities to the newly expanded park

Task Completion Indicators:

a) Acquisition of the greatest amount of the recommended land as possible for the expansion of the Park

Community Policing/Youth Activities

The CRA should consider funding crime prevention initiatives specifically aimed towards children and public housing residents. Such initiatives may include sports leagues or mentoring programs for the youth and neighborhood watch programs or educational programs for other residents. Members of the Miami-Dade Police Department have suggested inclusion of facilities, personnel and or funding for social programs to outreach to the community as compliment to existing community policing activities. In this instance it is desirable for the programs to be provided by outside agencies/non-profit organizations with some funding from the CRA. The CRA should try to avoid being the actual provider of services.

GOALS:

a) Creation and implementation of programs to engage the neighborhood youth
b) Creation of programs to assist public housing residents access existing social services
c) Creation of other life programs to assist area residents

Task Completion Indicators:

a) A measurable reduction in the amount of youth oriented crimes

Employment Initiatives

Unemployment is fairly high in the area (approximately 15%), specifically with the younger adult population. The CRA should work with other area providers (the CDC, County Office of Community and Economic Development and others) to provide additional career counseling and employment training to assist the unemployed and underemployed attain jobs or better jobs. The programs should be offered in conjunction with the creation of jobs in the southern industrial area and Homestead Ave/US-1 office-commercial business relocations. In this instance it is desirable for the programs to be provided by outside agencies/non-profit organizations with some funding from the CRA. The CRA should try to avoid being the actual provider of services.

GOALS: a) Creation and implementation of job assistance programs

Task Completion Indicators:

a) A measurable and sustainable reduction in the unemployment rate of West Perrine residents

G. Land Acquisition

The prime program of the CRA should be land acquisition. The Housing and Economic Development Strategies above show the significance of owning and controlling land. Land is also required for the Historic Village project, the expansion of Ben Shavis Park and creation of a new park. Once it owns land, the CRA will be poised to strongly encourage development of vacant parcels as envisioned by the residents of the neighborhood and in a well planned and designed manner that enhances livability, increases employment opportunities, increases the tax base and promotes a strong and stable neighborhood.

The CRA should seek to acquire any vacant parcel located within the CRA District for development as outlined elsewhere in this Plan and should also look at any other parcel in the CRA District as a target for acquisition in order to acquire existing sub-standard structures and assemble sites for new construction for programs and projects outlined elsewhere in the Plan. Additionally, the CRA should also look to acquire sub-standard housing units and lots in order to facilitate the construction of adequate housing units and to assemble substandard lots into useable ones.

GOALS: Outlined elsewhere in this section and/or Section VI

Task Completion Indicators:

Outlined elsewhere in this section and/or Section VI

H. Pursuit of Land Use and Zoning Changes

The CRA will need to pursue various land use and zoning amendments to facilitate the entire of the recommended projects. This will necessitate the writing and championing of planning documents, ordinances, and the payment for required hearings and advertisements. Changes may be needed to facilitate additional multi-family uses along SW 184th Street and on Homestead Avenue. Additional amendments will be necessary to prepare land for transit oriented developments and the elimination of duplex zoning.

Another item that should be pursued is a more restrictive signage ordinance. The industrial areas (particularly along SW 184th Street/Eureka Drive, SW 186th Street/Quail Roost Drive and the commercial district along Dixie Highway/US 1 have an overabundance of unattractive signage that is detrimental to the area and creates an eyesore. A comprehensive signage ordinance should be prepared and adopted either as a special overlay or as an amendment to the PECUCD ordinance.

GOALS: a) Preparation and adoption by the County of appropriate amendments to the PECUCD

ordinance as outlined in the Housing with Transit Oriented Design (TOD) Characteristics division of this Section (V).

b) Preparation and adoption by the County of appropriate zoning/land use amendments to facilitate additional multi-family uses along SW 184th Street
c) Preparation and adoption by the County of appropriate zoning/land use amendments to facilitate additional multi-family uses along Homestead Avenue
d) Preparation and adoption by the County of appropriate sign ordinances to control unattractive signage within the CRA area and insure that future signage allows for sufficient business identification while not detracting from the surrounding area
e) Preparation and adoption by the County of any other appropriate zoning and/or land use changes that may be necessary to attract or allow implementation of projects/programs found in this Redevelopment Plan

Task Completion Indicators:

a) Adoption and implementation of Goals a through d
b) Adoption and implementation of zoning and/or land use changes that promote projects and programs of the Redevelopment Plan as may be discovered during the implementation of the Plan

I. Administration

Appropriate allocations must also be made by the CRA to cover expenditures that must be made for administration of the CRA Program. Staff and other costs incurred by Miami-Dade County for services provided to the CRA will need to be reimbursed by the Agency at a rate of 1.5% of the total tax increment collected or at rate appropriately determined by the County. A waiver of the Children's Trust should also be sought. The County also requires all newly created CRA's to reimburse the County for the costs associated with the CRA's creation. This may include (but not be limited to) staff costs associated with the creation as well direct third-party costs for preparation of the Finding of Necessity for the CRA as well as the preparation of this Community Redevelopment Plan.

The Agency will also need to regularly contract for planning, engineering and/or other professional services in order to undertake and administer projects and programs contained in this Plan and to comply with all laws and policies of the Agency or its governing body.

NOTE: It is important to note that Task Completion Indicators presented above are presented as a reasonable target for accomplishments related to the recommended CRA workplan. Some of the goals will be exceeded and others may not be met due to forces beyond the control of the CRA. As time passes, the CRA will be able to recognize the programs that are most effective in accomplishing the long term needs of he community and these goals may be altered by policy of the Board to account for on-going circumstances. These goals should be not be an absolute indicator of success or failure of the CRA's efforts, but instead should be utilized as targeted accomplishments and should be reviewed every five years. Section VII outlines the process for five-year evaluations and review of accomplishments which can serve to insure that these and future goals are reviewed and set appropriately given the direction of market forces.

Section VI

Implementation Plan

A. Implementation Through the Financing Plan

As previously discussed in Section IV, the area within the West Perrine CRA has been the subject of several planning efforts in the recent past. The Moss Plan of 1994 was primarily concerned with the recovery of areas damaged by Hurricane Andrew and identified a number of needed improvements, some of which have already been completed.

The Charrette Plan of 2001 was more visionary in nature and sought to establish a long range goal for the revitalization of the area. Apart from the improvement of the residential areas, significant transformation of the areas along the eastern edge of the CRA are proposed. The US1 corridor and its parallel busway transit corridor were seen as presenting a major opportunity for infill redevelopment of a denser and more pedestrian and transit friendly nature. The close proximity of the Homestead Avenue corridor provided a further opportunity to support the transit-oriented development nodes with a traditional Main Street environment of medium density mixed-use development that would accommodate many of the neighborhood service types of commercial uses.

Major development opportunities also exist south of SW 186th Street, which contains a number of larger vacant parcels suitable for larger scale commercial and light industrial uses. This area has already been the focus of new development in recent years. This area was not addressed by the charrette plan, which did not include in its study area any properties southwest of Marlin Street.

The priorities discussed in Section IV have been transformed into the redevelopment strategies presented in Section V. The following section identifies the financing program for the projects and the implementation of the overall program.

Assumptions

Several assumptions must be made in order to make any meaningful projections. The most important assumption is the amount of growth in taxable value. A sense of the current trend in valuation growth can be determined by reviewing the growth in recent years. This history is summarized in Table 6.1

Table 6.1
West Perrine C.R.A. Value History
(All Values from Preliminary Assessment Rolls)

Year	Market	Assessed	Taxable	Increase In Taxable Value
2006*	$554,742,725	$504,562,475	$435,459,177	30.41%
2005	$420,229,300	$392,986,658	$333,909,843	27.90%
2004	$331,898,379	$317,664,458	$261,062,728	19.22%
2003	$272,028,478	$264,502,240	$218,977,124	15.16%
2002	$240,195,158	$235,441,821	$190,146,206	4.20%
2001	$228,827,771	$225,434,784	$182,483,667	5.97%
2000	$212,850,980	$211,187,828	$172,197,075	2.09%
1999	$205,302,117	$203,679,421	$168,677,328	6.23%
1998	$193,121,399	$193,738,882	$158,780,784	9.62%
1997	$177,882,659	$176,833,397	$144,851,221	5.80%
1996	$169,167,160	$169,051,120	$136,908,583	

Source: Miami-Dade Property Appraiser, September 26, 2005
** Miami-Dade Property Appraiser, January 8, 2007*

NOTE: It is important to remember that taxes are collected one year in arrears. Therefore, for example, the 2006 taxable value is the basis for taxes collected for fiscal year 2007.

From this table it can be seen that the valuation growth in the past four years has been unusually strong, even stronger than the county-wide average, which has not been the case historically. The following observations are noted with respect to this data:

- There is clearly a speculative aspect to the current real estate situation in South Florida. This is due to a regional bias in favor of high growth sunbelt areas, as well as a reflection of the generally strong real estate market nationwide fueled by historically low interest rates.

- The valuation growth in the past four years has exceeded the county growth rate, reflecting a recent surge in development activity in the commercial areas south of SW 184th Street. This may also suggest that the West Perrine area, which had historically been overlooked by investors, is getting more attractive as development opportunities in the rest of the county become harder to find.

- The recent growth rates, both for the CRA and county-wide, can not be sustained at this level for long and changes are already beginning to be felt in early 2007. While it would be tempting to assume that this robust growth could be captured by the CRA, prudent financial projections should assume a more modest growth rate.

- Nevertheless, the high incidence of available vacant property as well as underdeveloped property would indicate that significant redevelopment activity can be expected in the near to intermediate term. While this will initially allow for strong growth, this should taper down as the available supply of redevelopable property is absorbed.

The escalation rates used in this projection assume that the momentum will carry forward for a few more years, then will taper down to a more sustainable pace. Based on recent history of the growth of the Taxable Value in the area, an increase of 9% is projected for the first year of the program. Growth rates for subsequent years show a reduction due to the higher base amounts. Thus, the escalation rates used in the table are as follows:

FY 2008	9 percent
FY 2009-2010	8 percent
FY 2011	7 percent
FY 2012	6 percent
FY 2013 -2031	5 percent

The millage rates are assumed to stay constant at 2007 levels of 5.615 mills for Miami-Dade County and 2.447 mills for the Unincorporated Municipal Service Area (UMSA).

Revenue Projections

The West Perrine Community Redevelopment Agency will be created in Fiscal Year 2007 with the taxable values of 2006 as its base year taxable value. The the objective of the CRA will be to promote a wide range of community improvements and redevelopment activities. The CRA provides a mechanism for capturing the tax increment generated by the increase in taxable value over the Base Year. Over the potential 30-year life of the CRA, this stream of funds is a substantial amount.

Table 6.2 summarizes the fund flows generated by the CRA. An explanation of the key points demonstrated by this table follows below:

The leftmost column indicates the Fiscal Year. The fiscal year runs from October 1 through September 30, thus FY 2007 runs from October 1, 2006 to September 30, 2007. The County anticipates creation of the Redevelopment Trust Fund with sufficient timing to utilize the 2006 taxable values as the base year. The table, therefore, begins with the year 2007, assumed to be the Base Year for the CRA, and continues through 2037. This is a total of 30 years. The implementation plan indicates the 30-year period to be sufficient to complete all the outlined tasks, projects and programs recommended by this Plan. In fact, this illustrative plan shows all activities, except one final debt payment and the replacement of public housing units, to be completed in year 27. The last payment on the debt and replacement of public housing units is shown to be completed in one year later in year 28. Administrative costs for the close-out of the CRA's programs and financial systems and obligations are the only costs remaining in this example through year 30. This scenario, or any other than leads to early termination of debt, lends itself to a return of tax increment payments to the taxing authorities at the time of the surplus and can potentially lead to the early cessation of the CRA if programmed activities can be completed in this accelerated timeframe.

The Taxable Value indicates the total value subject to ad valorem taxation within the CRA boundary. The initial value of $435,459,177 is the Base Year value; the difference between the Taxable Value for any given year and this value represents the Taxable Value Increment for that year, or the amount from which the Tax Increment is calculated.

The Cumulative Taxable Change tracks the cumulative increase in the taxable valuation.

The millage rates are shown only for the jurisdictions that contribute to the CRA. Currently, this consists of a levy for Miami-Dade County and one for the Unincorporated Metropolitan Service Area. The Total CRA Millage Rate is the sum of these, currently about 8.062 mils.

The CRA Tax Revenue is the product of the CRA millage Rate times the Taxable Value Increment. By law, the actual tax increment that is funded to the CRA is limited to 95% of that amount. The final two columns indicate the year to year change in tax increment, both in actual dollars as well as a percentage.

Using these assumptions, the table demonstrates that the anticipated CRA revenues will soon rise to a significant level, topping $1 million per year by FY 2011. Over the life of the CRA, the cumulative tax increment collected by the CRA will exceed $ 157.6 million. This cumulative amount is, of course, considerably less in present value. What follows is an analysis of a possible funding strategy for managing the flow of funds over the life of the CRA.

TABLE 6-2
30-YEAR TAX INCREMENT PROJECTIONS
2001-2037

Fiscal Year	Year	Taxable Value	Assumed Increase (%)	Taxable Value Increment	Cumulative Tax Increment	Millage Rate - County	Millage Rate - UMSA	Total CRA Millage Rate	Tax Increment	Statutory Reduction	CRA Tax Increment	Year to Year Change	Percent Change
2007	Base Year	435,459,177	-	-		0.005615	0.002447	0.008062	$0	0.950	$0	$0	0%
2008	Year 1	474,650,503	9%	39,191,326	39,191,326	0.005615	0.002447	0.008062	$315,960	0.950	$300,162	$300,162	0%
2009	Year 2	512,622,543	8%	77,163,366	116,354,692	0.005615	0.002447	0.008062	$622,091	0.950	$590,987	$290,824	97%
2010	Year 3	553,632,347	8%	118,173,170	234,527,862	0.005615	0.002447	0.008062	$952,712	0.950	$905,076	$314,090	53%
2011	Year 4	592,386,611	7%	156,927,434	391,455,296	0.005615	0.002447	0.008062	$1,265,149	0.950	$1,201,892	$296,815	33%
2012	Year 5	627,929,808	6%	192,470,631	583,925,926	0.005615	0.002447	0.008062	$1,551,698	0.950	$1,474,113	$272,222	23%
2013	Year 6	659,326,298	5%	223,867,121	807,793,047	0.005615	0.002447	0.008062	$1,804,817	0.950	$1,714,576	$240,463	16%
2014	Year 7	692,292,613	5%	256,833,436	1,064,626,483	0.005615	0.002447	0.008062	$2,070,591	0.950	$1,967,062	$252,486	15%
2015	Year 8	726,907,243	5%	291,448,066	1,356,074,549	0.005615	0.002447	0.008062	$2,349,654	0.950	$2,232,172	$265,110	13%
2016	Year 9	763,252,606	5%	327,793,429	1,683,867,978	0.005615	0.002447	0.008062	$2,642,671	0.950	$2,510,537	$278,365	12%
2017	Year 10	801,415,236	5%	365,956,059	2,049,824,037	0.005615	0.002447	0.008062	$2,950,338	0.950	$2,802,821	$292,284	12%
2018	Year 11	841,485,998	5%	406,026,821	2,455,850,858	0.005615	0.002447	0.008062	$3,273,388	0.950	$3,109,719	$306,898	11%
2019	Year 12	883,560,298	5%	448,101,121	2,903,951,978	0.005615	0.002447	0.008062	$3,612,591	0.950	$3,431,962	$322,243	10%
2020	Year 13	927,738,312	5%	492,279,135	3,396,231,114	0.005615	0.002447	0.008062	$3,968,754	0.950	$3,770,317	$338,355	10%
2021	Year 14	974,125,228	5%	538,666,051	3,934,897,165	0.005615	0.002447	0.008062	$4,342,726	0.950	$4,125,589	$355,273	9%
2022	Year 15	1,022,831,489	5%	587,372,312	4,522,269,477	0.005615	0.002447	0.008062	$4,735,396	0.950	$4,498,626	$373,036	9%
2023	Year 16	1,073,973,064	5%	638,513,887	5,160,783,364	0.005615	0.002447	0.008062	$5,147,699	0.950	$4,890,314	$391,688	9%
2024	Year 17	1,127,671,717	5%	692,212,540	5,852,995,904	0.005615	0.002447	0.008062	$5,580,617	0.950	$5,301,587	$411,273	8%
2025	Year 18	1,184,055,303	5%	748,596,126	6,601,592,030	0.005615	0.002447	0.008062	$6,035,182	0.950	$5,733,423	$431,836	8%
2026	Year 19	1,243,258,068	5%	807,798,891	7,409,390,921	0.005615	0.002447	0.008062	$6,512,475	0.950	$6,186,851	$453,428	8%
2027	Year 20	1,305,420,972	5%	869,961,795	8,279,352,716	0.005615	0.002447	0.008062	$7,013,632	0.950	$6,662,950	$476,099	8%
2028	Year 21	1,370,692,020	5%	935,232,843	9,214,585,559	0.005615	0.002447	0.008062	$7,539,847	0.950	$7,162,855	$499,904	8%
2029	Year 22	1,439,226,621	5%	1,003,767,444	10,218,353,003	0.005615	0.002447	0.008062	$8,092,373	0.950	$7,687,754	$524,900	7%
2030	Year 23	1,511,187,952	5%	1,075,728,775	11,294,081,779	0.005615	0.002447	0.008062	$8,672,525	0.950	$8,238,899	$551,145	7%
2031	Year 24	1,586,747,350	5%	1,151,288,173	12,445,369,951	0.005615	0.002447	0.008062	$9,281,685	0.950	$8,817,601	$578,702	7%
2032	Year 25	1,666,084,717	5%	1,230,625,540	13,675,995,492	0.005615	0.002447	0.008062	$9,921,303	0.950	$9,425,238	$607,637	7%
2033	Year 26	1,749,388,953	5%	1,274,738,450	14,950,733,942	0.005615	0.002447	0.008062	$10,276,941	0.950	$9,763,094	$337,856	4%
2034	Year 27	1,836,858,401	5%	1,324,235,858	16,274,969,800	0.005615	0.002447	0.008062	$10,675,989	0.950	$10,142,190	$379,096	4%
2035	Year 28	1,928,701,321	5%	1,375,068,974	17,650,038,774	0.005615	0.002447	0.008062	$11,085,806	0.950	$10,531,516	$389,326	4%
2036	Year 29	2,025,136,387	5%	1,432,749,776	19,082,788,550	0.005615	0.002447	0.008062	$11,550,829	0.950	$10,973,287	$441,771	4%
2037	Year 30	2,126,393,206	5%	1,498,463,399	20,581,251,949	0.005615	0.002447	0.008062	$12,080,612	0.950	$11,476,581	$503,294	5%
										Cumulative Revenue	**$157,629,751**		

Assumptions:

2007 Millage Rates of 5.615 (County) and 2.447 (UMSA) are used throughout projection

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Table 6.3.1
30 Year Capital and Operating Program ($000)
(REVENUES)

Programs	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	FY 2037	Total
A. Revenues:																															
1. Tax Increment Revenue	$ 300	$ 591	$ 905	$ 1,202	$ 1,474	$ 1,715	$ 1,967	$ 2,232	$ 2,511	$ 2,803	$ 3,110	$ 3,432	$ 3,770	$ 4,126	$ 4,499	$ 4,690	$ 5,302	$ 5,733	$ 6,187	$ 6,663	$ 7,163	$ 7,688	$ 8,239	$ 8,818	$ 9,426	$ 9,763	$ 10,142	$ 10,531	$ 10,973	$ 11,477	$ 157,631
2. Loans Backed By County				$ 4,000																											$ 4,000
3. Revenue Bond No. 1									$ 8,000																						$ 8,000
5. Interest Income		$ 0	$ 0	$ 0	$ 1	$ 0	$ 0	$ 0	$ 1	$ 7	$ 0	$ 0	$ 0	$ (0)	$ 0	$ 0	$ 1	$ 1	$ 0	$ 0	$ 0	$ 1	$ 0	$ 0	$ 0						$ 13
6. Grants from State																															
a. Preservation Grant for Historic Buildings					$ 100																										$ 100
b. Historic Preservation Grants							$ 100			$ 150																					$ 250
c. FDOT Highway Beautification Grant		$ 125							$ 125	$ 125	$ 125																				$ 500
7. Funds from County																															
a. CDBG Affordable Housing Funds			$ 150		$ 100		$ 200		$ 200		$ 210		$ 210		$ 210		$ 210														$ 1,490
b. Historic Preservation Grants							$ 50		$ 75																						$ 125
8. Federal Grants																															
a. Hope VI																															
b. Transportation Enhancement Grants				$ 125						$ 350																					$ 475
9. Sale of Land																															
a. Residential Infill lots				$ 70	$ 100	$ 350	$ 100	$ 125	$ 250	$ 225	$ 1,350	$ 50	$ 100	$ 125	$ 375	$ 200	$ 50	$ 250	$ 325	$ 200	$ 375	$ 150	$ 315	$ 438	$ 275						$ 5,798
b. Other lots				$ 250	$ 63		$ 70	$ 100	$ 650	$ 100	$ 345	$ 375	$ 338	$ 2,025	$ 75	$ 150	$ 188	$ 563	$ 300	$ 75	$ 375	$ 488	$ 300	$ 563	$ 225						$ 7,615
Total Revenues	$ 300	$ 716	$ 1,055	$ 5,647	$ 1,838	$ 2,065	$ 2,487	$ 2,457	$ 11,812	$ 3,760	$ 5,140	$ 3,857	$ 4,418	$ 6,278	$ 5,159	$ 5,240	$ 5,750	$ 6,546	$ 6,812	$ 6,938	$ 7,913	$ 8,328	$ 8,854	$ 9,818	$ 9,926	$ 9,763	$ 10,142	$ 10,531	$ 10,973	$ 11,477	$ 185,997

Table 6.3.2
30 Year Capital and Operating Program ($000)
(EXPENDITURES)

Programs	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	FY 2037	Total
B. Expenditures:																															
1. Administrative Expenses *(TIF Funds)*																															
a. General CRA Administration *(1.5% of TIF, to County)*	$ 5	$ 9	$ 14	$ 18	$ 22	$ 26	$ 30	$ 33	$ 38	$ 42	$ 47	$ 51	$ 57	$ 62	$ 67	$ 73	$ 80	$ 86	$ 93	$ 100	$ 107	$ 115	$ 124	$ 132	$ 141	$ 146	$ 152	$ 158	$ 165	$ 172	$ 2,364
b. CRA Creation Expenses	$ 35	$ 70																													$ 105
c. CRA Staff Expense	$ 50	$ 60	$ 62	$ 64	$ 66	$ 69	$ 72	$ 100	$ 105	$ 110	$ 116	$ 122	$ 128	$ 134	$ 141	$ 148	$ 155	$ 200	$ 210	$ 221	$ 232	$ 243	$ 255	$ 268	$ 281	$ 295	$ 150	$ 150	$ 160	$ 150	$ 4,505
c. Prof. Services - Planning & Engineering	$ 45	$ 50	$ 75	$ 80	$ 80	$ 80	$ 84	$ 88	$ 93	$ 97	$ 102	$ 107	$ 113	$ 118	$ 124	$ 130	$ 137	$ 144	$ 151	$ 158	$ 166	$ 175	$ 183	$ 193	$ 202						$ 2,975
d. Prof. Services - Legal & Accounting	$ 15	$ 15	$ 15	$ 16	$ 16	$ 17	$ 18	$ 19	$ 19	$ 20	$ 21	$ 23	$ 24	$ 25	$ 26	$ 27	$ 29	$ 30	$ 40	$ 42	$ 44	$ 46	$ 49	$ 51	$ 54	$ 56	$ 59	$ 62	$ 65	$ 68	$ 1,011
2. Economic Development *(TIF Funds)*																															
a. TIF Related Incentives						$ 120	$ 126	$ 132	$ 139	$ 292	$ 307	$ 322	$ 338	$ 355	$ 373	$ 391	$ 411	$ 431	$ 453	$ 476	$ 499	$ 524	$ 551	$ 578	$ 607	$ 637	$ 669				$ 8,732
b. Property Improvement Grants						$ 36	$ 36	$ 37	$ 39	$ 41	$ 43	$ 45	$ 47	$ 49	$ 52	$ 54															$ 475
c. Business Development Programs		$ 100	$ 125	$ 150	$ 350	$ 150	$ 50																								$ 925
3. Streetscape Improvements																															
a. Quail Roost Drive/SR 994				$ 1,050																											$ 1,050
b. The Busway				$ 400																											$ 400
c. Eureka Drive/184th Street														$ 2,100	$ 1,860																$ 3,960
d. Homestead Avenue									$ 1,270	$ 1,270																					$ 2,540
e. Hibiscus Drive									$ 540																						$ 540
f. Dixie Highway/US 1 (50% of costs)										$ 350	$ 1,150																				$ 1,500
g. 107th Avenue									$ 1,050																						$ 1,050
h. Richmond Drive/168th Street (1/2 in CRA = 50% of costs)											$ 1,200	$ 490																			$ 1,690
i. Entrance Features (various)				$ 120																											$ 120
4. Historic Preservation																															
a. Planning & Technical *(TIF Funds)*				$ 20	$ 10	$ 10	$ 5	$ 10																							$ 55
b. Historic Building Improvements					$ 100			$ 75																							$ 175
c. Relocation Program/Historic Structures							$ 150	$ 75		$ 300																					$ 525
5. Infrastructure																															
a. Water and Sewer Improvements									$ 400					$ 400						$ 400											$ 1,200
6. Affordable Housing																															
a. Reconstruct Public Housing																$ 1,000	$ 1,250	$ 2,500	$ 2,500	$ 3,000	$ 3,500	$ 3,500	$ 4,500	$ 2,500	$ 2,500	$ 8,600	$ 9,100	$ 10,000			$ 54,450
b. Housing Development Costs *(TIF Funds)*			$ 200	$ 200	$ 200	$ 210	$ 221	$ 232	$ 243	$ 255	$ 268	$ 281	$ 295	$ 310	$ 326	$ 342	$ 359	$ 377	$ 396	$ 416	$ 437	$ 458	$ 481	$ 505	$ 560						$ 7,573
c. Code Compliance Grants *(TIF Funds)*		$ 50	$ 50	$ 50	$ 50	$ 53	$ 55	$ 58	$ 61	$ 64																					$ 490
d. Residential Property Improvement Grants *(TIF Funds)*		$ 80	$ 90	$ 100	$ 100	$ 110	$ 121	$ 133	$ 180	$ 185	$ 275	$ 300	$ 300	$ 300	$ 375	$ 400	$ 400	$ 400	$ 400	$ 400	$ 500	$ 500	$ 500	$ 500	$ 500						$ 7,149
7. Community Facilities																															
a. Parks Improvements									$ 400																						$ 400
8. Land Disposition Programs																															
a. Infill/substandard/other Residential Lots	$ 150	$ 140	$ 200	$ 700	$ 200	$ 250	$ 500	$ 450	$ 2,700	$ 100	$ 200	$ 250	$ 750	$ 400	$ 100	$ 500	$ 650	$ 400	$ 750	$ 300	$ 830	$ 875	$ 550	$ 2,000	$ 2,000						$ 15,746
b. Land Aggregation Programs (TOD, Eco Dev, Mixed Use)		$ 140	$ 200	$ 1,300	$ 200	$ 460	$ 500	$ 450	$ 2,700	$ 100	$ 200	$ 250	$ 750	$ 400	$ 100	$ 500	$ 650	$ 400	$ 750	$ 300	$ 830	$ 875	$ 550	$ 2,000	$ 2,000						$ 16,405
c. New Parks/Community Facilities				$ 1,000	$ 250																										$ 1,250
9. Miscellaneous Programs																															
a. Service Provider Assistance Grants (ie. Comm. Policing/Youth/Training Progs.)		$ 15	$ 15	$ 15	$ 15	$ 25	$ 25	$ 25	$ 25	$ 30	$ 30	$ 30	$ 30	$ 30	$ 40	$ 40	$ 40	$ 40	$ 40	$ 45	$ 50	$ 50	$ 50	$ 50							$ 755
Subtotal Expenditures	$ 300	$ 714	$ 1,030	$ 5,267	$ 1,644	$ 1,589	$ 1,966	$ 1,892	$ 9,978	$ 3,227	$ 3,928	$ 2,241	$ 2,801	$ 4,653	$ 3,544	$ 3,566	$ 4,120	$ 4,068	$ 5,743	$ 5,812	$ 6,745	$ 7,312	$ 7,743	$ 8,727	$ 8,846	$ 9,736	$ 10,130	$ 10,370	$ 380	$ 391	$ 139,360
Cash Flow (Revenues less Expenditures)	$ 1	$ 2	$ 25	$ 380	$ 194	$ 477	$ 521	$ 565	$ 1,835	$ 533	$ 1,212	$ 1,618	$ 1,617	$ 1,623	$ 1,616	$ 1,674	$ 1,630	$ 1,578	$ 1,070	$ 1,128	$ 1,168	$ 1,014	$ 1,111	$ 1,091	$ 1,060	$ 27	$ 12	$ 161	$ 10,593	$ 11,086	$ 46,636

Table 6.3.3
30 Year Capital and Operating Program ($000)
(DEBT SERVICE AND SUMMARY)

Programs	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	FY 2037	Total
C. Debt Service																															
1. Debt Service County Backed Loan (taxable) *($4,000,000 + 15% issuance, 6.0%, 15 yrs)*				276	276	520	520	520	520	520	520	520	520	520	520	520	520	520													$ 7,312
2. Debt Service Bond Issue No. 1(County Backed) *($8,000,000 + 15% issuance, 6.0%, 20 yrs)*									690	690	690	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098			$ 20,736
Subtotal Debt Service	$ -	$ -	$ -	$ 276	$ 276	$ 520	$ 520	$ 520	$ 1,210	$ 1,210	$ 1,210	$ 1,618	$ 1,618	$ 1,618	$ 1,618	$ 1,618	$ 1,618	$ 1,618	$ 1,098	$ 1,098	$ 1,098	$ 1,098	$ 1,098	$ 1,098	$ 1,098						$ 24,754
Net Annual Cash Flow	1	2	25	104	-82	-43	1	45	625	-677	2	-2	-1	5	-2	56	12	-40	-28	28	70	-84	13	-7	-16	27	12	161	10,593	11,086	$ 21,882
Cumulative Cash Flow	1	3	27	131	49	6	7	52	678	1	3	1	0	4	2	57	69	29	1	28	98	15	28	21	3	30	41	202	10,796	21,882	

Notes: Both borrowings indicated interest only payments for the first two years with principal paid over the remaining years.

Funding Strategy

Revenue projections from a steady source of funds such as a CRA tax increment can be used to finance a number of catalytic programs designed to trigger the redevelopment of the area. This is the essence of a redevelopment plan. Prior planning efforts, with community involvement, have yielded a lengthy list of projects and improvements desired. The CRA revenue stream can be allocated to accomplish these projects in some order of priority. This section of the plan will present a financial model that summarizes the anticipated revenues and expenditures of the CRA. This model is intended as a planning tool, so that the projects can be matched against available funds. Later in the section, goals for major catalyst programs to be undertaken by the CRA will be outlined.

The CRA funding model is presented in Table 6.3. It is essentially a budget that lists projected revenues and expenses for each of the future 30 years of the CRA. Indeed, it is prudent practice to review these projections on a periodic basis, so that the assumptions in the model can be assessed against actual experience. What follows is a brief explanation of the structure and assumptions of the model.

Table 6.3 is organized to list fiscal years in adjacent columns across the top. The revenues and expenditures are listed in the leftmost column, in typical budget form, with all revenues listed first, then all expenditures.

The primary source of revenue is, of course, the tax increment. As previously discussed, this begins as a modest amount, but grows quickly in successive years as long as redevelopment and general economic growth keep increasing the taxable value of the properties within the CRA. Other sources of funding, such as grants from various state and federal agencies, can and should be pursued.

The revenues also assume cash infusions from borrowings. Since tax increment takes some time to build up, it is common to borrow against the future revenue stream in order to undertake key projects more quickly. Of course, this adds debt service to the list of expenditure items, and has to be planned for accordingly. This model assumes two borrowings. The first one, occurring in the fourth year of the CRA, is assumed as a purely tax increment backed loan on the open market, however, the CRA may not have a significant enough track record of TIF collections to undertake this loan without backing from the County (which could also significantly decrease borrowing costs for this loan). Nevertheless, the model assumes that the backing is not available. This initial loan is designed to "jump start" the redevelopment efforts while the increment remains fairly low, therefore, this loan is also designed to be an interest only repayment for the first two years. Remaining principal and interest will be paid in the final years of the loan. The amount borrowed was determined based upon the TIF projected to be generated by the CRA being at least double the annual payment for the loan. This leaves a substantial financial "cushion" for the CRA to rely upon.

Another bond issue, wholly backed by TIF collection without any consideration given to backing by the County, can be undertaken once the CRA has sufficient annual revenues as well as an established track record, typically around five or so years. It is believed that this track record and maintaining the "two times the payment" cushion will prevent the need for additional backing of these loans by the County and will allow the CRA to borrow without additional assistance. This model assumes that bond financing would also occur in the ninth year. This is again done to decrease the timeline for undertaking several key projects and programs instead of waiting for the flow of funds for a "pay-as-you-go" program.

Since these borrowings are for 15 and 20 years respectively, it is expected that the CRA will be making payments on several bond issues at once in the mid-term years. The table demonstrates how these bond issues overlap. The second borrowing has a longer maturity, however, it is programmed to mature in year 27 so that all debt is retired prior to the 30-year end to the CRA and no outstanding balances are transferred to the County once the increment reverts to the County at the end of the CRA life. The total amount of the bond is calculated by working backward from the cash flow available for debt service at the time the bonds are issued.

It is important to note that this is a very conservative borrowing plan. Maintaining an assumption of two times the needed annual debt payment limits the number of borrowings. As TIF increases, this significant cushion promotes a "pay-as-you-go" approach since revenues become significant enough to undertake projects. If different assumptions are utilized for borrowings, or different types of borrowings available to the CRA (i.e. mortgaging property, a bank line-of credit, direct bank loans), borrowing can happen earlier in the program. Earlier borrowing would facilitate an accelerated undertaking and completion of projects and could speed up the timeframe of implementation to somewhere about 20 years with only debt payments in the last 10 or so years. An accelerated implementation could lead to early termination of tax increment payments to the CRA.

CRA Expenditures

The financial projections discussed here allow the CRA to budget for anticipated expenses to achieve the goals of the community vision. Most of the bond proceeds will be directed to paying for capital improvements and land acquisition. In addition, the tax increment funds will provide a substantial cash flow for other programs and activities, as well as the administrative overhead needed to further the community's objectives. These programs and expenditures are discussed in greater detail in Section V of this report with targets and goals outlined later in this section.

B. Identification of Catalyst Projects/Programs and 10-year Goals

This Plan provides for the creation of various different types of projects and programs to achieve the elimination of blight conditions within the CRA area. There are several key project/programs that have been specifically detailed in Section V of this report and which have been funded by the possible 30 year funding model shown in Table 6.3. The catalyst projects are those that should be pursued vigorously as they will make the greatest impact on the West Perrine both in terms of taxable value and enhancement to the lifestyle of the neighborhood's residents. The top catalyst projects/programs will be outlined below along with their 10-year goals.

NOTE: Goals outlined in this Section are more susceptible to market forces outside of the CRA's control (i.e. land prices, available TIF, buyers tastes, growth in the surrounding areas). Additionally, these goals are only for the first 10 year period (market forces would too greatly influence goals for a period any longer than 10 years). Therefore, the Goals outlined in this section will also act as Task Completion Indicators. For years after year 10, the goals for the first 10 years as well, what the CRA was actually able to accomplish in those years, and the anticipated TIF available should be utilized to establish benchmarks for the ensuing years.

1) Infill and Replacement Housing Program - This program is designed to acquire land to construct new single family homes in the heart of the West Perrine residential area by both private developers (at market rates) as well as by non-profit home developers (for affordable homes). The program has several different aspects including land acquisition, home development, re-zoning of property currently allowing duplexes to single family homes, eliminating sub-standard lots and structures. There are several different cost allowances in the model for this program including land acquisition, home development, professional services, and a reduction in revenue potential from the sale of land (due to the donation of land to non-profit housing developers).

GOALS:

a) Acquisition of 6 residential lots over the first five years
b) Formulation and implementation of a package of assistance and incentives to facilitate the construction market rate homes by private developers by year five
c) Formulation of a program to assist non-profit developers construct affordable single family homes by year five

2) Economic Development Program – This program is designed to attract new businesses to the West Perrine area. It is focuses on industrial and office development. Particularly it should be for businesses that construct new facilities as this will assist in developing the area and bringing in modern business facilities (perhaps replacing some outdated structures). The program should not be solely limited to new structures as substantial renovation of an existing structure will add the tax increment that may be required to provide appropriate financial assistance to insure a business location. The program should be limited to businesses that create or bring new jobs to the West Perrine CRA area. Costs for this program are located within several line items in the model including land acquisition (for donation of land or sale at below-market rates), cash grants equal to a percentage of the Tax Increment generated by the project to pay for any incentive other than land, and there is a loss of revenue to the land sales revenue item as the donation of land or reduced sales price would reduce the value of land sold.

GOALS:

a) The location of one business every three years with at least 60 new jobs in the industrial area south of SW 184th Street/Eureka Drive for the first 10 years (total of 3 new businesses)
b) The location of at least one new office business every 5 years with at least 25 new jobs to the Homestead Avenue or Dixie Highway/US 1 areas for the first 10 years (total of 2 new businesses)
c) The Creation of 4 new businesses, owned and operated by CRA residents within the first 5 years

3) Open Space Acquisition – The West Perrine area is deficient in open space and park/recreational space for the residents. This Plan proposes and expansion of Ben Shavis Park to quadruple its size and it proposes a new park located on SW 107th Avenue between SW 182nd and SW 181st Streets. The CRA needs to acquire the available land in these areas before it is developed and work with the Parks and Recreation Department to pay for the acquisition and to develop the parks over time. The line items in the model that are related to these projects are contained in the land acquisition new parks line and in the line for Park Development

GOALS:

a) Acquisition of land adjacent to Ben Shavis Park with the Parks and Recreation Department with the first 10 years
b) Acquisition of land for the new park on SW 107th Avenue with the Parks and Recreation Department

4) Streetscaping/Redesign of Major Roadways - A major component of the Plan is the transformation of the major roadway corridors within the CRA from un-landscaped, pedestrian un-friendly, thoroughfares to boulevards with landscaped medians, on-street parking, and wide sidewalks. This transformation is key to beautifying the area and enhancing aesthetics, reducing noise, screening unappealing uses, letting the private sector know that the government is investing in the neighborhood. Costs for these items are located within expenditures lines for each project item at number 3 "Streetscape Improvements." Additionally, there are several grant sources anticipated for some of these projects including Transportation Enhancement grants and Highway Beautification Grants. The CRA should also pursue additional funding from FDOT or the County MPO for these projects.

GOALS

a) Work with the Miami-Dade Metropolitan Planning Organization (MPO) to get all of the projects in the Plan included in the MPO's Transportation Improvement Program (TIP)
b) The CRA should undertake the design and construction of projects on Hibiscus Drive before year eight
c) The CRA should undertake the design and construction of projects on Homestead Avenue before year eight

d) Design of the SW 184th Street/Eureka Drive project should be complete by year ten
e) Design of the Quail Roost Drive/SW 186th Street project should be coordinated with FDOT, additional grant sources secured for the project and a design underway by year ten
f) Entrance features at major points on the edges of the CRA should have locations selected and acquired (if necessary) and the features designed and installed by year eight
g) The Busway should have additional small scale trees and ground cover as well as some additional furniture fully installed by year five

5) Land Assembly for Future Projects - This program is designed to assemble the current patch-work of properties that will be needed, primarily in the TOD, Homestead Avenue Mixed Use, and Industrial areas for the purposes of having lots large enough to undertake the projects proposed in the Plan. Assembly make take the form of the CRA purchasing the property, purchasing options to buy property at a later date, or working with property owners to get them to offer their properties along with others in a Developer Request for Proposals by the CRA. Costs for this program are contained with in the line item for Land Assembly in the Land Acquisition category in the model.

GOALS:

a) The CRA should complete a land acquisition strategy plan and have begin acquiring land for future projects by year five
b) The CRA should begin to acquire options to purchase land by year five and close on 75% of these options by year ten as possible before year ten
c) The CRA should complete one commercial/industrial assembly of land (either through agreement with private parties for self assembly or through the CRA's purchase of land) and have the land out for Developer RFP no later than year ten

NOTE: It is important to note that these goals are presented as a reasonable target for accomplishments related to the recommended CRA workplan. Some of the goals will be exceeded and others may not be met due to forces beyond the control of the CRA. As time passes, the CRA will be able to recognize the programs that are most effective in accomplishing the long term needs of he community and these goals may be altered by policy of the Board to account for on-going circumstances. These goals should be not be an absolute indicator of success or failure of the CRA's efforts, but instead should be utilized as targeted accomplishments and should be reviewed every five years. Section VII outlines the process for five-year evaluations and review of accomplishments which can serve to insure that these and future goals are reviewed and set appropriately given the direction of market forces.

Section VII

Exit Strategy

VII. Exit Strategy

A. When is Redevelopment Complete?

One of the most difficult concepts in the implementation of a Community Redevelopment Agency is to gauge when redevelopment is completed. This is because redevelopment is never actually "complete." The Community Redevelopment Agency or any other entity can always find more projects and/or more programs to fund to make an area better. However, CRA's have finite lives and a time does need to exist when the regular stream of revenues reverts back to Miami-Dade County (County) to carry out the full breath of its mission as well as to the Unincorporated Municipal Services Area (UMSA) to provide regular services. It is the intent of this section to modify the question of "When is redevelopment complete?" to "when has the Community Redevelopment Agency completed its assigned task?"

B. When has the Community Redevelopment Agency Completed its Assigned Task?

This Community Redevelopment Plan outlines the work plan for the West Perrine Community Redevelopment Agency. Many projects and programs are contained within this Plan. The completion of the Community Redevelopment Agency's work and the subsequent end or "sunset" of the Agency will wither be based on the reaching of the 30 years it may be allowed to operate or the completion of all anticipated projects and substantial advancement of goals and objectives of the described programs and the repayment of any and all debt.

Once all of the following questions can be answered affirmatively, the CRA should be closed down and the Redevelopment Trust Fund should cease to exist.

1) Have the projects outlined and/or contemplated by this Community Redevelopment Plan been substantially completed and paid for including related debt (except for on-going maintenance of the projects) as outlined in Section IV or any appropriate Five-Year Action Plan?
2) Have the programs outlined and/or contemplated by this Community Redevelopment Plan been implemented and substantially impacted the community and/or met their stated goals?
3) Has all debt from the implementation of projects and programs been retired?

Any review of these questions should also include whether there are other sources of funds available to the CRA, County or other agency or group to complete any outstanding projects or programs of the CRA. If these outside sources are sufficient, consideration should be given to early termination of tax increment payments and the cessation of the CRA.

C. Five (5) Year Plan Review as a Method of Mitigating Changes in Local Conditions and the CRA's Success.

While answers in the affirmative to the questions in Subsection B (above) should trigger the completion of CRA's efforts, it recommended that the CRA not rely on the original list of projects outlined in this Plan as a final and absolute list, but instead, utilize these projects as a "living document" that will be the subject of a review and update every five years (or other times when conditions warrant).

As part of the five-year update, a Review and Future Action Plan should also be prepared. The Review portion should include a progress report that indicates the success of the CRA in attaining its stated goals given the market and other outside forces (i.e. changes to land prices, interest rates, construction costs, other growth in the area, state of the retail, office and industrial sectors, etc.) influencing the CRA during that five year period. Programs and projects should be reviewed to determine their continued viability and cost effectiveness in addressing the needs of the community.

Each Five-Year Action Plan should set new goals and task completion indicators which take into account changes in outside forces. Each new Action Plan should also contain revisions to the TIF projections based on actual changes to taxable values of property in the area during the previous five years and what can reasonable be expected to happen to them in the ensuing five years.

The Five-Year Review and Action Plan shall also be the document utilized for the formulation and inclusion into the Plan (by the appropriate amendment procedures as outlined in F.S. Chapter 163 Part III) of new projects and programs that will address the new conditions or contemplated conditions and the basis for removal from the Plan of projects/programs that are no longer necessary, are out-dated, or those no longer in the best interests of the community. If no new programs are contemplated or warranted, there shall be no requirement for an update of the Plan.

Upon completion of the Five-Year Review and Action Plan, it is determined that the projects and programs have meet the criteria for completion of the CRA's assigned tasks or that (as outlined above) there exists other sources of funds for outstanding projects, then the review should conclude that the CRA has been successful and should be dissolved. The review should review the potential for the CRA to complete its tasks given performance over the past five-year period (and prior five-year periods). If it is determined that the CRA will be unable to substantially affect conditions in the West Perrine Area, then the review should conclude that the CRA is not an effective method for redevelopment of the neighborhood and it should be dissolved.

The five-year evaluation shall in no way however, inhibit or prevent the West Perrine Community Redevelopment Plan from being amended or new programs or projects from being created an implemented at any other time as long as such plan amendments or new project/programs are in conformance with any interlocal agreements and F.S. Chapter 163 Part III.

D. Termination of Tax Increment Payments

The CRA should review tax increment collections in the later years. If the Implementation Plan as outlined in Section VI were to become reality, the amount of funds unexpended at the end of the year would exceed funding needs beginning in FY 2035. While tax increment would still be needed to fund a few on-going programs and staffing, all of the increment is not needed to complete these programs. If at any point the implementation of this Plan accelerated to a point that it appears TIF collections will regularly exceed funding necessary for on-going projects, staffing and debt service, a review should be undertaken to determine if the programs outstanding still require funding from the CRA or if they might have other potential sources of funding. Upon completion of this review, a determination should be made as to whether to continue tax increment collections at full levels, reduce the percentage of the tax increment collected, or whether the goals and objectives of the CRA have been met and it is time to "sunset" the CRA.

ATTACHMENT B

Approved_____ Mayor
Veto_____
Override_____

Amended
Agenda Item No. 10(A)(6)
5-11-04

OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
DADE COUNTY, FLORIDA

RESOLUTION R-646-04

RESOLUTION DIRECTING COUNTY MANAGER TO PREPARE FINDING OF NECESSITY AND FINDING OF NEED FOR CREATION OF A COMMUNITY REDEVELOPMENT AREA STUDY, FOR A PORTION OF SECTIONS, 31, 32 AND 33, TOWNSHIP 55 SOUTH, RANGE 40 EAST AND SECTIONS 5 AND 6, TOWNSHIP 56 SOUTH, RANGE 40 EAST, MIAMI-DADE COUNTY, FLORIDA GENERALLY BOUNDED ON THE NORTH BY SW 168TH STREET, BOUNDED ON THE EAST AND SOUTHEAST BY STATE ROAD 5 (US 1), AND BOUNDED ON THE WEST AND SOUTHWEST BY THE STATE ROAD 821 (THE HOMESTEAD EXTENSION OF FLORIDA'S TURNPIKE), BUT EXCLUDING ANY PORTIONS OF LANDS LOCATED IN COMMISSION DISTRICT 8, PURSUANT TO REQUIREMENTS OF CHAPTER 163, FLORIDA STATUTES; IDENTIFYING FUNDING SOURCE; AND PROVIDING MECHANISM FOR REIMBURSEMENT OF CONSULTING FEES FROM MONIES ON DEPOSIT IN COMMUNITY REDEVELOPMENT TRUST FUND, IF AVAILABLE

WHEREAS, pursuant to Chapter 163, Florida Statutes, a finding of necessity study must be prepared in order to initiate the redevelopment process for the areas bounded on the North by SW 168th Street, bounded on the East and Southeast by State Road 5 (US 1), and bounded on the West and Southwest by the State Road 821 (The Homestead Extension of Florida's Turnpike), (the "Redevelopment Area"), but excluding any portion of lands located in Commission District 8; and

WHEREAS, this Board desires to authorize the County Manager to select a consultant to prepare a Finding of Necessity and Finding of Need for Creation of a Community Redevelopment Area study, for the West Perrine community in accordance with the provisions of the Act; and

WHEREAS, this Board desires to provide a mechanism for reimbursement of such expenses for the study from monies on deposit in the community redevelopment trust fund pertaining to the West Perrine Community Redevelopment Area (the "Fund"), if available,

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

Section 1. The matters contained in the foregoing recitals are incorporated in this resolution by reference.

Section 2. The Board hereby directs the County Manager to prepare a Finding of Necessity and Finding of Need for Creation of a Community Redevelopment Area study in the West Perrine Community Redevelopment Area.

Section 3. The Board hereby finds that the source of funding for payment of such consulting fees shall be monies on deposit in the County's Unincorporated Municipal Service Area non-departmental allocation for management consulting services.

Section 4. The Board hereby finds that, if and when, the Fund is established, monies on deposit in the Fund shall be used to reimburse the County for monies expended for consulting fees related to the preparation of the Plan in the fiscal year the Fund is established.

The foregoing resolution was sponsored by Commissioner Dennis C. Moss and offered by Commissioner Dennis C. Moss, who moved its adoption, the motion was seconded by Commissioner Katy Sorenson and upon being put to a vote, the vote was as follows:

Dr. Barbara Carey-Shuler, Chairperson aye
Katy Sorenson, Vice-Chairperson aye

Bruno A. Barreiro	aye	Jose "Pepe" Diaz	aye
Betty T. Ferguson	absent	Sally A. Heyman	absent
Joe A. Martinez	aye	Jimmy L. Morales	absent
Dennis C. Moss	aye	Dorrin D. Rolle	aye
Natacha Seijas	aye	Rebeca Sosa	aye
Sen. Javier D. Souto	aye		

The Chairperson thereupon declared the resolution duly passed and adopted this 11th day of May, 2004. This resolution shall be effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

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

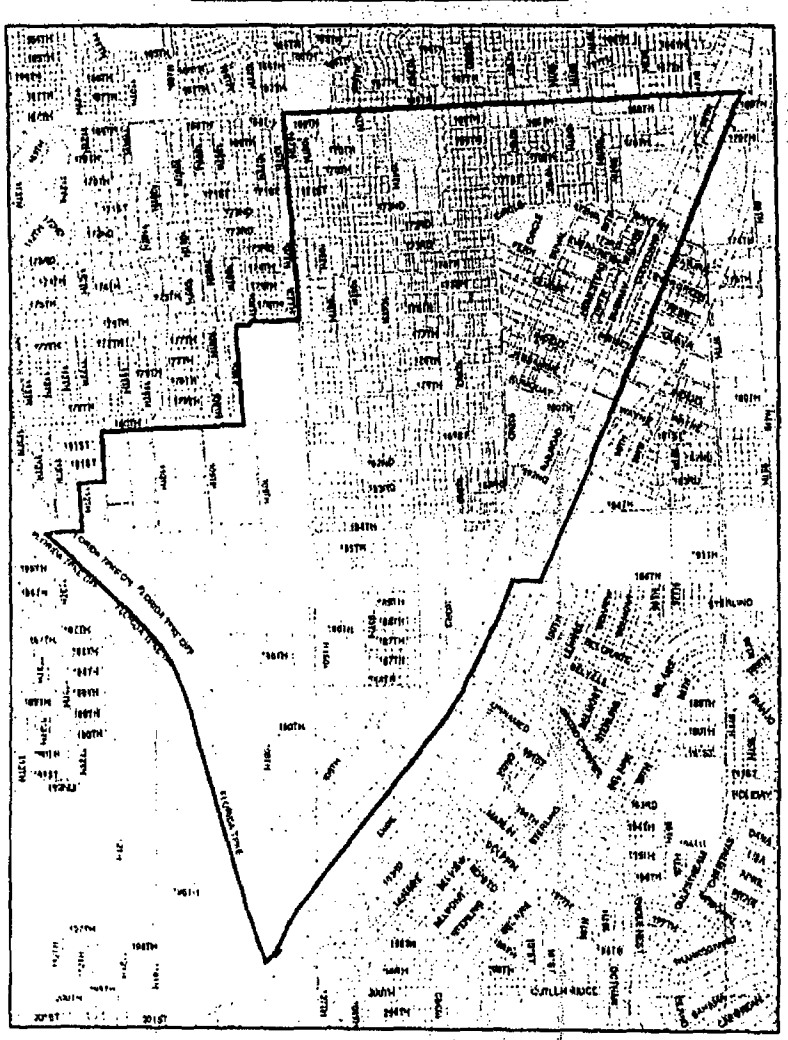
HARVEY RUVIN, CLERK

By: KAY SULLIVAN
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Gerald T. Heffernan

WEST PERRINE CRA
PROPOSED



LEGEND

- Study Area
- Property Layer

August 2004

6

MEMORANDUM

Amended
Agenda Item No. 10(A)(

TO: Honorable Chairperson Barbara Carey-Shuler, Ed.D. and Members, Board of County Commissioners

DATE: May 11, 2004

FROM: Robert A. Ginsburg
County Attorney

SUBJECT: Resolution directing County Manager to prepare Finding Necessity for the West Perri Community Redevelopment Area

R-646-04

The accompanying resolution was prepared and placed on the agenda at the request of Commissioner Dennis C. Moss.

Robert A. Ginsburg
County Attorney

RAG/bw

MEMORANDUM
(Revised)

TO: Hon. Chairperson Barbara Carey-Shuler, Ed.D. and Members, Board of County Commissioners

DATE: May 11, 2004

FROM: Robert A. Ginsburg
County Attorney

SUBJECT: Amended Agenda Item No. 10(A

Please note any items checked.

_____ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budg

_____ Budget required

_____ Statement of fiscal impact required

_____ Bid waiver requiring County Manager's written recommendation

_____ Ordinance creating a new board requires detailed County Manager's report for public hearing

_____ Housekeeping item (no policy decision required)

_____ No committee review

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STATE OF FLORIDA)
) SS:
COUNTY OF MIAMI-DADE)

I, HARVEY RUVIN, Clerk of the Circuit and County Courts, in and for Miami-Dade County, Florida, and Ex-Officio Clerk of the Board of County Commissioners of said county, **DO HEREBY CERTIFY** that the above and foregoing is a true and correct copy of Resolution R-646-04, adopted by the Board of County Commissioners, at its meeting of May 11, 2004., as appears of record.

IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 29th day of March, A.D., 2007.

HARVEY RUVIN, Clerk
Board of County Commissioners
Miami-Dade County, Florida

By: _____
Deputy Clerk

ATTACHMENT C

Memorandum

MIAMI-DADE COUNTY

Date: March 1, 2005

Agenda Item No. 4(T)

To: Honorable Chairman Joe A. Martinez
And Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: Resolution Accepting the Finding of Necessity Study for the West Perrine Area and Approving the Preparation of a Community Redevelopment Plan

RECOMMENDATION

It is recommended that the Board of County Commissioners accept the Finding of Necessity study, to declare an area in West Perrine, represented by a portion of Sections 31, 32 and 33, Township 55 South, Range 40 East and Sections 5 and 6, Township 56 South, Range 40 East, Miami-Dade County, Florida, as a Community Redevelopment Area pursuant to Chapter 163, Part III, Florida Statutes. Such area is referred to as the Redevelopment Area, and is generally bounded on the North by SW 168th Street, bounded on the East and the Southeast by State Road 5 (US-1), and bounded on the West and Southwest by the State Road 821 (the Homestead Extension of Florida's Turnpike).

It is also recommended that the Board direct the County Manager to competitively select a consultant in accordance with provisions of Administrative Order 3-38 and from a pre-qualified Community Redevelopment Consulting (CRC) pool, to prepare a Community Redevelopment Plan for the geographic area of Miami-Dade County, Florida known as the West Perrine Community Redevelopment Area; and approve monies in the County's Unincorporated Municipal Service Area non-departmental allocation for management consulting services fund, may be expended for the preparation of the redevelopment plan. Such Redevelopment Plan must examine alternate funding mechanisms, in addition to tax-increment financing, as a vehicle to fund the redevelopment.

BACKGROUND

In 1969, the Florida Legislature enacted the Community Redevelopment Act of 1969, as it is presently contained in Part III of Chapter 163, Florida Statutes, as amended (the "Act"). The Act authorizes counties and municipalities in the State of Florida to create community redevelopment agencies, to prepare redevelopment plans for certain defined areas within their boundaries designed as community development areas, within which community redevelopment projects may be undertaken to eliminate and prevent the development and spread of slum and blighted areas through the use of creative financing mechanisms. The Act also authorizes the County to delegate redevelopment powers at the discretion of the County, after a finding has been made determining that slum or blight exists within a defined area:

In order to implement the Act, the County must adopt a resolution finding that:

1. One or more slum or blighted areas exists within the proposed Redevelopment Area; and

2. That rehabilitation, conservation, or redevelopment, or a combination thereof, of the redevelopment area is necessary in the interest of the public health, safety, morals or welfare of the residents of the County.

On July 27, 2004, the Board of County Commissioners directed the County Manager (Resolution R-646-04) to prepare a Finding of Necessity study for the West Perrine area as required by Community Redevelopment Act of 1969. On November 3, 2004 Miami-Dade County Procuren Department issued a contract to Curtis & Kimball to prepare the aforementioned study. The study submitted to OCED in December 2004.

The study (see Exhibit A) examined conditions in the proposed Redevelopment Area and concluded slum and blight, as defined in the Act, exist. Miami-Dade County staff has reviewed the report submitted it to the Tax Increment Financing and Coordination Committee for further review.

For the purpose of this Finding of Necessity, it has been demonstrated in the proposed Redevelopn Area that there exists slum and blight in the form of the following factors:

- Predominance of inadequate street layout, parking facilities, roadways, bridges or pu transportation facilities
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
- Unsanitary and unsafe conditions
- Deterioration of site or other improvements

The County may not proceed with the redevelopment of the proposed West Perrine Commu Redevelopment Area, until the Board adopts the Finding of Necessity and approves a Commu Redevelopment Plan.

The Tax Increment Financing Coordinating Committee has reviewed the Finding of Necessity re and recommends its acceptance by the Board.

Assistant County Manager

Attachment

MEMORANDUM
(Revised)

TO: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

DATE: March 1, 2005

FROM: Robert A. Ginsburg
County Attorney

SUBJECT: Agenda Item No. 4(T)

Please note any items checked.

_____ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budget

_____ Budget required

_____ Statement of fiscal impact required

_____ Bid waiver requiring County Manager's written recommendation

_____ Ordinance creating a new board requires detailed County Manager's report for public hearing

_____ Housekeeping item (no policy decision required)

_____ No committee review

Approved _____ Mayor

Veto _____

Override _____

Agenda Item No. 4(T)

3-1-05

OFFICIAL FILE COPY
CLERK OF COUNTY COMMISSION
DADE COUNTY, FLORIDA

RESOLUTION NO. R-212-05

RESOLUTION DECLARING CERTAIN GEOGRAPHIC AREA OF MIAMI-DADE COUNTY, FLORIDA KNOWN AS THE WEST PERRINE AREA AND DESCRIBED AS A PORTION OF MIAMI-DADE COUNTY, FLORIDA, FOR A PORTION OF SECTIONS 31, 32 AND 33, TOWNSHIP 55 SOUTH, RANGE 40 EAST AND SECTIONS 5 AND 6, TOWNSHIP 56 SOUTH, RANGE 40 EAST, MIAMI-DADE COUNTY, FLORIDA GENERALLY BOUNDED ON THE NORTH BY SW 168TH STREET, BOUNDED ON THE EAST AND SOUTHEAST BY STATE ROAD 5 (US-1), AND BOUNDED ON THE WEST AND SOUTHWEST BY THE STATE ROAD 821, (THE HOMESTEAD EXTENSION OF FLORIDA'S TURNPIKE), TO BE A SLUM OR BLIGHTED AREA; DECLARING REHABILITATION, CONSERVATION OR REDEVELOPMENT, OR COMBINATION THEREOF, OF AREA TO BE NECESSARY IN INTEREST OF PUBLIC HEALTH, SAFETY, MORALS OR WELFARE OF RESIDENTS OF MIAMI-DADE COUNTY, FLORIDA; DIRECTING THE COUNTY MANAGER TO COMPETITIVELY SELECT A CONSULTANT IN ACCORDANCE WITH PROVISIONS OF ADMINISTRATIVE ORDER 3-38, TO PREPARE A COMMUNITY REDEVELOPMENT PLAN FOR THE WEST PERRINE COMMUNITY REDEVELOPMENT AREA; APPROVE MONIES IN THE COUNTY'S UNINCORPORATED MUNICIPAL SERVICE AREA NON-DEPARTMENTAL ALLOCATION FOR MANAGEMENT CONSULTING SERVICES FUND BE EXPENDED FOR THE PREPARATION OF THE REDEVELOPMENT PLAN; DESIGNATING SUCH PLAN, EXAMINE ALTERNATE FUNDING MECHANISMS IN ADDITION TO TAX INCREMENT FINANCING AS A VEHICLE TO FUND THE REDEVELOPMENT

WHEREAS, pursuant to Chapter 163, Florida Statutes, a finding of necessity study must

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be prepared in order to initiate the redevelopment process for the areas bounded on the North by SW 168th Street, bounded on the East and Southeast by State Road 5 (US-1), and bounded on the West and Southwest by the State Road 821 (The Homestead Extension of Florida's Turnpike), (the "Redevelopment Area"); and

WHEREAS, this Board desires to authorize the County Manager to select a consultant to prepare a Finding of Necessity and Finding of Need for Creation of a Community Redevelopment Area study, for the West Perrine community in accordance with the provisions of the Act; and

WHEREAS, this Board desires to provide a mechanism for reimbursement of such expenses for the study from monies on deposit in the community redevelopment trust fund pertaining to the West Perrine Community Redevelopment Area (the "Fund"), if available; and

WHEREAS, the Legislature of the State of Florida enacted the Community Redevelopment Act 1969 during its 1969 Legislative Session, which enactment is presently codified in the Florida Statutes as Part III of Chapter 163, Sections 163.330 through 163.450 (the "Act"); and

WHEREAS, all powers arising through the Act are conferred upon counties with home rule charters; and

WHEREAS, on May 11, 2004 the Board of County Commissioners of Miami-Dade County, Florida (the "Board") adopted Resolution No. R-646-04 which resolution directed the County Manager to prepare a finding of necessity study for the West Perrine area, such geographic area being more particularly described in the attached Exhibit A and incorporated herein by this reference (the West Perrine Community Redevelopment Area"); and

WHEREAS, Miami-Dade County, Florida (the "County") retained Curtis & Kimball. to prepare a finding of necessity study with respect to the West Perrine Community Redevelopment Area, which finding of necessity for the West Perrine Community Redevelopment Area, dated December 2004, is attached as Exhibit A to this resolution and is incorporated herein by this reference (the "Finding of Necessity Report"); and

WHEREAS, the Board considered the Finding of Necessity Report concerning the existence of slum or blighted areas within the West Perrine Community Redevelopment Area; and

WHEREAS, the Board hereby concurs with the Finding of Necessity Report and finds that one or more slum or blighted areas, as defined in Section 163.340, Florida Statutes, exist in the West Perrine Community Redevelopment Area; and

WHEREAS, the Board hereby finds that the rehabilitation, conservation, or redevelopment, or a combination thereof, of said slum or blighted area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the West Perrine Community Redevelopment Area of the County; and

WHEREAS, the Board hereby finds that said slum or blighted area is appropriate for redevelopment; and

WHEREAS, the Board hereby finds that there is a need for a Community Redevelopment Plan for the West Perrine Community Redevelopment Area to carry out the community redevelopment purposes of the Act; and

WHEREAS, the Board desires to authorize the County Manager to select a consultant to prepare a Community Redevelopment Plan for the West Perrine Community Redevelopment Area (the "Plan") in accordance with provisions of the Act, such Plan to examine alternate funding mechanisms, in addition to tax-increment financing, to fund the redevelopment; and

WHEREAS, the Board desires to approve monies in the County's Unincorporated Municipal Service Area non-departmental allocation for management consulting services fund, be expended for preparation of the redevelopment plan,

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

Section 1. The foregoing recitations are deemed true and correct and are hereby incorporated as part of this resolution.

Section 2. As evidenced by the findings contained in Exhibit A, and as defined in Section 163.340, Florida Statutes, a blighted or slum area exists in the West Perrine Community Redevelopment Area, which geographic area is described for a portion of Sections 31, 32 and 33, Township 55 South, Range 40 East and Sections 5 and 6, Township 56 South, Range 40 East,

Miami-Dade County, Florida, generally bounded on the North by SW 168th Street, bounded on the East and Southeast by State Road 5 (US-1), and bounded on the West and Southwest by the State Road 821 (the Homestead Extension of Florida's Turnpike), and is specifically described in Exhibit A attached hereto.

Section 3. The rehabilitation, conservation or redevelopment, or a combination thereof, of the West Perrine Community Redevelopment Area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the West Perrine Community Redevelopment Area and of the County, said finding of necessity being made within the meaning of the Act.

Section 4. The West Perrine Community Redevelopment Area is hereby found and declared to be a slum or blighted areas as defined in Section 163.340, Florida Statutes.

Section 5. The Board hereby finds that there is a need for the preparation of a community redevelopment plan to carry out the community redevelopment purposes of the Act in the West Perrine Community Redevelopment Area.

Section 6. The Board authorizes the County Manager to competitively select a consultant to prepare a community redevelopment plan for the West Perrine Community Redevelopment Area (the Plan), in accordance with the provisions of the Act. Such Plan examine alternate funding mechanisms, in addition to tax-increment financing, to fund the redevelopment.

Section 7. The Board approve monies in the County's Unincorporated Municipal Service Area non-departmental allocation for management consulting services fund, be expended for preparation of the redevelopment plan.

The foregoing resolution was offered by Commissioner Dennis C. Moss who moved its adoption. The motion was seconded by Commissioner Natacha Seijas, and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman aye
Dennis C. Moss, Vice-Chairman aye

Bruno A. Barreiro	aye	Dr. Barbara Carey-Shuler	aye
Jose "Pepe" Diaz	aye	Carlos A. Gimenez	aye
Sally A. Heyman	absent	Barbara J. Jordan	aye
Dorrin D. Rolle	aye	Natacha Seijas	aye
Katy Sorenson	aye	Rebeca Sosa	aye
Sen. Javier D. Souto	aye		

The Chairperson thereupon declared the resolution duly passed and adopted this 1st day of March, 2005. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

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

HARVEY RUVIN, CLERK

Approved by County Attorney as
to form and legal sufficiency.

By: KAY SULLIVAN
Deputy Clerk

Shannon D. Summerset

Finding of Necessity Study
West Perrine Proposed CRA

Prepared for Miami-Dade County
by
The Curtis & Kimball Company
In association with
Mark Alvarez
Cathy Sweetapple & Associates
Miami Economic Associates

January 20, 2005

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Executive Summary

This Finding of Necessity (FON) report seeks to establish slum and blight determinants in the West Perrine area in order to support the formation of a Community Redevelopment Area (CRA) and its Community Redevelopment Agency. The FON is an assessment of the area that provides the evidence of blight and the need for redevelopment due to the area's deficiencies in attracting market-based investment of the same rate and quality as surrounding areas and the County as a whole. The area was found to exhibit sufficient blight to recommend the formation of a CRA.

The West Perrine Area is an approximately 1,050-acre area of land generally north of the crossing of the Florida Turnpike and US-1, west of South Dixie Highway, south of SW 168th Street, and east of the Florida Turnpike and SW 107th Avenue as shown in **Figure ES1, Location Map.**

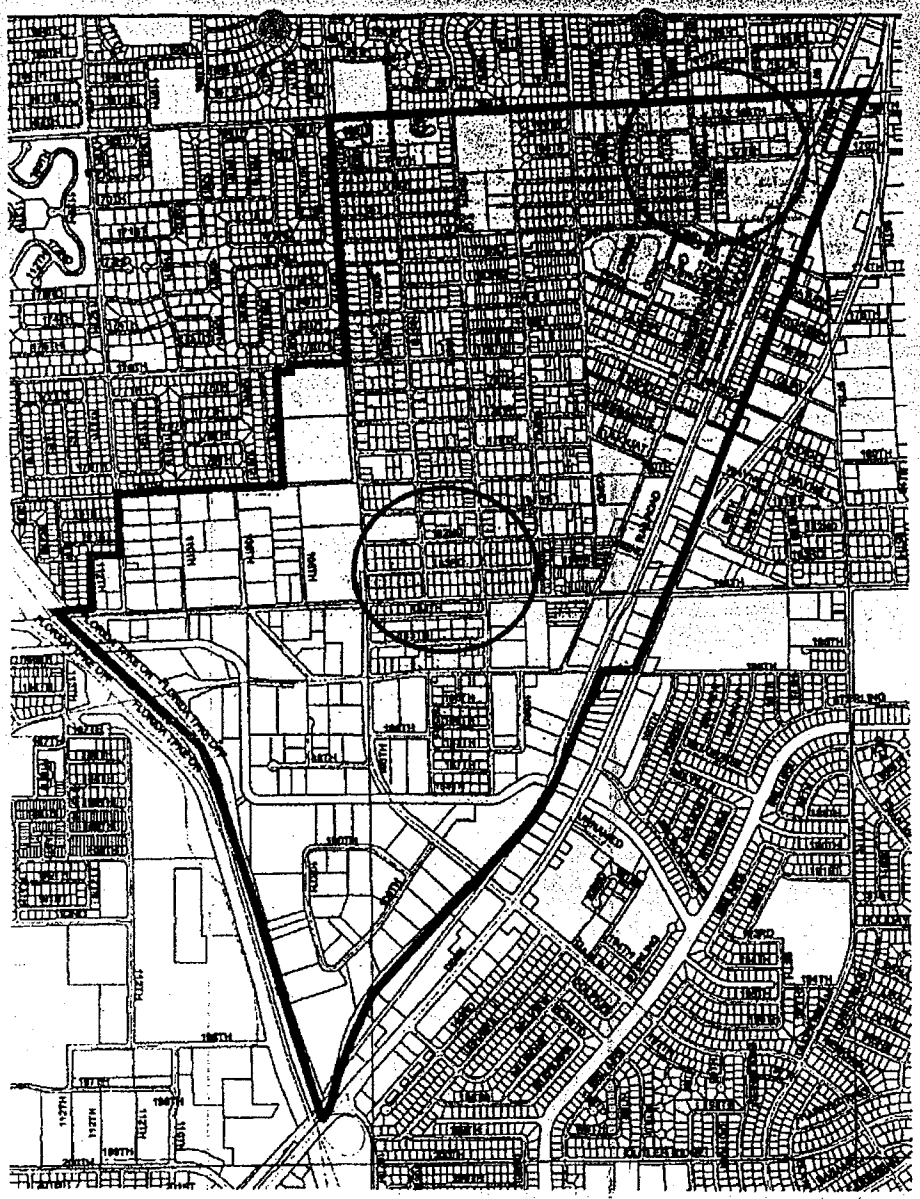
The West Perrine Area was analyzed as per the definition of slum and blight determinants set forth in Sec. 163.355 Florida Statutes. A FON for the area was determined primarily on the presence of blight in the study area. Blight is defined as an area in which there are a substantial number of deteriorated or deteriorating structures, in which conditions are leading to economic distress or endanger life and property. In addition, the area must have two of various contributing factors as set forth in Sec. 163.355 F.S. The primary factors present in the West Perrine area are:

- Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements; and,
- Lack of affordable housing.

Predominance Of Defective Or Inadequate Street Layout, Parking Facilities, Roadways, Bridges, Or Public Transportation Facilities

The geography and layout of the transportation facilities have each had their own effect upon the area. While providing regional transportation services, Florida's Turnpike has created a wall which extends along the western side of the study area. Access into and out of West Perrine from the west can only occur at three locations using the turnpike interchanges or the turnpike underpass built into the system. In addition, although South Dixie Highway provides numerous opportunities via signalized intersections to access the commercial properties located immediately adjacent to the US-1 corridor the commercial properties immediately to the west which abut the Busway, suffer from poor access, visibility and connectivity. These collective features create a negative image at the gateway to the West Perrine are, making it difficult to attract investment along the corridor which can then be extended into the neighborhood.

For the neighborhoods located within the CRA study area between SW 107 Avenue and US-1, development patterns have not achieved the same density, urban form or commitment to infrastructure compared with the adjacent neighborhoods to the north and the west. Street widths vary, often not even achieving the minimum minor street design standards that would be



Legend

Property boundary

Area of Incompatible Land Uses

Figure E
Location I
West Perrine C

FILENAME: W:\2004-17\Graphics\Es1 Location Map

Source: The Curtis and Kimball Co

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required today for local street access to residential property. Sidewalks are intermittent, and are mainly found adjacent to recent development sites. Development is impeded in these areas.

Faulty Lot Layout In Relation To Size, Adequacy, Accessibility, Or Usefulness

Faulty lot layout is present where numerous access roadways have been created parallel to the Busway in an attempt to serve adjacent properties. Multiple roadway corridors have been created diminishing the usefulness of the area to develop and create a sustainable community.

Unsanitary or unsafe conditions

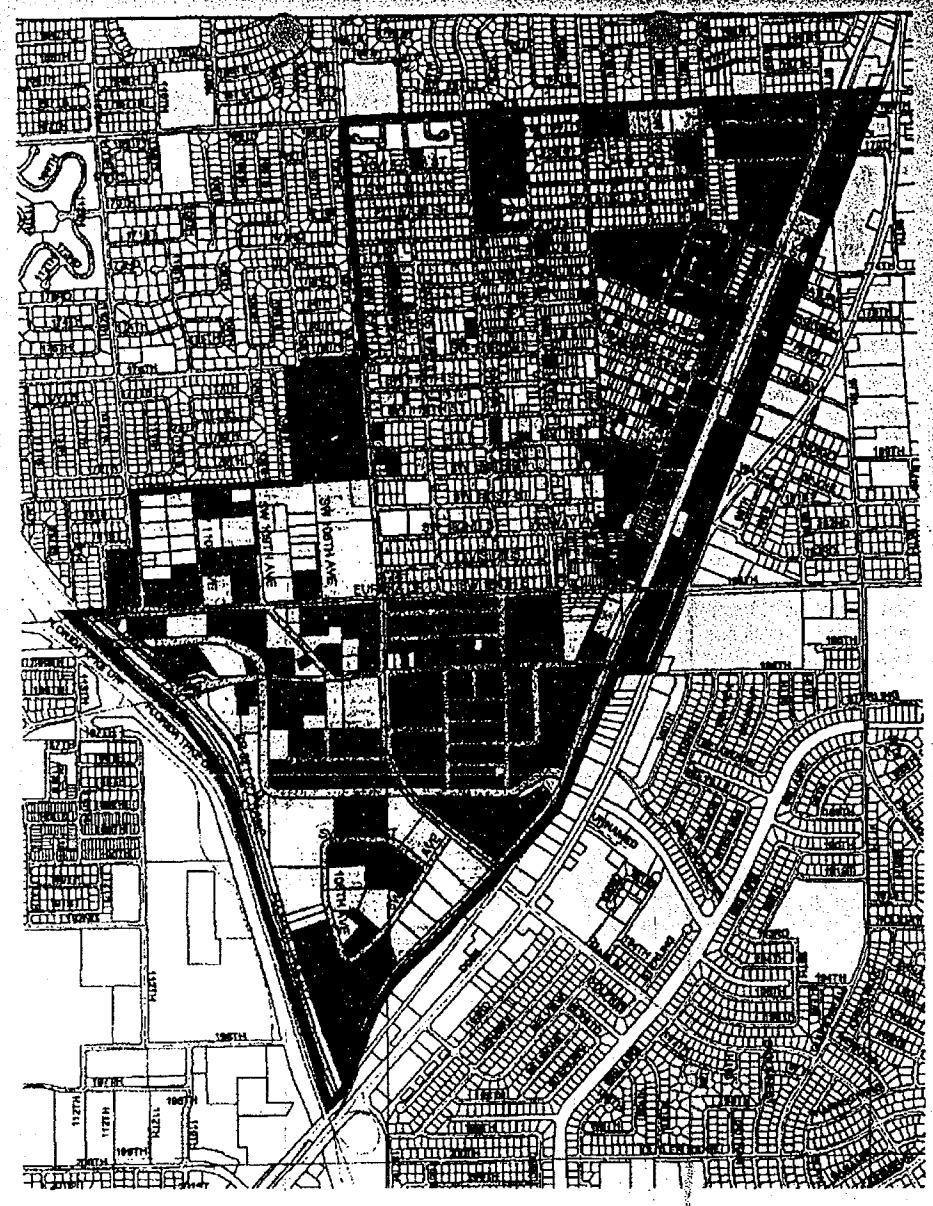
Vacant lots attract dumping, and long-term trash problems. In addition, the overgrowth of grasses can create a fire hazard, as well as attract vermin that create other health risks. Finally, they may contribute to higher crime due to the existence of large spaces that are hidden from view and not easily patrolled. The West Perrine neighborhood and the Agricultural Transitional Sub-Area both exhibit strong patterns of vacancy. The South Commercial / Industrial Sub-Area is also characterized by large lot vacant lands, although it is not as significant a problem since this is a largely industrial and commercial area. In total, 23% of the parcels in the West Perrine Area are vacant land, and their volume is a significant contributing factor to blight. **Figure ES2, Existing Land Use Map** illustrates the breadth of the vacant parcels.

The presence of incompatible uses that conflict with existing and future land use patterns and reduce the usefulness of the land, and which impede additional investment in the area are present in two areas of West Perrine (see **Figure ES1, Location Map**). In the northeast corner of the area single-family residential uses are in close proximity and adjacent to industrial uses which are located just north of S.W. 172nd Street and east of S.W. 97th Avenue. The types of industrial uses located there are visually blighting, cause significant noise, and are associated with the use of noxious and potentially hazardous materials in open areas. These uses, even if walled, should not be in close proximity to residential areas. The location of these uses at this location seriously devalues the area and may even cause health associated risks.

The second area of incompatible land use is a three-block section of the area running along the north side of Eureka Drive from S.W. 103rd Avenue to S.W. 107th Avenue. Similar to the northeast area, these residences are significantly devalued in terms of their livability and ability to attract investment by their location across the street from industrial uses. The types of industrial uses at this close proximity to residences burden the residents and the properties with a diminished quality of life, and devalue the potential of the properties for residential investment.

Deterioration Of Site Or Other Improvements

The West Perrine Area exhibits a high level of deterioration of the housing inventory. Approximately 12% of the individually owned houses in the area exhibit seriously dilapidated and deteriorating conditions, including structures that are not sound or safe for occupation and those that show obvious evidence of long-term neglect, postponed maintenance, and a general lack of investment in the upkeep of the property. This high level of deterioration is significant and considered a contributing factor the blighting.



Legend

Figure ES 2
Existing Land Use Map
West Perrine CRA

FILENAME: W:\2004-17\Graphics\Es2 Land Use Map

Source: Miami-Dade Planning and Zoning, The Curtis and Kimbell Company

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RECORDERS NOTE:

There are a significant amount of obsolete units with respect to their size in the study area. Obsolete units were defined as single-family homes with less than 800 s.f., and multi-family units of less than 500 s.f. Fifteen percent (15%) of the single family housing inventory in West Perrine is undersized and obsolete with respect to their viability on today's market to attract new long-term buyers that will invest in the structure, and keep it from deteriorating. About 3% of the multi-family housing is similarly obsolete.

Lack of Affordable Housing

West Perrine is an area in which there is a shortage of housing affordable to residents of low or moderate income. There is a need for re-development of affordable housing in the interest of public health, safety and welfare of area residents. The proportions of both owner and renter households by income range that were cost-burdened, i.e., paying more than 30 percent of income for shelter, were generally consistent with those countywide. This was likely a function of the low rate structure for rental units and the low median value of owned units. The fact that the area contained a significant number of County-owned units and/or privately-owned Section 8 units may have also contributed to maintaining moderate level of cost-burdened households. These factors may have also been the reason for the fact that the area had a lower percentage of overcrowded units than the County as a whole. Yet, it is important to note in Census Block Group 83.03.3 overcrowded units are 70 percent higher than the County average indicating a shortage of housing affordable to these residents.

The economic conditions of the residents of the area also indicate the level of economic distress present. Workforce participation of area residents over the age of 16 was below that of the county in general. In addition, the median household income in the area is $29,915, which is less than 85% of the countywide median income. Miami-Dade County, with its median income of $35,955, is ranked as one of the poorest major metropolitan areas nationwide. This places the residents of the West Perrine area among the poorest in a poor area. More than 35% of the households in the proposed CRA are considered to be living in poverty. As a result, the economic situation of the residents is considered to be severely disadvantaged and contributes strongly to the economic distress of the area that reinforce the visual surveys of the area. The physical aspect of the neighborhood reflected in the number of code violations impedes economic development and investment in the area.

The West Perrine area exhibits sufficient factors to be designated an area of blight, and as a result, is recommended to be designated a CRA. The condition of numerous structures within its boundaries, the disjointed patterns caused by inadequate land use planning and zoning, the large amount of vacant parcels, the inadequacy of the transportation infrastructure and the socio-economic characteristics of the residents all contribute to this recommendation.

The creation of a CRA and its Community Redevelopment Agency will serve to improve the condition of this blighted area. It will help to improve the living conditions of the residents and help to encourage much needed economic development to the area.

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Introduction

Location

This Perrine Area Finding of Necessity report provides a summary assessment of the approximately 1,050-acre area of land generally north of the crossing of the Florida Turnpike and US-1, west of South Dixie Highway, south of SW 168th Street, and east of the Florida Turnpike and SW 107th Avenue as shown in **Figure 1, Location Map**. Within this area, 131 acres of right-of-way and 894.32 acres of real property are encompassed. Borders generally occur at the centerline of the right-of-ways, except for the Florida Turnpike where the border is at the east edge. The entire area is within the jurisdiction of Miami-Dade County, and there are no lands included that are within a municipal jurisdiction. **Figure 2, Study Area Aerial** shows the boundaries and context of the study area.

Finding of Necessity

This report is intended to be adopted by Miami-Dade County, and used as evidence in the formation of the Community Redevelopment Area (CRA) and its Community Redevelopment Agency by making a legislative finding of the area that:

1. One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such area; and

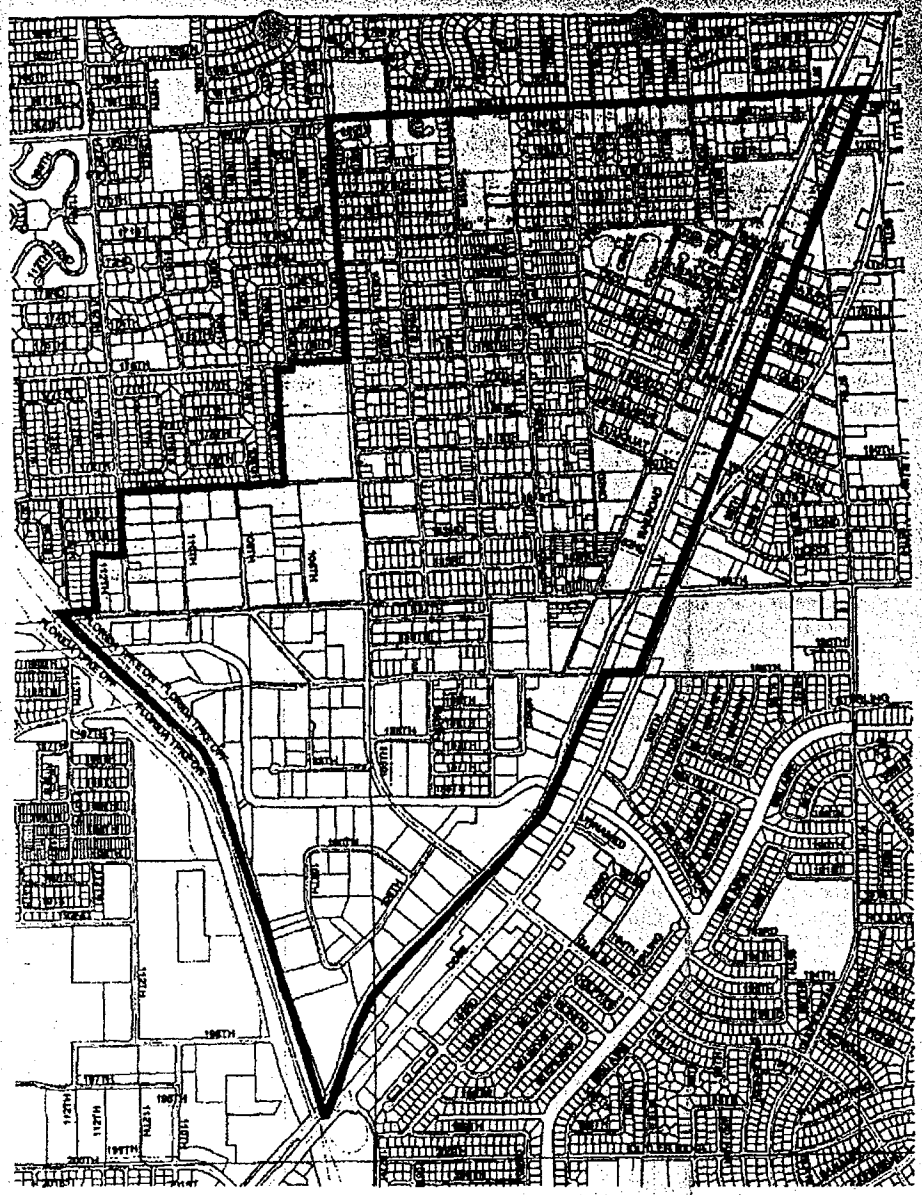
2. The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals,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

The finding of necessity (FON), as set forth in Sec. 163.355 F.S., is an assessment of the area that provides the evidence of blight and need for redevelopment due to the area's deficiencies in attracting market-based investment of the same rate and quality as surrounding areas and the County as a whole. The report relies upon a variety of empirical observations of all the parcels within the West Perrine study area in determining the existence of slum or blighted conditions as defined by the definitions and criteria outlined in Sec. 163.340 F.S.

Slum Determinants

A slum area is defined as having physical or economic conditions that are conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements that are impaired by reason of:

- Dilapidation
- Deterioration
- Age of structures, or
- Obsolescence.



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Property boundary

Figure 1
Location Map
West Perrine CRA

FILENAME: W:\2004-17\Graphics\Location Map

Source: The Curtis and Kimball Company

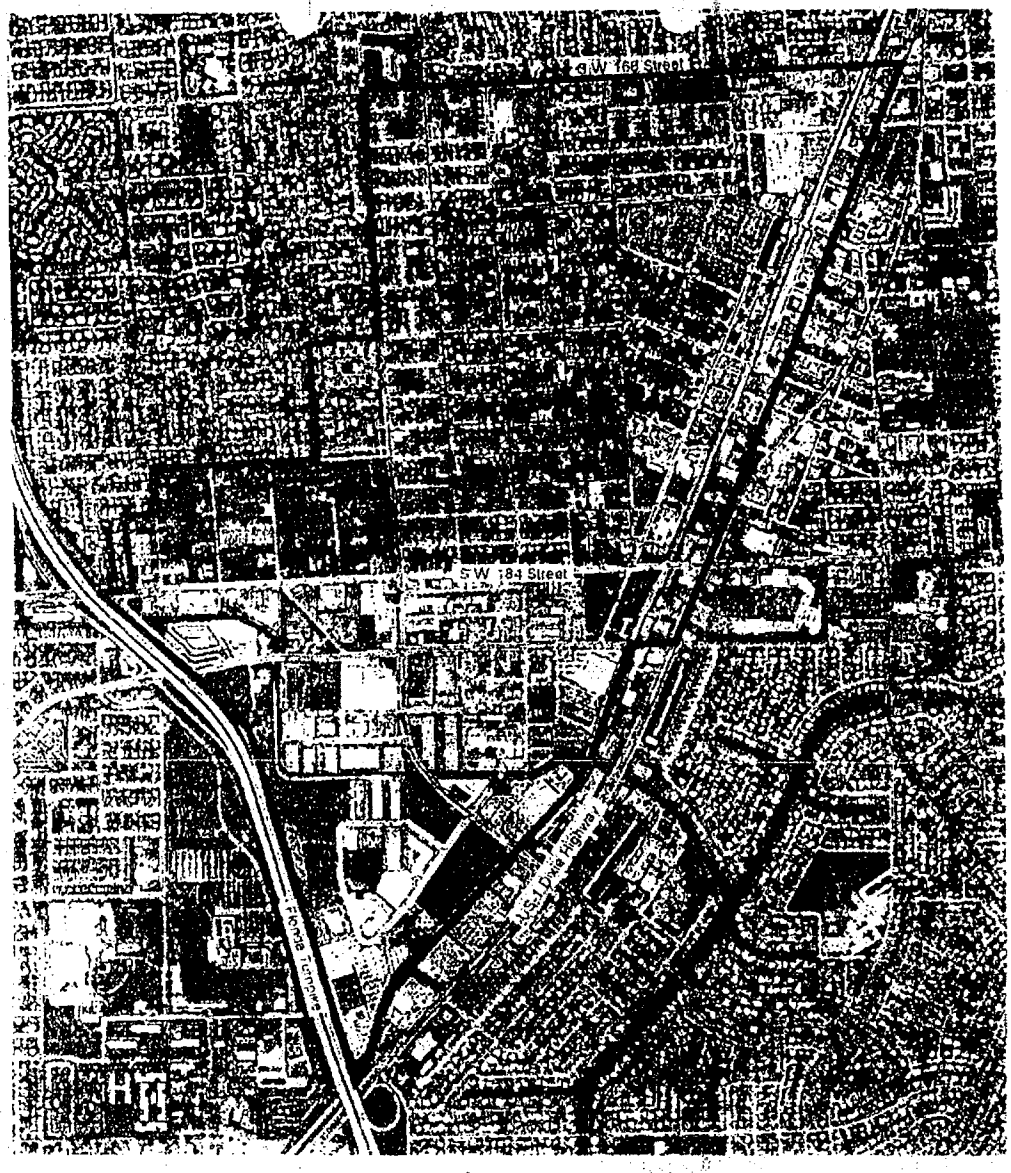

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Figure 2
Study Area Aerial
West Perrine CRA

RECORDER'S NOTE:

In addition, the area must exhibit at least one of the following conditions:

- Inadequate provision for ventilation, light, air, sanitation, or open space;
- High population density and overcrowding compared to surrounding areas in the County, as evidenced by government-maintained statistics;
- Conditions that endanger life or property by fire or other causes.

Blight Determinants

A blighted area is defined as an area in which there are a substantial number of deteriorated or deteriorating structures, in which conditions are leading to economic distress or endanger life and property

In addition, the area must have two or more of the following factors present:

- Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- Assessed real property values do not show any appreciable increase over 5 years prior;
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- Unsanitary or unsafe conditions;
- Deterioration of site or other improvements;
- Inadequate and outdate building density patterns;
- Falling lease rates compared to the remainder of the County;
- Tax or special assessment delinquency exceeding the fair value of the land;
- Residential and commercial vacancy rates higher than the remainder of the County;
- Incidence of crime higher than the remainder of the County;
- Fire and emergency medical service calls to the area predominantly higher than the remainder of the County;
- A greater number of violations to the Florida Building code in the area than the remainder of the County;
- Diversity of ownership or defective or unusual conditions of title that prevent free alienability of the land;
- Governmentally –owned property with adverse environmental conditions by a public or private entity.

Existing Land Use Characteristics

The Existing Land Use Characteristics section of this report, provides an assessment of all characteristics of the land and built properties according to the criteria listed above. With reference to slum and blight criteria it addresses the following:

- Area Composition
- Site and Structure Deterioration
- Property Violations
- Obsolete Uses
- Incompatible Use
- Defective Land Regulation & Platting
- Vacant Lots
- Size of lots and Assemblage Potential
- Conditions that endanger life and property by danger of fire

Area Composition

The bounded area described and depicted above includes approximately 894.32 total acres of land, of which approximately 131 acres are right-of-way, and 894.32 acres are real property. The 894.32 acres comprise 1,830 parcels in total, which are categorized and summarized by general land use in **Table 1, Area Land Use Composition** and are shown in **Figure 3, Existing Land Use Map.**

TABLE 1

AREA LAND USE COMPOSITION

General Land Use	Acreage	Percent	Number of Parcels	Average Lot Size (acre)	Building Floor Area	Number of Buildings
Residential Total	239.20	27%	1,408	0.23	1,795,970	1,047
Commercial Total	111.05	12%	100	1.11	1,106,116	100
Hotel Total	0.00	0%	0	n.a.	0	0
Office Total	17.41	2%	12	1.45	153,804	12
Institutional Total	105.94	12%	64	1.66	640,197	61
Industrial Total	97.84	11%	104	0.94	2,022,885	104
Agricultural Total	0.45	0%	1	0.45	1,788	1
Recreational	0.00	0%	0	n.a.	0	0
Conservation	0.00	0%	0	n.a.	0	0
Utilities	13.84	2%	4	3.46	32,482	4
Transportation	2.66	0%	4	0.66	0	0
Vacant	292.59	33%	477	0.61	1,362	1
Government	4.36	0%	1	4.36	29,399	1
Other	8.97	1%	15	0.60	1,323	2
TOTAL	894.32	100%	1,830	0.49	5,785,326	1,333

Source: Miami-Dade County Property Appraiser

Legend

SINGLE-FAMILY	OFFICE	AGRICULTURE
TWO-FAMILY DUPLEXES	INSTITUTIONAL	PARKS, PRESERVES, CONSERVATION AREAS
MOBILE HOME PARKS	INDUSTRIAL, EXTRACTION	WATER CONSERVATION AREAS
TOWNHOUSES	INDUSTRIAL	VACANT, GOVERNMENT OWNED
LOW-DENSITY MULTI-FAMILY	AIRPORTS, PORTS	VACANT, PROTECTED PRIVATELY OWNED
HIGH-DENSITY MULTI-FAMILY	COMMUNICATIONS, UTILITIES, TERMINALS	VACANT, UNPROTECTED
TRANSIENT-RESIDENTIAL (HOTEL, MOTEL)	STREETS, ROADS, EXPRESSWAYS, RAMPS	INLAND WATERS
COMMERCIAL, SHOPPING CENTERS, STADIUMS	STREETS, EXPRESSWAYS R/W	OCEAN, BAY WATERS

Figure
Existing Land Use Ma
West Perrine CR

FILENAME: W:\2004-17\Graphics\Land Use Map

Source: Miami-Dade Planning and Zoning, The Curtis and Kimball Comp

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The area is best described as comprising four distinct sub-areas.

1. West Perrine Neighborhood
   The sub-area is north of Eureka Drive (SW 184th Street), west of the Busway, east of SW 107th Avenue and extends to the proposed CRA boundary at Richmond Drive (SW 168th Street). This area bounds a complete functional community of 1,365 residences, comprised of 711 single family residences, 165 duplex dwellings (330 units), and approximately 324 residences in larger multifamily residential structures. A school is on the north edge, with numerous religious institutions scattered throughout, and a large health care center in the southeast corner. The neighborhood's commerce clusters on both sides of Homestead Avenue, just west of the new Busway. The northeast corner is comprised of business and industrial uses that are not a functional part of community, and that have negative impacts discussed in the Defective Land Regulation section.

2. Agricultural Transitional Sub-Area
   This is the land west of SW 107th Avenue, and north of Eureka Drive (SW 184th Street), extending north and west to the boundaries. It is comprised of two commercial uses, four institutional uses, and 10 residential structures, one radio tower, and the rest of the land is vacant or agricultural land. North of SW 180th Street are the South Point Apartments and the Captiva Club, with an estimated 357 dwelling units. The salient feature of the area is that of land that is designated and poised for transition, possibly for more residential development south of SW 108th Street.

3. Dixie Highway Commercial Strip
   This is the land along the eastern edge of the area, bounded by South Dixie Highway (US-1) on one side, and the South Dade Busway Extension of the other. It does not function as much as a part of the West Perrine neighborhood as it does its primary purpose as an arterial commercial strip meeting regional needs.

4. South Commercial / Industrial Area
   This is the entire area bounded by Eureka Drive (SW 184th Street) on the north, the South Dade Busway Extension on the east, and The Florida Turnpike on the west. The area is characterized by light industrial uses, warehouse uses, and large-scale, regional retail establishments.

The zoning of the CRA area generally fits the existing land uses, with the exception that there are many lands zoned for development that are currently vacant. The zoning is summarized in **Table 2, Area Zoning Composition.**

TABLE 2

AREA ZONING COMPOSITION

Zone		Number of Parcels		Acres		Average Lot Size
Single Family Residential	100, 101, 102, 103, 500	119	9%	101.16	24%	0.85
Town House	2800	0	0%	0.00	0%	n.a.
Duplex Residential	5700	1,116	88%	261.67	61%	0.23
Multi-Family : 4 Units	3100	14	1%	9.58	2%	0.68
Multi-Family : 10 - 21 DU/Ac	3700	4	0%	26.08	6%	6.52
Multi-Family : 22 - 37 DU/Ac	3800	11	1%	24.79	6%	2.25
Bungalow Courts	5100	9	1%	2.75	1%	0.31
Hotel & Motel	5000	0	0%	0.00	0%	n.a.
Total Residential		1,273	100%	426.03	100%	0.33
Neighborhood Commercial	6100	6	4%	2.33	2%	0.39
Arterial Commercial	6200	21	16%	53.54	41%	2.55
Central Commercial	6400	41	30%	41.23	31%	1.01
Liberal Commercial	6600	67	50%	33.99	26%	0.51
Semi-Professional Office	6900	0	0%	0.00	0%	n.a.
Total Commercial		135	100%	131.09	100%	0.97
Light Manufacturing - Industrial	7100	335	89%	201.05	84%	0.60
Heavy Manufacturing - Industrial	7300	27	7%	13.59	6%	0.50
Restricted Industrial	7700	13	3%	23.64	10%	1.82
Total Industrial		375	100%	238.28	100%	0.64
Agricultural	9000	39	100%	90.18	100%	2.31
Planned Area Development	9400	0	n.a.	0.00	n.a.	n.a.
Other Zoned Land		0	n.a.	0.00	n.a.	n.a.
Land Not Classified, or Interim Zoned		8	100%	8.74	100%	1.09
Total		1,830	100%	894.32	100%	0.49

Source: Miami-Dade Property Appraiser

Site and Structure Deterioration

All of the sites within the area were surveyed to determine their physical conditions from the vantage point of closest available public access. The value and quality of life of the residential neighborhoods are particularly vulnerable to the presence of dilapidated buildings, deteriorating structures, and properties that are not maintained. Neglected properties of these types are not only indicators of disinvestment in the neighborhoods, but they also have a causal role in propagating continued disinvestment in the neighborhood. For the purposes of this Finding of Necessity, lots occupied by habitable structures in the residential neighborhoods are classified in one of three ways:

1. Dilapidated – For the purposes of this Finding of Necessity, a dilapidated structure is defined as one that is not sound or not safe for occupation. Dilapidated conditions include any of the following:
   - un-repaired roof damage or roof covered by plastic;
   - bowed walls, un-aligned windows, doors, or other element that demonstrate sagging structures;
   - all windows and doors boarded up;
   - structurally damaged features such as porches, entryways, etc.;
   - significant peeling and loss of exterior paint or other finish combined with readily apparent rot or dry rot on wood walls and support features, and corrosion of metal features;
   - fire damage and/or;
   - the conditions cited above in addition to apparent abandonment.

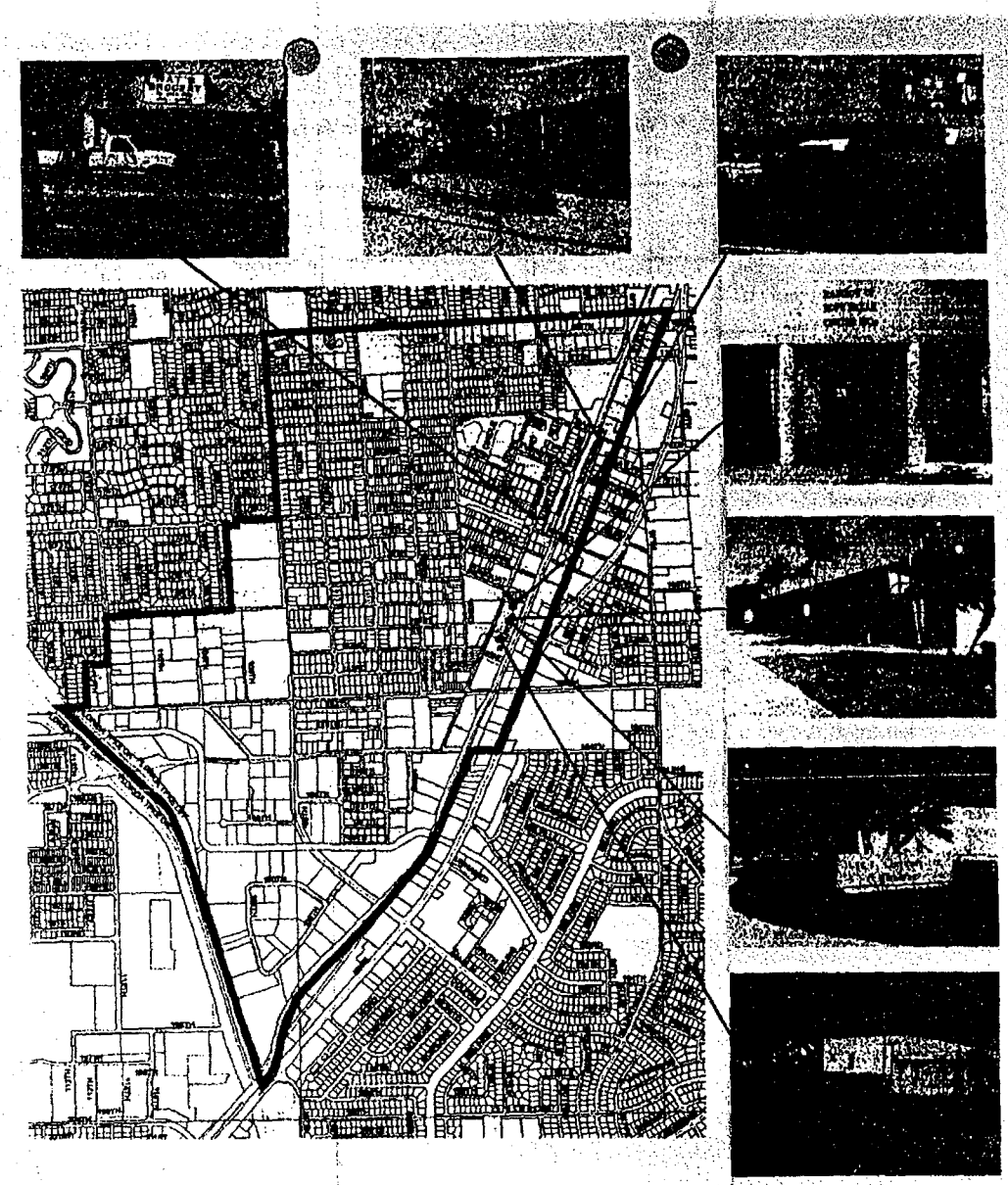
2. Deteriorated – For the purposes of this Finding of Necessity, a deteriorated structure is defined as one that shows obvious evidence of long-term neglect, postponed maintenance, and a general lack of investment in the upkeep of the property. Deteriorated conditions are found when any two of the following conditions are noted:
   - one or two boarded windows, fastened in a manner and at a time of year that they are apparently not for storm protection;
   - damaged and un-repaired roof trim and gutters;
   - worn roofing materials, and/or a few damaged or missing tiles, or asphaultic seams that are dry and cracked from age;
   - weathered or peeling paint or other non-structural exterior finish
   - extremely unkept or overgrown landscape areas;
   - minor damage to walls or wall openings that have been poorly repaired with improper materials, and poor finishing.
   - In addition, if other conditions are in good condition, but the house has been abandoned and all openings boarded up, and it is not for sale (indicated by a sign) then it is also considered to be contributing as a deteriorating structure.

3. Good – For the purposes of this Finding of Necessity, a structure in good conditions is defined as one that shows obvious evidence of continuous and on-going maintenance. Some defects may be noticeable, but to the extent that they are not predominant, they are not accompanied by other defects, and that they

are offset by other signs of maintenance and improvement, they do not affect the consideration of the structure as being in good condition.

Vacant lots are not considered in this part of the analysis and are discussed separately in a following section.

Commercial Areas are surveyed according to the same criteria; however, some consideration is given to the type of use. The industrial areas are not subject to the same criteria. Industrial buildings, structures, and land are often found in conditions that may be viewed as deteriorating; however, it is often related to the "messiness" of the business in its daily operation, to some extent the competitive position of the industry, and often to the business priorities of the management. Industrial area physical conditions as they relate to devaluing adjacent residential or commercial areas are more properly considered as use conflicts and defective land use controls. Examples of the types of commercial uses existing on the site and their physical conditions are shown on the photographs on **Figure 4, Commercial and Institutional Site Photographs.**



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Property boundary

Figure 4
Commercial and Institutional Site Photographs
West Perrine CRA

FILENAME: W:\2004-17\Graphics\Commercial Site Photographs

Source: The Curtis and Kimball Company

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The results of the survey for site conditions in the West Perrine Area are summarized in Table 3, Site Conditions.

TABLE 3

SITE CONDITIONS

Type of Structure / Use	Number of Parcels	Number of Dwelling Units (est.)	Deteriorated	Dilapidated	Percent Deteriorated or Dilapidated
Single Family Residential (inc. townhouse, mobile home, cluster home)	715	715	77	10	12%
Duplex Residential	165	330	13	1	8%
Multi-Family	26	385	1	0	4%
Total Residential Surveyed	906	1430	91	11	11%
Commercial	100	n.a.	3	0	3%
Office	12	n.a.	0	0	0%
Institutional	64	n.a.	0	0	0%
Industrial	104	n.a.	not surveyed	not surveyed	
Total	1186	1430	94	11	9%

Source: Miami-Dade County Property Appraiser

In summary, 91 of the 899 residential buildings are showing signs of deterioration, and 11 are dilapidated. Together, the deteriorating and dilapidated buildings are 11% of the stock of residential structures in this area. On a typical block of 16 to 20 lots, this would mean that two buildings are deteriorated or dilapidated. Examples of the quality and condition of the residential properties in the area are shown in **Figures 5A and 5B, Residential Site Photographs.**

The total count of 1,725 residential units includes the Captiva Club, and South Pointe Apartments, which are large multifamily developments under single ownership, west of SW 107th Avenue, and not indicative of conditions in the West Perrine Neighborhood. In addition, the total count includes the Perrine Gardens and Rainbow developments, both owned by the Miami-Dade Housing Agency, and not indicative of conditions in the rest of the neighborhood. If these four developments are excluded from consideration, 1,060 dwelling units remain. That would mean that there are 123 out of 1,060 units are in deteriorating and dilapidated buildings, or approximately 12% of the housing inventory in this area.

All of the sites within the area were surveyed from the vantage point of closest available public access generally from the public rights-of-way. The survey is visual and does not fully evaluate structural conditions, or unseen conditions that affect the safety and well-being of occupants or the public. This level of deterioration is significant and considered a contributing factor to blighting the West Perrine Neighborhood.

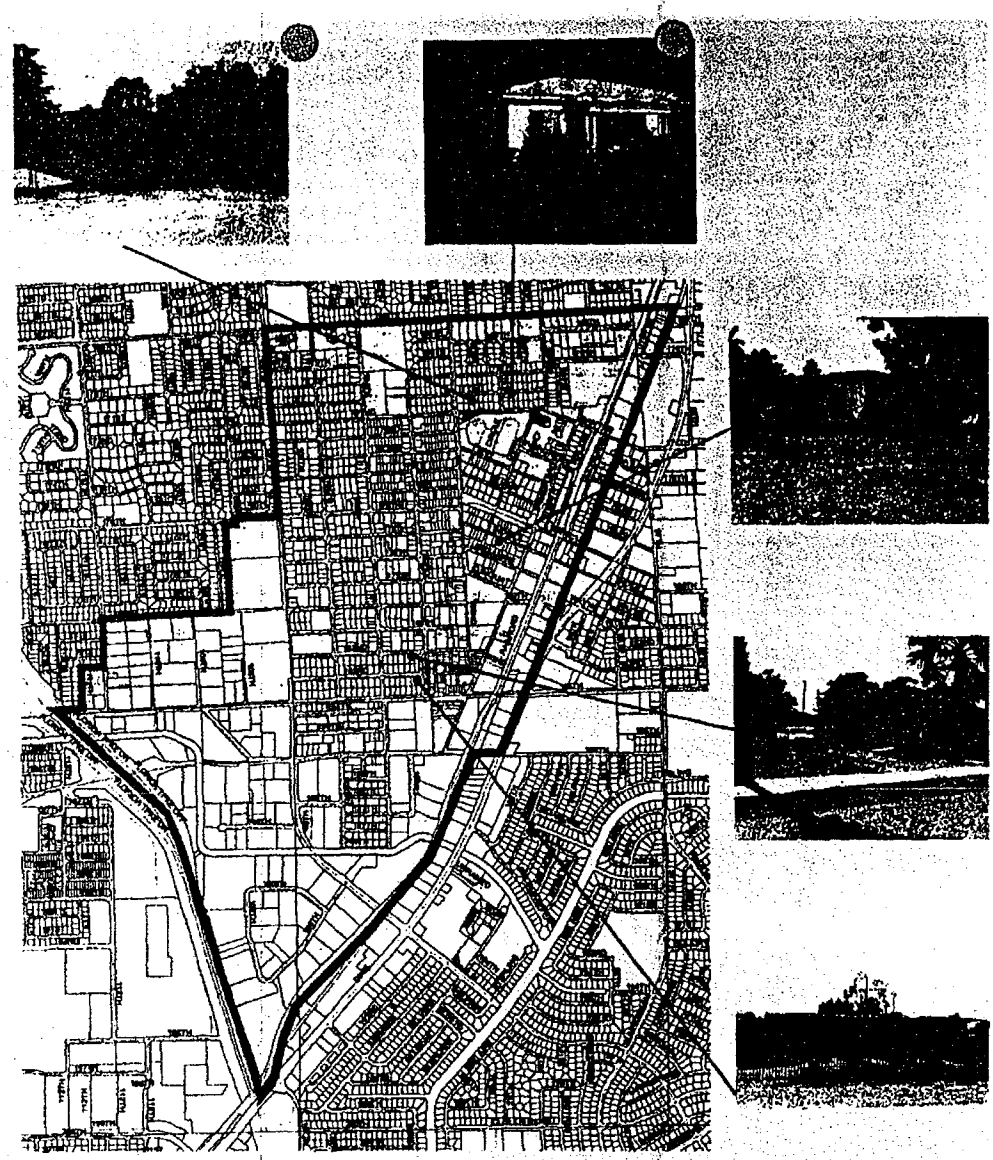

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Figure
Housing Characteristics Photograp
West Perrine CI

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Source: The Curtis and Kimball Com

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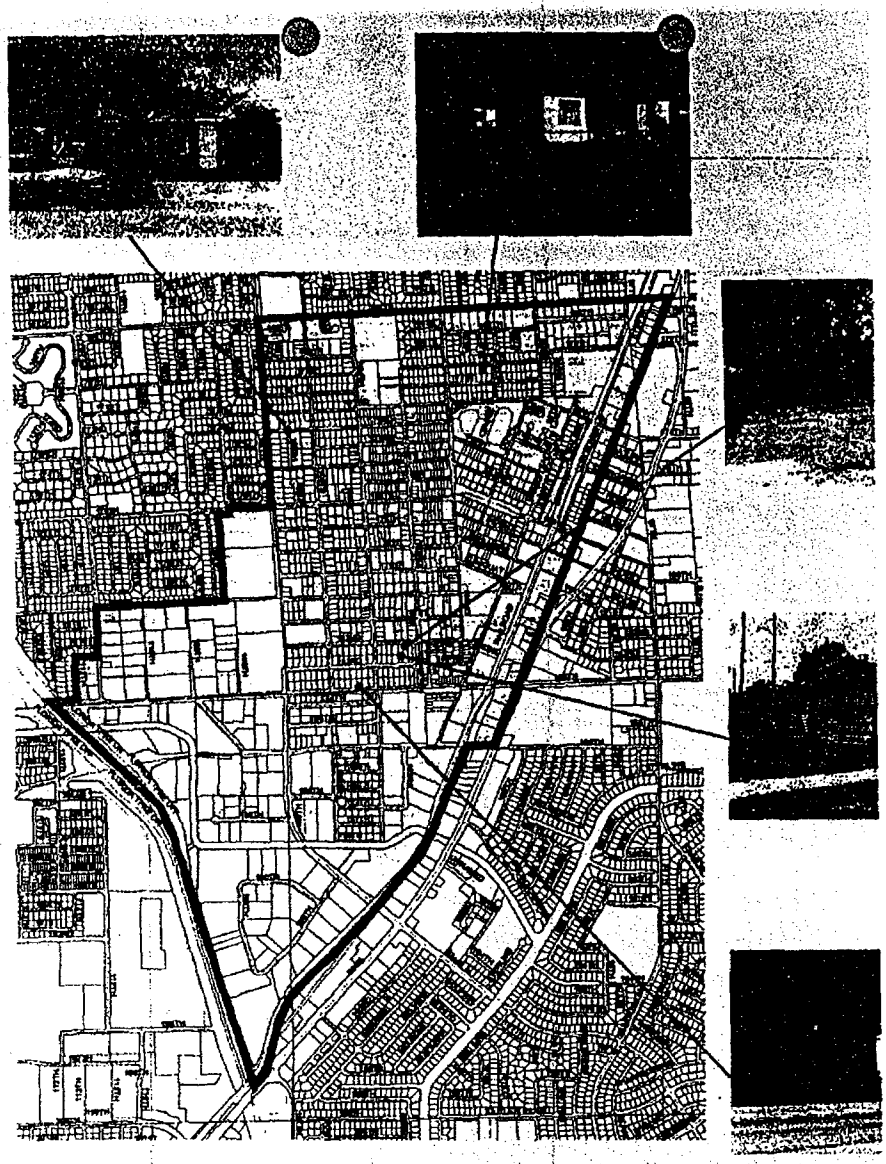

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Housing Characteristics West

FILENAME: W:\2004-17\Graphics\Housing Characteristics Photographs

Source: The Curt

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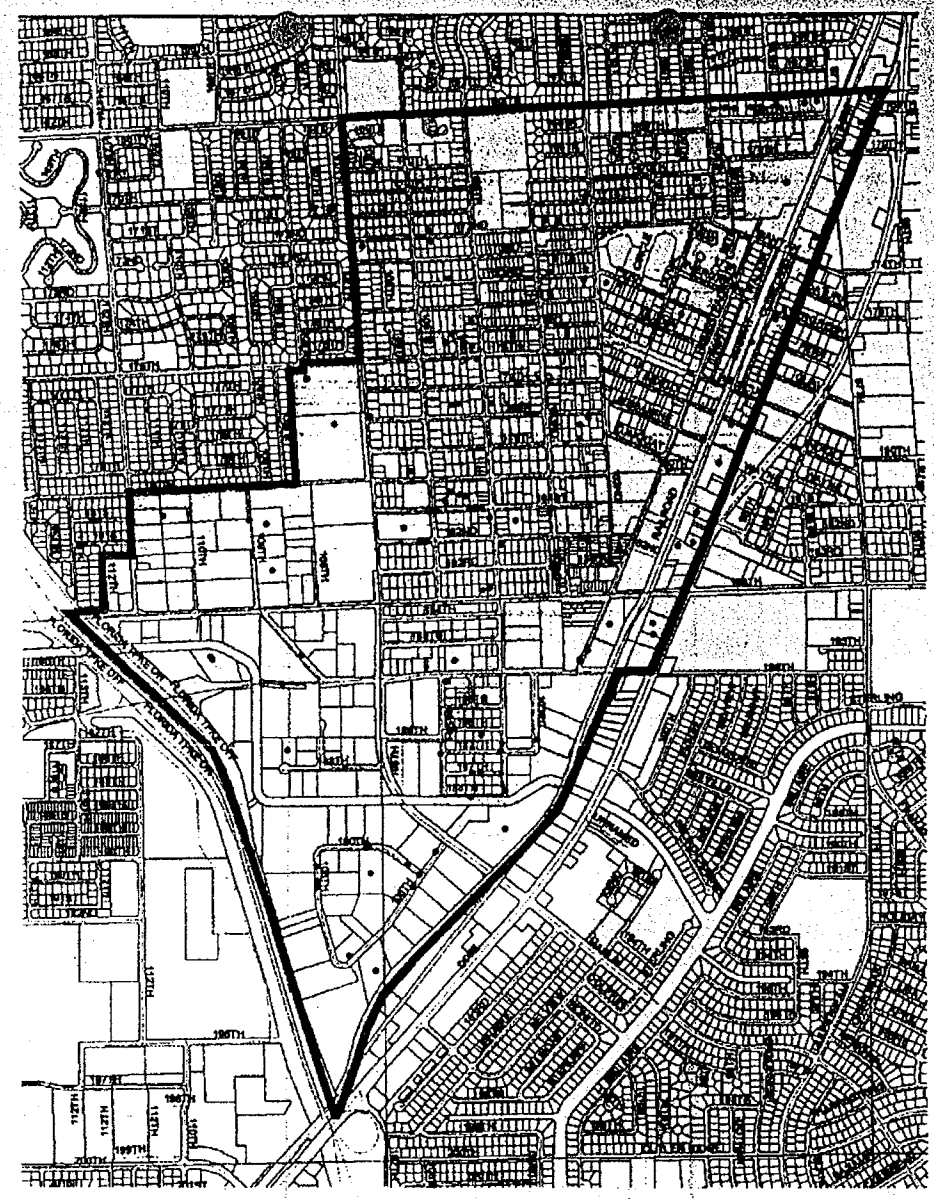
Property Violations

To further support the visual survey, data was gathered from Miami-Dade County with respect to code violations. **Table 4, Open Code Violations**, lists the open code violation cases and **Figure 6, Open Code Violations** shows the extent of the code violations throughout the study area. Details of the open code violations are contained in **Appendix A.**

TABLE 4 OPEN CODE VIOLATIONS	
Junk Yard Violation	3
Junk / Trash / Overgrowth on Unimproved Property	54
Minimum housing maintenance	3
Other	3
Parking premises violation	38
ROW / Private property/Abandoned property/Vehicle	41
Setback Violations	1
Signs on the ROW	10
Structure Maintenance - Upkeep	1
Unauthorized use - Residential / Business	6
Unusual use of property	2
Grafitti	1
Resolution Violations	1
Animals - Code Violations	2
Boat Storage	1
Business Premise Maintenance	1
Commercial Vehicle - Unauthorized	1
Lack of required permit	5
Obstructing enforcement	1
Outside business uses - unpermitted	2
Outside overnight storage	1
Unauthorized use - Industrial	1
Illegal excavation	1
Right-Of-Way maintenance	1
Source: Miami-Dade County Planning; The Curtis & Kimball Company	

Code violation data can contain evidence of: additional defects not evidenced in exterior surveys, health and safety issues that create unsafe conditions and may contribute to risk of loss and injury from electrical hazards, fire, and unsafe structures. In addition, evidence of unsanitary conditions, and health issues related to structure materials, hazardous material contamination, presence of vermin, and poor light and ventilation may be obtained. The area suffers from a trash in the right-of-way and abandoned vehicle problem that contributes to the blighting of the area.



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Property boundary

Open code violations

Figure 6
Code Violations
West Perrine CRA

FILENAME: W:\2004-17\Graphics\Code Violation Map

Source: The Curtis and Kimball Company

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Obsolete Uses

A predominance of obsolete uses and structures is a contributing condition toward economic distress and blight in an area. Obsolete uses may be within sound structures that are neither deteriorating nor dilapidated (although a lack of maintenance usually is found in obsolete uses); however due to physical conditions of the building or site, and the evolution of residential and commercial market needs, the use is no longer economically viable for use or reuse in the current and future market conditions because trends have changes sine structure was built. These conditions may include: size of the building's floor area, size of the building's footprint, internal layout of the structure, placement of structure on its lot, size and location of doors and window openings.

Small Residential Units

In the proposed West Perrine CRA, obsolescence as a contributing factor towards blight is found as it relates to the size of the existing stock of homes. It was noted that the physical size of some homes in the area is very small, and in some instances occupants have located on their yards or porches, furnishings and possessions that may typically be contained within the interior of the home.

In addition to noting these conditions in the field, verification was performed by use of the Property Appraiser data. While homes and apartments may be habitable at smaller sizes, they are not considered viable in today's market where there is a large County-wide inventory of affordable housing at more appropriate sizes. These structures, while they may be sound and well-maintained, detract from the area's overall market appeal for home ownership and re-investment. For the purposes of this analysis, the criteria for obsolete residential units are:

- 800 s.f. for single-family homes and townhouses
- 500 s.f. for all multi-family units, including duplexes

The results are summarized in **Table 5, Obsolete Residential Units.**

TABLE 5

OBSOLETE RESIDENTIAL UNITS

Type of Residence	Number of Parcels	Number of Dwelling Units	Under 800 s.f.	Under 500 s.f.	Percent Obsolete Units
Single Family Residential	715	715	109		15%
Duplex Residential	165	330	[illegible]	13	4%
Multi-Family	26	385	[illegible]	13	3%
Total	906	1,430	109	26	15%

Source: Miami-Dade County Property Appraiser

Fifteen percent (15%) of the single family housing inventory in West Perrine is undersized (below 800 s.f.), and obsolete with respect to their viability on today's market to attract new long-term buyers that will invest in the structure, and keep it from deteriorating. About 3% of all, of the multi-family inventory is similarly obsolete, being below 500 s.f.

Single-family home inventory can be the most important housing component of neighborhood stabilization and revitalization through home ownership; however, with 15% considered obsolete, this is another contributing factor to blight conditions in this area.

Incompatible Uses

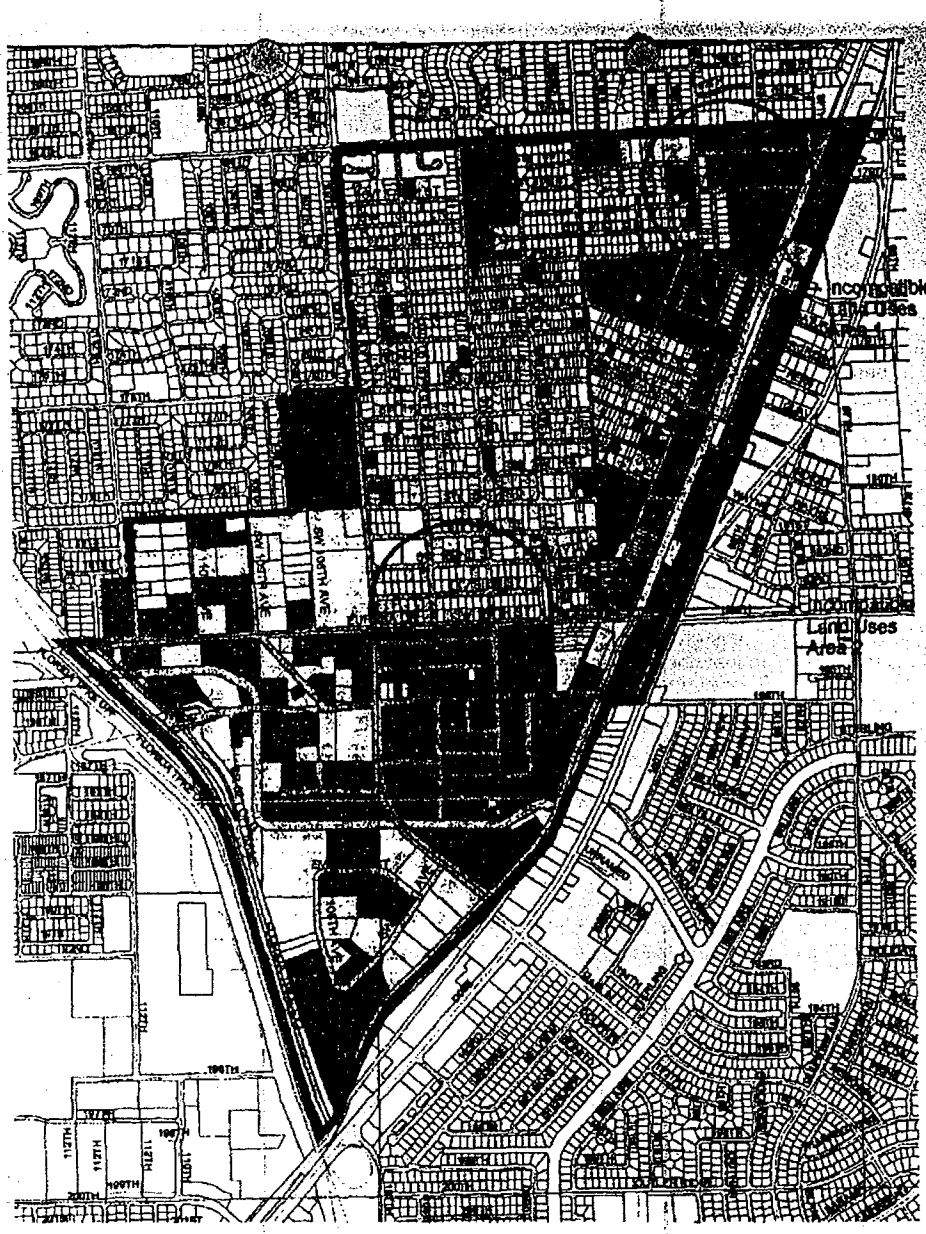
Incompatible uses within close proximity, like obsolete uses may be in sound structures; however, the existence or operation of an incompatible use diminishes the value of the other, and in more severe case may negatively impact public health, safety, and welfare. Proper use of zoning ordinances, and a properly planned geographic lay of zoning districts generally precludes most nuisance, safety, and health issues associated with incompatible uses; however, unanticipated incompatibilities that diminish value and cause economic distress still occur.

Upon surveying the use of these properties and considering the impact on each other, there are two significant area of conflict among incompatible uses. These areas are shown in **Figure 7, Incompatible Uses**, and are discussed below.

1. The northeast corner of the area has single-family residential uses in close proximity and adjacent to industrial uses. This industrial area mixed with commercial uses, are located just north of SW 172nd Street and east of SW 97th Avenue, up to SW 168th Street on the north, and the South Dade Busway Extension on the east. In this area are located a significant number of facilities for long-term, open auto storage, auto dismantling and salvage operations, and boat building. These types of uses, are visually blighting, cause significant noise, and are associated with the use of noxious and potential hazardous materials in open areas. These uses, even if walled, should not be in close proximity to places where people live. The location of these uses at this location seriously devalues the area and may even cause health associated risks. These incompatible uses are a significant contributing factor to blight in the area.

2. The residential south edge of the West Perrine Neighborhood Sub-area is also impacted by the presence, visibility, and noise of the industrial uses directly across Eureka Drive (SW 184th Street). This is a three-block section of the area running along the north side of Eureka Drive from SW 103rd Avenue to SW 107th Avenue. In similar fasion the the northeast area discussed above, these residences are significantly devalued in terms of their livability and ability to attract investment by their location across the street from industrial uses. The uses on the south side of Eureka Drive also include automotive-related businesses, as well as boat-building-related industry, and even an aluminum recycling processing facility. These are all uses that at this close proximity to residences, burden the residents and the properties with a diminished quality of life, and devaluing the potential of the properties for residential investment.

In summary, there are two areas of serious, incompatible use conflicts that are contributing factors to causing blight in this area.



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- SINGLE FAMILY
- TWO-FAMILY DUPLEXES
- MOBILE HOME PARKS
- TOWN-OWNES
- LOW-DENS TY MULTI-FAMILY
- MEDIUM-DENSITY MULTI-FAMILY
- TRANSIENT-RESIDENTIAL, HOTEL, MOTEL
- COMMERCIAL, SHOPPING CENTERS, STADIUMS
- OFFICE
- INSTITUTIONAL
- INDUSTRIAL, EXTRACTION
- INDUSTRIAL
- AIRPORTS, PORTS
- COMMUNICATIONS, UTILITIES, TERMINALS
- STREETS, ROADS, EXPRESSWAYS, RAMPS
- STREETS, EXPRESSWAYS, AIR
- AGRICULTURE
- PARKS, PRESERVES, CONSERVATION AREAS
- WATER CONSERVATION AREAS
- VACANT, GOVERNMENT OWNED
- VACANT, RESTRICTED PRIVATELY OWNED
- VACANT, UNRESTRICTED
- INLAND WATERS
- OCEAN AND WATERS

Figure 7
Incompatible Land Uses
West Perrine CRA

FILENAME: W:\2004-17\Graphical Land Use Map

Source: Miami-Dade Planning and Zoning, The Curtis and Kimball Company

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Defective Land Regulation & Platting

Defective land regulation includes conditions that inhibit development and economic viability of the properties relating to:

- the zoning district within which a property is assigned;
- the pattern of zoning within the area and its surroundings; or
- platting that is defective in terms of the size, orientation, shape, or proximity to access of lots.

There are two instances of defective land regulation, and they are both related to the incompatibilities discussed above. These areas are also zoned for "Industrial – Light Manufacturing" (zone # 7100). This zoning lay, with such close proximity of these industrial uses to residences, is defective. In both cases, it is a significant contributing factor to blight in this area.

Vacant Lots

Vacant lots, by similar mechanisms as deteriorated and dilapidated structures, devalue an area, When vacant lots predominate in an area, they become a contributing factor towards blight. In addition, vacant lots attract dumping, and long-term trash problems. The dumping and trash, in combination with overgrown tall grasses can easily create a higher risk of fire hazard, as well as attracting vermin that create other health risks. Finally, a predominant pattern of vacancy may contribute to higher crime due to the existence of large spaces that are hidden from view and not easily patrolled.

The pattern of vacancy is as important as the amount of land that is vacant. A large tract of vacant land do not demonstrate blight as much as the same amount of vacant land distributed over many smaller lots, especially if these lots are widely dispersed in a neighborhood. While a significant proportion of vacant lots, on one hand provides a more suitable "clean slate" for development, it is also prima facie evidence of an area that for various reasons is economically disadvantaged in comparison to the surrounding area.

West Perrine has a very strong pattern of vacant lands in three of its sub-districts. The distribution of the vacant lands is discussed below and can be seen in **Figure 3, Existing Land Use.**

1. In the West Perrine Neighborhood there is a strong pattern of widely dispersed vacant lots distributed throughout the neighborhood. Almost every block, especially south of SW 170th Street has at least one vacant lot. Their area in total is large and their number of lots is large. The large number of vacant lots is exacerbated by the a consistent pattern of overgrown lots with dumping having occurred on almost every one. The dumping consists of junked automobiles, boat hulls, furniture, and general trash.

2. In the Agricultural Transitional Sub-Area, there is also a strong pattern of vacancy; however, consistent with the character of the area, all of the vacant lands are large. Many are fenced, and dumping, although evident, is not as significant a problem as in the West Perrine Neighborhood east of SW 107th Avenue.

3. The South Commercial / Industrial Sub-Area is also characterized by large lot vacant lands. Many are fenced, and while dumping seems prevalent, it is not as significant a problem since this is a largely industrial and commercial area.

Photographs showing examples of the character of the vacant lands in the study area are included in **Figure 8, Vacant Land Photographs.**

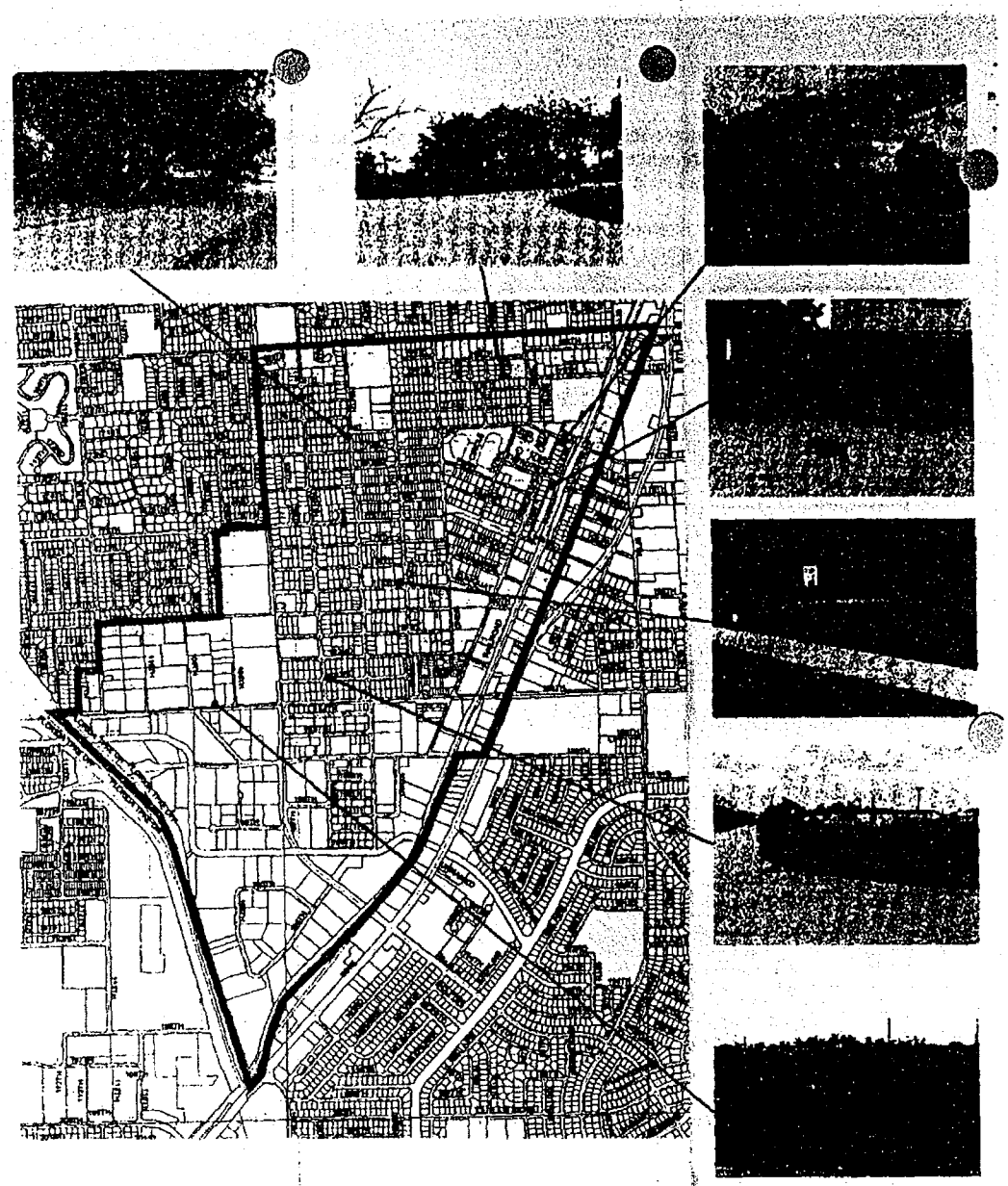
TABLE 6

VACANCIES

Type of Use Zoned For	Number of Parcels	Number of Acres	Vacant Number of Parcels	Vacant Acres	Percent Vacant (Parcels / Area)
Single Family Residential	119	101.16	12	27.20	10% / 27%
Town House	0	0.00	0	0.00	n.a.
Duplex Residential	1,116	261.67	279	63.39	25% / 24%
Multi-Family : 4 Units	14	9.58	4	0.82	29% / 9%
Multi-Family : 10 - 21 DU/Ac	4	26.08	0	0.00	0% / 0%
Multi-Family : 22 - 37 DU/Ac	11	24.79	8	1.47	73% / 6%
Bungalow Courts	9	2.75	3	1.64	33% / 60%
Hotel & Motel	0	0.00	0	0.00	n.a.
Total Residential	1,273	426.03	306	94.51	24% / 22%
Neighborhood Commercial	6	2.33	1	0.24	17% / 11%
Arterial Commercial	21	53.54	6	14.11	29% / 26%
Central Commercial	41	41.23	21	23.71	51% / 58%
Liberal Commercial	67	33.99	22	10.17	33% / 30%
Semi-Professional Office	0	0.00	0	0.00	n.a.
Total Commercial	135	131.09	50	48.23	37% / 37%
Light Manufacturing - Industrial	335	201.05	41	35.56	12% / 18%
Heavy Manufacturing - Industrial	27	13.59	7	2.27	26% / 17%
Restricted Industrial	13	23.64	8	9.84	62% / 42%
Total Industrial	375	238.28	56	47.67	15% / 20%
Agricultural	39	90.18	14	32.86	36% / 36%
Planned Area Development	0	0.00	0	0.00	n.a.
Other Zoned Land	0	0.00	0	0.00	n.a.
Land Not Classified, or Interim Zoned	8	8.74	2	0.00	25% / 0%
Total	1,830	894.32	428	223.27	23% / 25%

Source: Miami-Dade County Property Appraiser

The total rate of vacant parcels by lot, and their cumulative impact on the amount of land that is vacant is summarized in **Table 6, Vacancies.**



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Property boundary

Figure 8
Vacant Lot Photographs
West Perrine CRA

FILENAME: W:\2004-17\Graphics\Vacant Lot Photographs

Source: The Curtis and Kimball Company

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There is a very significant pattern of vacancies in the proposed West Perrine CRA, with the strongest contribution to blight occurring in the West Perrine Neighborhood Sub-area, where 24% of residential lots are vacant, overgrown, and have trash, abandoned automobiles, boa hulls, furniture, and trash upon them. In total, they make up 22% of the residential land. The South Commercial / Industrial Sub-area to the south, and the Agricultural Transition Sub-area to the west have even higher proportions of vacant land (37% and 36% respectively); howeve their contribution to blight is less severe. Overall, widespread and large amounts of vacan lands are a contributing factor to blight conditions in the proposed West Perrine CRA.

Size of Lots and Assemblage Potential

As shown in Table 1, the area is comprised of 1,830 properties that are in various ownerships several of which are owned by Miami-Dade County. Given this, and that the average lot size fo the whole area is only 0.49 acres creates a situation that is challenging for redevelopment unless many of the lots are assembled by investors. This evidence suggests that the size of th lots in conjunction with the ownership pattern present an impediment to redevelopment, and a such it is a factor in causing blight to this area.

Conditions that Endanger Life and Property

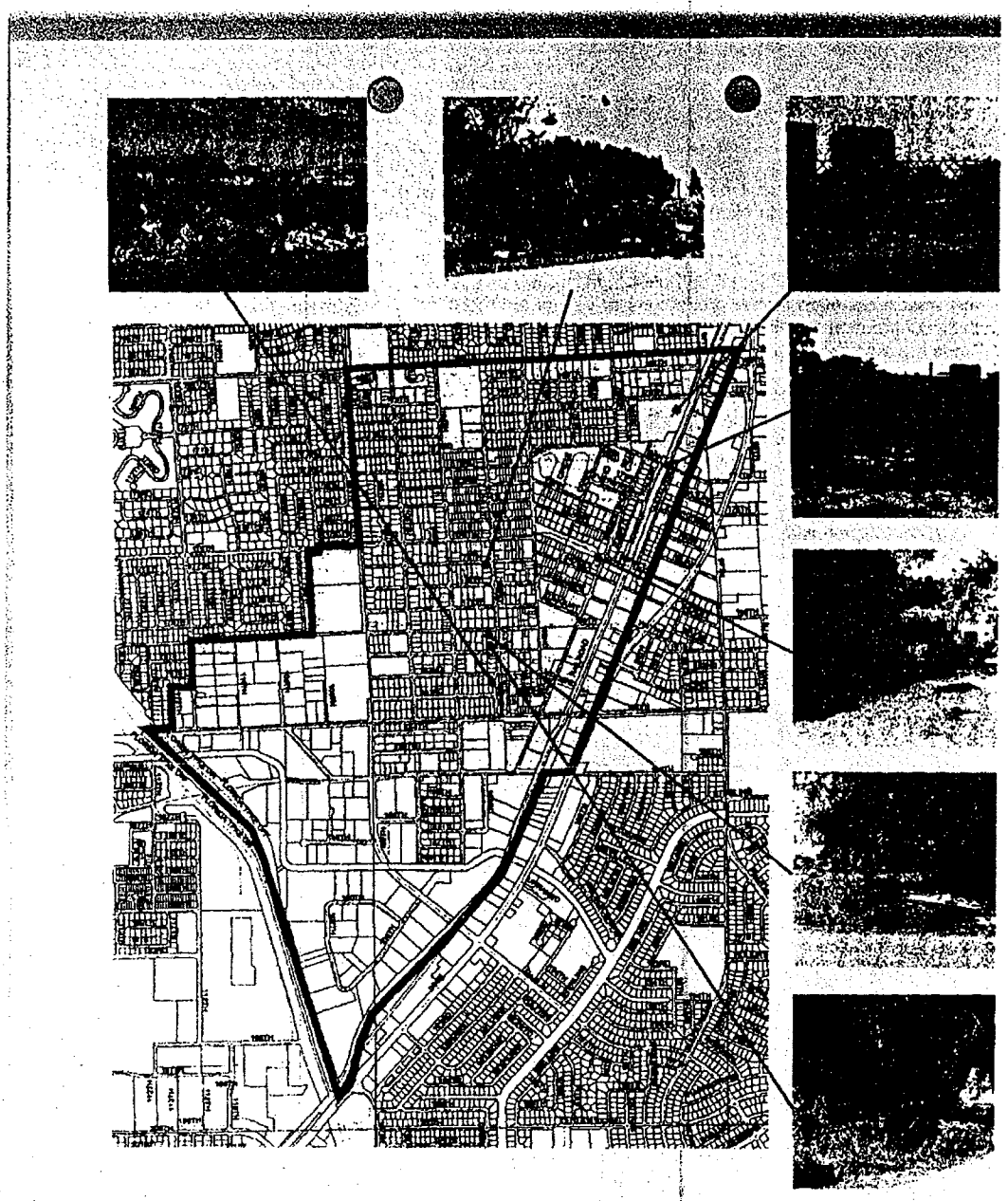
Trash

Vacant lots diminish a community's value because they attract dumping, and are usuall overgrown. The dumping and trash, in combination with overgrown tall grasses can easil create a higher risk of fire hazard, as well as attracting vermin that create other health risk Finally, vacancies under these conditions may contribute to higher crime due to their provisio of large spaces that are hidden from view and not easily patrolled by police. Examples of th trash and dumping that vacant lots attract are illustrated in **Figures 9A and 9B, Trash Sit Photographs.**

There are 309 vacant residential parcels out of 1,273 according to Property Appraiser data th are within the West Perrine Area. Based on the physical conditions survey, approximately 2/ of these have some amount of trash, and dumping upon them. As this can compromise gener public health, safety, and endanger adjacent properties by fire or propagation of insects, thes conditions are a contributing factor to blight.

Flood Zones

The majority of the West Perrine area is in flood zone X, or flood zone X-500. These areas ar not considered flood zones and structures within them are not generally at risk. However, at th southern end of the area, there are two pockets where the flood zones are AE or AH, both which are considered flood zones. Structures in these areas may be at risk for floodin Development may be more expensive in those areas as well and as a result, those areas ma receive less development. The general area of each flood zone is shown in **Figure 10, Floo Zones.**



Legend

Property boundary

Fig
Trash Site Photo
West Perrir

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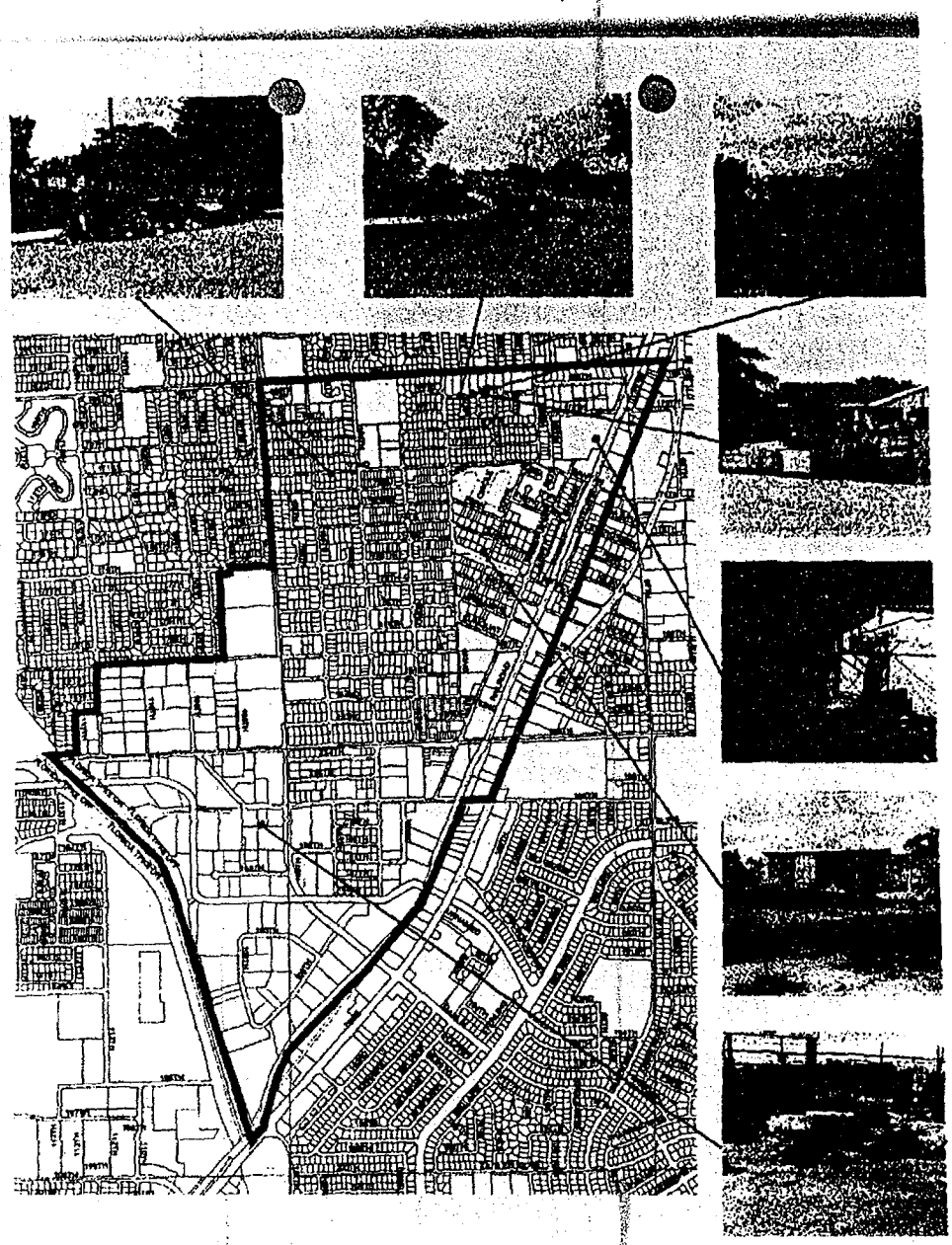
Source: The Curtis and Kimt



Legend

Property boundary

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Trash Site Photogr
West Perrine

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Source: The Curtis and Kimball C

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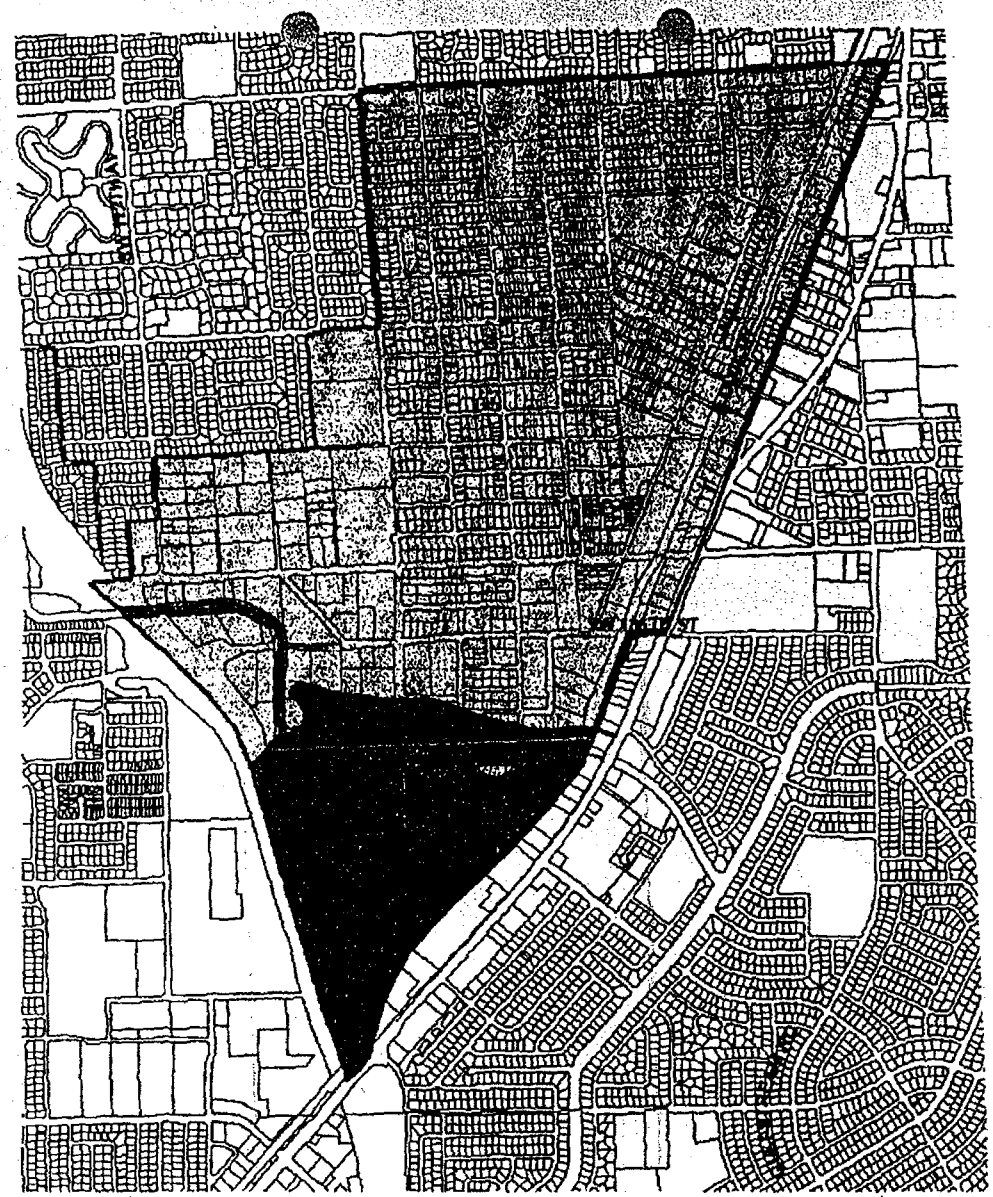

Legend

- Property Boundary
- AE (Flood Zone)
- AH (Flood Zone
- X (Not Flood Zone)
- X-500 (Not Flood Zone)

Figure 1
Flood Zone Ma
West Perrine CR

FILENAME: W:\2004-17\Graphics\ Flood Zone Map

Source: The Curtis and Kimbell Compa

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Economic Conditions

The economic conditions of the residents of the West Perrine area are factors that contribute to economic distress. The housing and the demographic characteristics of the area are indicators of these conditions.

Housing Characteristics

Table 7, Housing Characteristics - 2000 provides data relating to the economic housing conditions within the proposed West Perrine CRA. For contextual purposes, the same data are provided for Miami-Dade County as a whole.

TABLE 7

HOUSING CHARACTERISTICS - 2000

	Miami-Dade County	Census Block Group 83.03.1	Census Block Group 83.03.2	Census Block Group 83.03.3	Census Block Group 83.03.4	Census Block Group 83.03.5	Census Block Group 102.06.1	Total Study Area
Housing Units	852,278	212	413	461	559	729	0	2,374
Units Occupied	91.1%	100.0%	93.7%	91.1%	97.0%	95.5%	N/A	95.1%
Occupied Units by Tenure								
Owner-occupied	57.8%	84.9%	14.5%	47.8%	62.4%	79.1%	N/A	58.6%
Renter-occupied	42.2%	15.1%	85.5%	52.2%	37.6%	20.9%	N/A	41.4%
Overcrowded Units	20.0%	11.3%	14.7%	34.8%	20.1%	15.8%	N/A	19.8%
Incomplete Units								
Lacking full plumbing	1.1%	0.0%	0.7%	5.4%	0.0%	0.0%	N/A	1.2%
Lacking full kitchens	1.3%	0.0%	3.1%	5.4%	2.0%	0.0%	N/A	2.2%
Units by Type								
1,detached	42.7%	88.7%	26.6%	69.6%	69.6%	66.9%	N/A	63.0%
1,attached	9.9%	0.0%	15.7%	0.0%	0.0%	2.0%	N/A	3.3%
2	2.6%	0.0%	40.9%	22.3%	22.3%	0.0%	N/A	16.7%
3 to 10	9.0%	11.3%	13.8%	2.8%	2.8%	10.3%	N/A	7.8%
10 to 19	6.4%	0.0%	0.0%	2.8%	2.8%	13.8%	N/A	5.4%
20 to 49	8.6%	0.0%	0.0%	0.0%	0.0%	7.0%	N/A	2.1%
50 or more	18.8%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%
Mobile Home	1.8%	0.0%	2.9%	2.4%	2.4%	0.0%	N/A	1.5%

Source: U.S. Census, 2000; Miami Economic Associates, Inc.

At the time of the 2000 Census, the Census Block Groups that include the proposed CRA contained a total of 2,374 housing units, 95.1 percent of which were occupied.[1] Consistent with the fact the proposed CRA is located in the eastern portion of the County, over 75 percent of the housing units were constructed prior to 1980. Reflecting the area's suburban character, 83

[1] Census Block Groups 83.03.4 and 83.03.5 contain some areas extraneous to the proposed West Perrine CRA. Based on field surveys of these areas, it is believed that their inclusion causes the area to appear better off economically than it in fact is.

percent were single-family detached, single-family attached and duplex units. On countywide basis, such units constitute less than 55 percent of the housing stock.

In evaluating whether the study area should be designated a CRA, the following points should be considered:

- Miami-Dade County's rate of home ownership of 57.8 percent was considerably lower than the rate throughout the State of Florida or nationally, 70 percent and 65 percent, respectively. On an overall basis within the proposed CRA, the rate of homeownership was consistent with the County level. It exceeded the County level in 4 of the 5 Census Blocks Groups that include the proposed CRA's residential areas. However, the rate of homeownership in Census Block Group 83.03.2 was exceptionally low, 14.5 percent.

- The median unit rental rate within the proposed CRA was under $500 per month, with over 80 percent of rental units leasing for less than $700 per month. On a countywide basis, only 58.6 percent of rental units leased for under $700 per month. The median value of owner-occupied housing was also low relative to the countywide standard, with the median unit being valued for less than $100,000.

- The proportions of both owner and renter households by income range that were cost-burdened, i.e., paying more than 30 percent of income for shelter, were generally consistent with those countywide. This was likely a function of the low rate structure for rental units and the low median value of owned units discussed in the preceding paragraph. The fact that the area contained a significant number of County-owned units and/or privately-owned Section 8 units may have also been a contributing factor. These factors may have also been the reason for the fact that the area had a lower percentage of overcrowded units than the County as a whole. Yet, it is important to note in Census Block Group 83.03.3 overcrowded units are 70% higher than the County average.

Demographic Characteristics

Table 8 provides demographic data from the 2000 Census depicting the economic status of the residents of the proposed West Perrine Corridor CRA[1]. For contextual purposes the same data are provided for Miami-Dade County in its entirety.

TABLE 8

SOCIO-ECONOMIC CHARACTERISTICS - 2000

	Miami-Dade County	Census Block Group 83.03.1	Census Block Group 83.03.2	Census Block Group 83.03.3	Census Block Group 83.03.4	Census Block Group 83.03.5	Census Block Group 102.06.1	Total Study Area
Population	2,253,362	689	1,365	1,317	1,802	2,503	0	7,676
Households	777,376	192	403	389	512	707	N/A	2,203
Retirement Age Households	21.9%	27.6%	13.6%	25.7%	11.1%	21.8%	N/A	19.0%
Households w/Children	34.6%	37.5%	49.9%	38.3%	43.5%	51.3%	N/A	45.7%
In Labor Force (Persons 16 & Over)	57.5%	47.6%	53.6%	54.3%	56.1%	57.1%	N/A	55.0%
Employed (Persons 16 & over)	92.2%	92.7%	78.6%	69.3%	90.9%	91.1%	N/A	89.1%
Median Household Income	$35,966	$31,923	$10,856	$16,827	$30,658	$46,898	N/A	$29,915
Household Income								
Less than $10,000	16.5%	13.0%	45.4%	40.4%	19.5%	13.6%	N/A	25.5%
$10,000 - 19,999	14.6%	27.1%	24.6%	10.0%	7.4%	10.9%	N/A	13.9%
$20,000 - $34,999	20.1%	10.9%	13.6%	25.4%	24.4%	13.9%	N/A	18.1%
$35,000 - 49,999	15.7%	8.3%	8.2%	3.3%	21.5%	18.4%	N/A	13.7%
$50,000 and over	33.1%	40.7%	8.0%	20.9%	27.2%	43.2%	N/A	28.9%
Households in Poverty Status	18.1%	15.6%	69.7%	55.6%	28.5%	15.3%	N/A	35.5%

Source: U.S. Census, 2000; Miami Economic Associates, Inc.

At the time of the 2000 Census, the Census Block Groups that include the proposed CRA had a total population of 7,676 people, who comprised 2,203 households. Nineteen percent of these households were headed by people of retirement age, i.e. 65 years of age of older, as compared to 21.9 percent of households countywide. Conversely, 45.7 percent of households included children under the age of 18 as compared to 34.6 percent countywide.

Evidence of the economic distress experienced by the residents of the proposed West Perrine CRA is highlighted by the following statistics:

- Workforce participation of area residents over the age of 16 was below that countywide despite the fact that the area had a lower of percentage of retirement age households than the County as a whole. Further, less than 90 percent of those participating were employed including less than 80 percent of the workforce members residing in Census Block Group 83.03.2 were employed.

[2] Census Block Groups 83.03.4 and 83.03.5 contain some areas extraneous to the proposed West Perrine CRA. Based on field surveys of these areas, it is believed that their inclusion causes the area to appear better off economically than it in fact is.

- Median household income was $29,915, less than 85 percent of the amount countywide. The figure would have been lower if the extraneous areas referenced in footnote 1 were excluded. To place this in further prospective, Miami-Dade County with its median income of $35,955 ranked as one of the poorest major metropolitan areas (those with populations exceeding 1 million people) nationwide.

- As a result of the fact that the households residing in Census Block Groups 83.03.2 had median incomes only 30 to 50 percent the countywide level, in excess of 35 percent of the households in the proposed CRA were considered living in poverty. This was almost twice the proportion countywide. The proportion of households living in poverty would have been even higher if the extraneous areas referenced on footnote were excluded.

The fact that the proposed West Perrine CRA is economically disadvantaged is evidenced by the fact that area contains offices of the County's Community Action Agency, the State's Department of Children and Family Services and WIC. It also contains several County-owned housing complexes including Richmond Homes, Perrine Gardens and Perrine Rainbow.

Real Estate Values

The table below provides the taxable value of real property in proposed West Perrine CRA for each year during the period from 1999 though 2004. The same information is provided for Miami-Dade County as a whole.

TABLE 9
REAL ESTATE VALUES

	Miami-Dade County		Proposed West Perrine CRA	
Year	Taxable Value	Annual Change	Taxable Value	Annual Change
1999	83,140,168,023		185,643,976	
2000	87,576,077,697	5.30%	188,958,886	1.80%
2001	96,677,276,665	10.40%	202,721,222	7.30%
2002	105,774,511,014	9.40%	208,511,543	2.90%
2003	119,950,471,382	13.40%	237,817,125	14.10%
2004	137,529,891,792	14.70%	281,851,980	18.50%
Average Annual Change		10.60%		8.90%

Source: Miami-Dade County Property Appraiser; Miami Economic Associates, Inc.

As shown in the table, the taxable value of property in the proposed CRA increased from approximately $185.6 million in 1999 to $281.85 million in 2004, at which time in accounted for two-tenths of 1 percent of the County tax roll. The following points are noted with respect to the table:

- From 1999 to 2004, the taxable value of property countywide increased at an average annual rate of 10.6 percent, with increases exceeding 10 percent occurring in 3 of the 4 more recent years due to new construction and

strongly appreciating existing property. During the same period, the taxable value of the property within the proposed CRA increased by 8.9 percent.

- In 4 of the 5 years analyzed, taxable values in the proposed CRA grew more slowly than those countywide. In the two most recent years, it grew more quickly largely as commercial development along S.W. 184th Street and south of that roadway.

- The taxable value of property within the proposed CRA reflects the following:

  The presence of numerous vacant residential lots throughout the area.

  The fact that the U.S. 1 frontage is substantially occupied by low value uses such as auto repair shops as well as boat and used car dealerships.

  The fact that the retail commercial uses north of S.W. 184th Street and west of U.S. 1 are occupied by "mom and pop" business. No national or regional retailers are present in the delineated area.

  The fact many of the key commercial parcels along Homestead Avenue, a major business street within the area, are occupied by governmental offices and not-for-profits that are located in the area to serve its low income population. The County-owned housing unites also are not taxed.

  There is not significant private office space within the area.

  The relatively older age of the housing stock.

Crime

High crime rates demonstrate a lack of respect for the law and public safety and are a detriment to economic development in an area. Information on two levels of crime was provided by the County Police Department.

Table 10 – Incidence of Crime, shows the number of Part 1 and Part 2 crimes reported in the grids that contain the proposed West Perrine CRA for each year during the period from 1997 through 2003. Part 1 crimes include the major categories of violent crime including murder, rape, sodomy, aggravated assault and aggravated stalking. Also included among Part 1 crimes are robbery and burglary, pocket picking, purse snatching and various forms of shoplifting. Part 2 crimes include simple assault, kidnapping, arson, various forms of fraud, embezzlement and narcotics-related offenses.

TABLE 10 INCIDENCE OF CRIME							
	West Perrine CRA			Miami-Dade County			
Year	Part 1	Part 2	Incidence per 1,000 residents Part 1 only	Part 1	Part 2	Incidence per 1,000 residents Part 1 only	Total
1997	693	317					1,010
1998	554	315					869
1999	511	277					848
2000	481	273					754
2001	500	273			n/a		773
2002	527	306			n/a		843
2003	489	317	64	78,052	n/a	63	806

Source: Miami-Dade County Police Department; The Curtis and Kimball Company

The number of reported crimes dropped sharply from 1997 to 2000, particularly in terms of Part 1 offenses. However, it increased in 2001 and again in 2002. The number in 2003 was lower than the preceding year but had not decreased to the low level recorded in 2000.

Transportation

The West Perrine CRA study area is located between the cross roads of two State Principal Arterial roadways which function as the two most important transportation facilities moving people and goods serving south Miami-Dade County. With the Homestead Extension of Florida's Turnpike to the west, and US-1/South Dixie Highway to the east, over 172,900 cars per day pass along side the West Perrine CRA study area (see **Figure 11**).

Access and Connectivity

The geography and layout of these transportation facilities have each had their own effect upon West Perrine. While providing regional transportation services, Florida's Turnpike has created a wall which extends along the western side of the two mile study area. Access into and out of West Perrine (to and from the west) can only occur at the following three locations using the turnpike interchanges or the turnpike underpass built into the system.

TABLE 11

ACCESS AND ROADWAY CONNECTIONS TO AND FROM THE WEST

Roadway	Turnpike System Access	Roadway Type	Number of Travel Lanes
SW 168 Street	Underpass	Section Line	2 lanes undivided
SW 184 Street	Interchange	Section Line	4 lanes divided
SW 186 Street	Interchange	State Minor Arterial	4 lanes divided

Source: Cathy Sweetapple & Associates

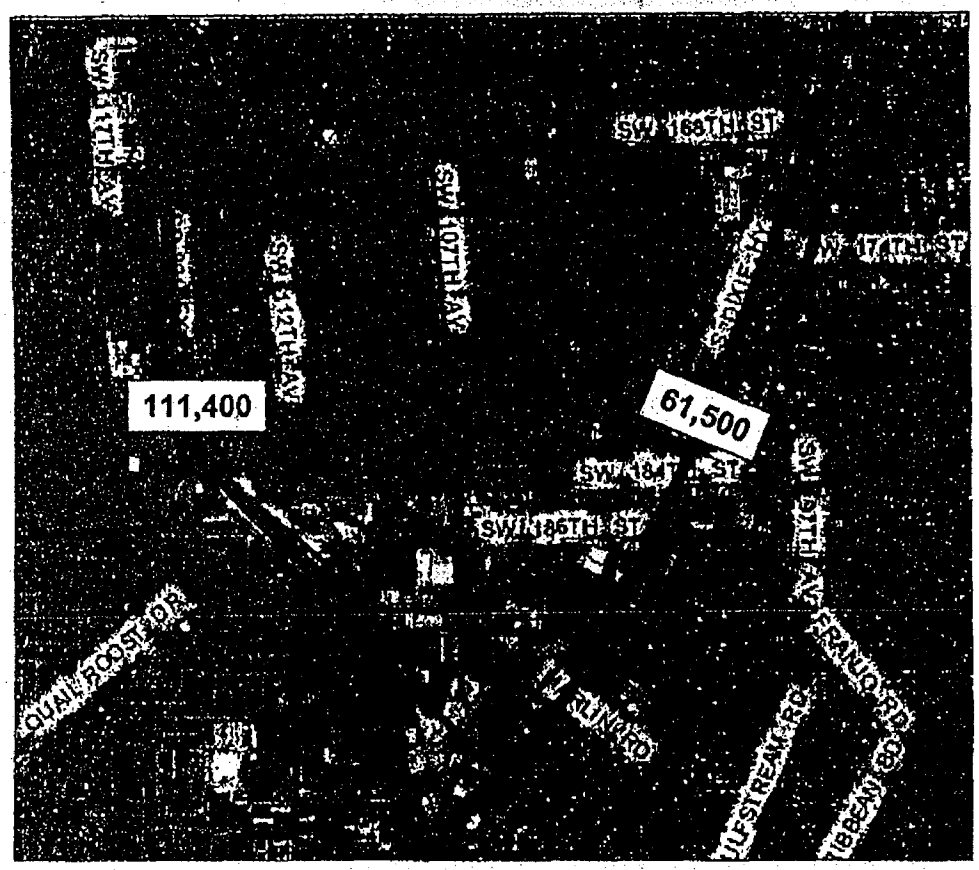
The US-1/South Dixie Highway corridor, together with the Miami-Dade County Busway, promotes regional vehicular and transit connectivity, but does so at the expense of local connectivity to properties adjacent to the Busway and US-1. Access into and out of West Perrine from South Dixie Highway (to and from the east across the Busway) is accommodated by the following roadway connections (see **Figure 12**):

TABLE 12

ACCESS AND ROADWAY CONNECTIONS TO AND FROM THE EAST

Roadway	Roadway Type	Number of Travel Lanes
SW 168 Street	Section Line	2 lanes undivided
Banyan Street	Quarter Section Line	2 lanes undivided
Hibiscus Street	Half Section Line	2 lanes divided (in sections)
SW 184 Street	Section Line	4 lanes divided
SW 186 Street	State Minor Arterial	4 lanes divided
SW 107 Avenue	Section Line	4 lanes divided (south of SW 186 St)

Source: Cathy Sweetapple & Associates



Legend

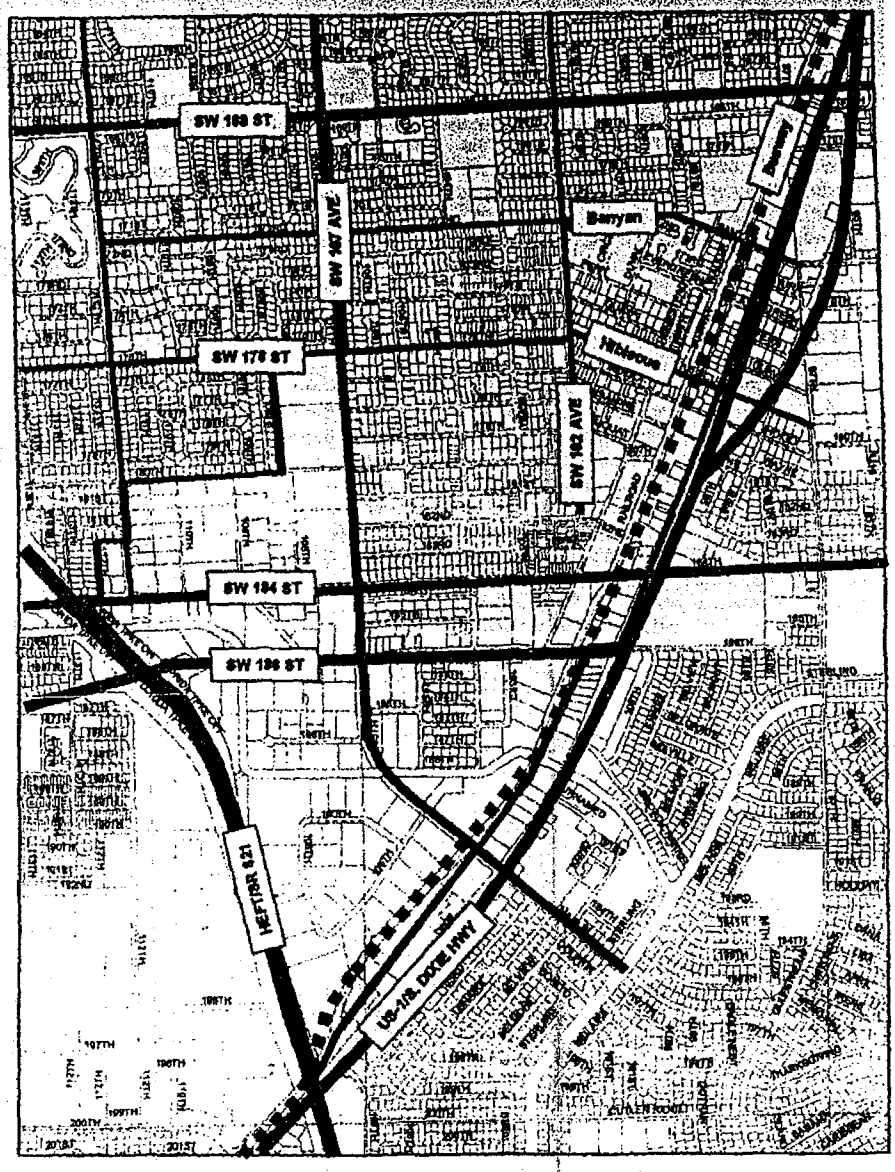
CRA Boundary

Turnpike underpass or interchange

61,500 Daily Traffic Count

Figure 11
Regional Roadway Connections
West Perrine CRA

Source: Cathy Sweetapple & Associates



Legend

- CRA Boundaries
- Section Line Roadways
- Half and Quarter Section Line Roadways
- State Arterials
- Busway

Figure 7
Local Roadway Connectio
West Perrine CR

Source: Cathy Breedlapple & Associ

South Dixie Highway provides numerous opportunities to access the commercial properties located immediately adjacent to the US-1 corridor, however the commercial properties immediately to the west which abut the Busway, suffer from poor access, visibility and connectivity. Access across the Busway (leading into and out of the study area) is managed using a series of signalized intersections. Signal spacing between the busway and US-1 reflects approximately 375 feet, with approximately 325 feet available to accommodate vehicle queues during peak travel hours. Frequent driveway connections for the older commercial properties along US-1 do not meet current State access management standards. Redevelopment of these properties would require conformance to current driveway spacing and design standards, which for smaller parcels, would create a hardship in meeting these standards.

Street Layout and Roadway Widths Adjacent to the CRA

For the neighborhoods located between Florida's Turnpike and SW 107 Avenue (adjacent to the CRA study area on the west), the turnpike system has offered a degree of protection from cut through traffic. The resulting residential development patterns are found to be consistent with surrounding neighborhoods to the north of SW 168 Street, and to the west of Florida's Turnpike. The roadway and sidewalk infrastructure for this residential area has largely developed in a manner which provides adequate street widths, sidewalks and yard setbacks from the adjacent travel lanes which are consistent with Miami-Dade County subdivision development and design standards pursuant to Section 28-14 of the Miami-Dade County code. Minor streets providing access to residential development are required to provide 50 or 60 feet of minor street right of way for residential areas. A 50 or 60 foot right of way would provide the following paved roadway, swale and sidewalk dimensions:

TABLE 13

MIAMI-DADE COUNTY MINOR STREET DESIGN STANDARDS

Street Type	ROW Width	Paved Roadway	Swale Width Both Sides	Sidewalk Width Both Sides
Minor Street	50 feet	22 to 24 feet	7 to 8 feet	5 to 6 feet
Minor Street	60 feet	24 to 36 feet	7 to 8 feet	5 to 6 feet

Source: Cathy Sweetapple & Associates

A typical minor street to the west of the CRA study area provides 50 of right of way, 22 feet of paved roadway, 8 feet of swale on both sides of the roadway and 6 foot sidewalks on both sides of the minor street.

Street Layout and Roadway Widths Within the CRA

For the neighborhoods located within the CRA study area between SW 107 Avenue and US-1, development patterns have not achieved the same density, urban form or commitment to infrastructure compared with the adjacent neighborhoods to the north and the west. Street widths vary, often not even achieving the minimum minor street design standards that would be required today for local street access to residential property. Sidewalks are intermittent, and are mainly found adjacent to recent development sites. Paved minor street roadways in the newer development pockets within the CRA study area provide between 22 and 24 feet of pavement consistent with county standards. Paved minor street roadways in the older, unimproved

sections of the CRA study area provide between 16 and 19 feet of pavement, not even meeting the minimum design standards that would be required for residential development today. An evaluation of the number and percentage of residential blocks within the CRA study area with inadequate minor street paved roadway widths are estimated below.

TABLE 14

PERCENTAGE OF RESIDENTAIL AREA WITH ADEQUATE PAVED ROADWAY WIDTHS

Street Type	ROW Width	Paved Roadway	Estimated No. of Blocks	Percent
Minor Street	50 or 60 feet	22 to 24 feet	17	15.2%
Minor Street	Unknown	16 to 19 feet	95	84.8%
Total Estimated Residential Blocks			112	100.0%

Source: Cathy Sweetapple & Associates

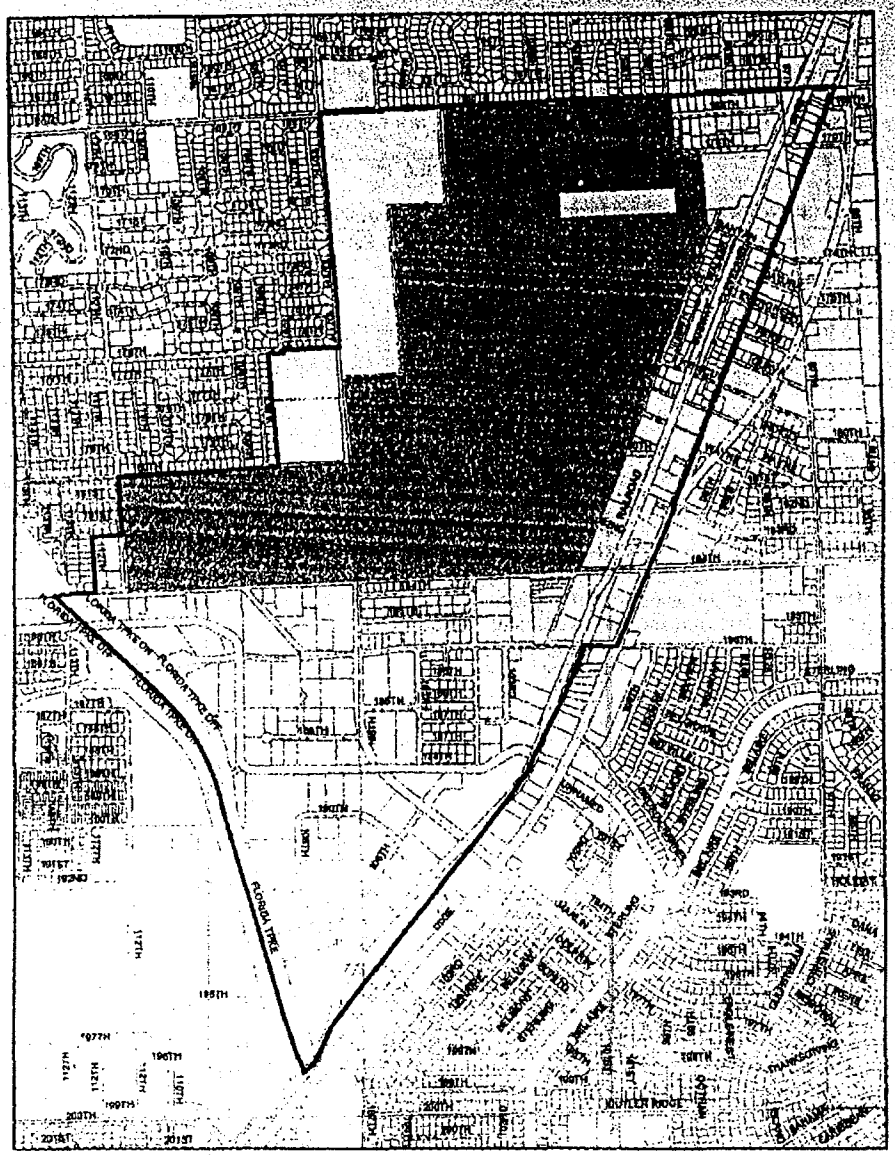
Based upon the street layout and the design of the existing minor street roadways, a predominance of inadequate minor street paved roadway widths are found within the residential portion of the CRA study area (see **Figure 13**).

Pedestrian and Public Transportation Facilities

These same older, unimproved sections of the CRA study area have also been found to exist with incomplete pedestrian infrastructure (see **Figure 14**), which impacts the provision of services and facilities used to support public transportation. Over 50% of the land area located within the CRA boundaries is located within a one half mile of the Busway corridor. Given the predominance of residential uses within this first one half mile area, and given the transit service coverage offered by existing transit routes (see **Figure 15**), an extensive and continuous network of pedestrian facilities should exist to reinforce connectivity with the Busway. The existence of intermittent sidewalks within the CRA boundaries contributes to the inadequacies of the street layout and the deficiencies which exist in the provision of pedestrian infrastructure.

Evaluation of Traffic Demand and Traffic Problems Pursuant to Chapter 163.335 (1)

Existing and Year 2025 projected daily traffic conditions have been evaluated for the regional roadways serving the CRA study area. A level of service evaluation has been performed pursuant to the adopted levels of service in the Miami-Dade County Comprehensive Development Master Plan. The daily maximum service volumes have been obtained from the Year 2002 Quality/Level of Service Handbook published by the Florida Department of Transportation. Existing lane geometry for the regional roadways is provided in the enclosed **Figure 16**.



Legend

CRA Boundaries
Minor Street Paved Roadways Meet Standards
Minor Street Paved Roadways below Standards

Figure 13
Paved Roadway Widths
West Perrine CRA

Source: Cathy Sweetapple & Associates

54

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Legend

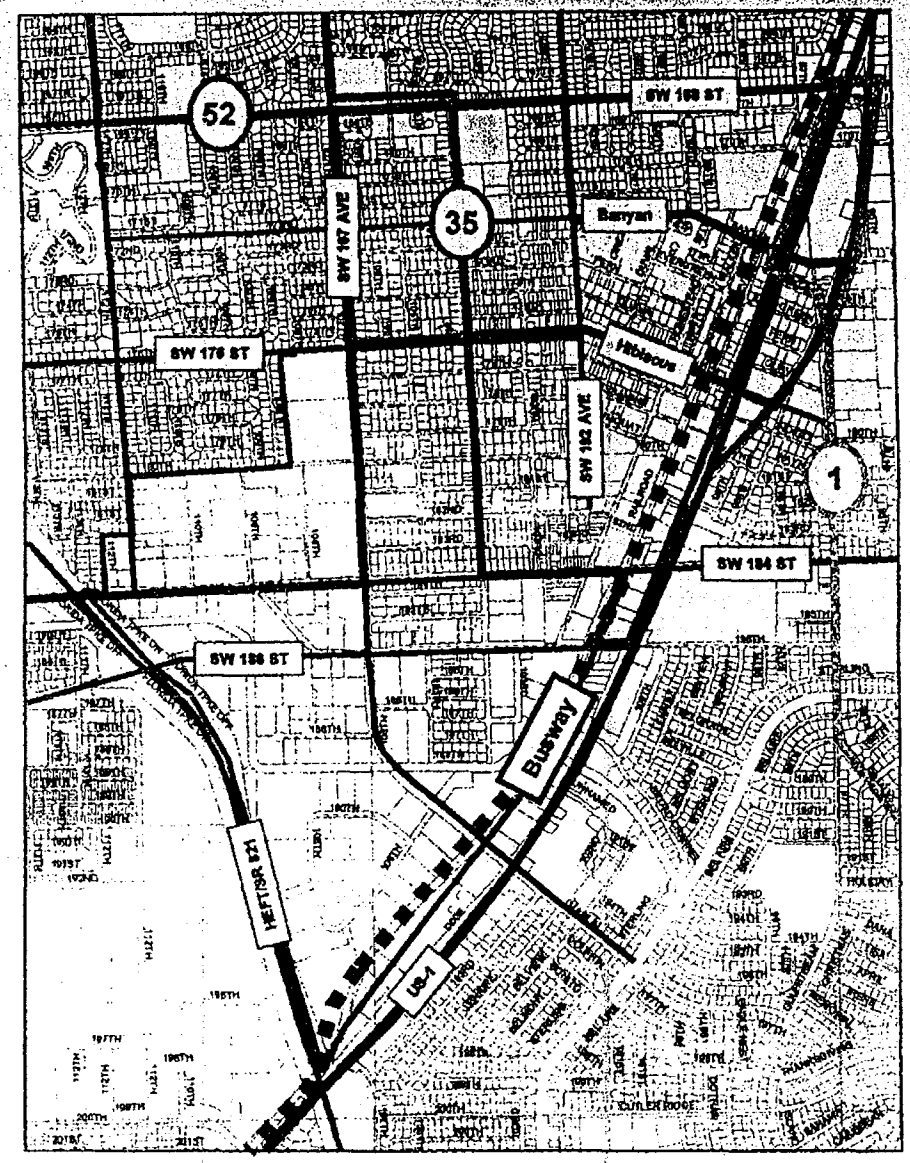
- Sidewalks on both sides of street
- Sidewalks on one side of street
- Property boundary

Figure 14
Sidewalk Locations
West Perrine CRA

FILENAME: W:\2004-20\Graphics\ Perrine Sidwalk Locations

Source: The Curtis and Kimball Company

55

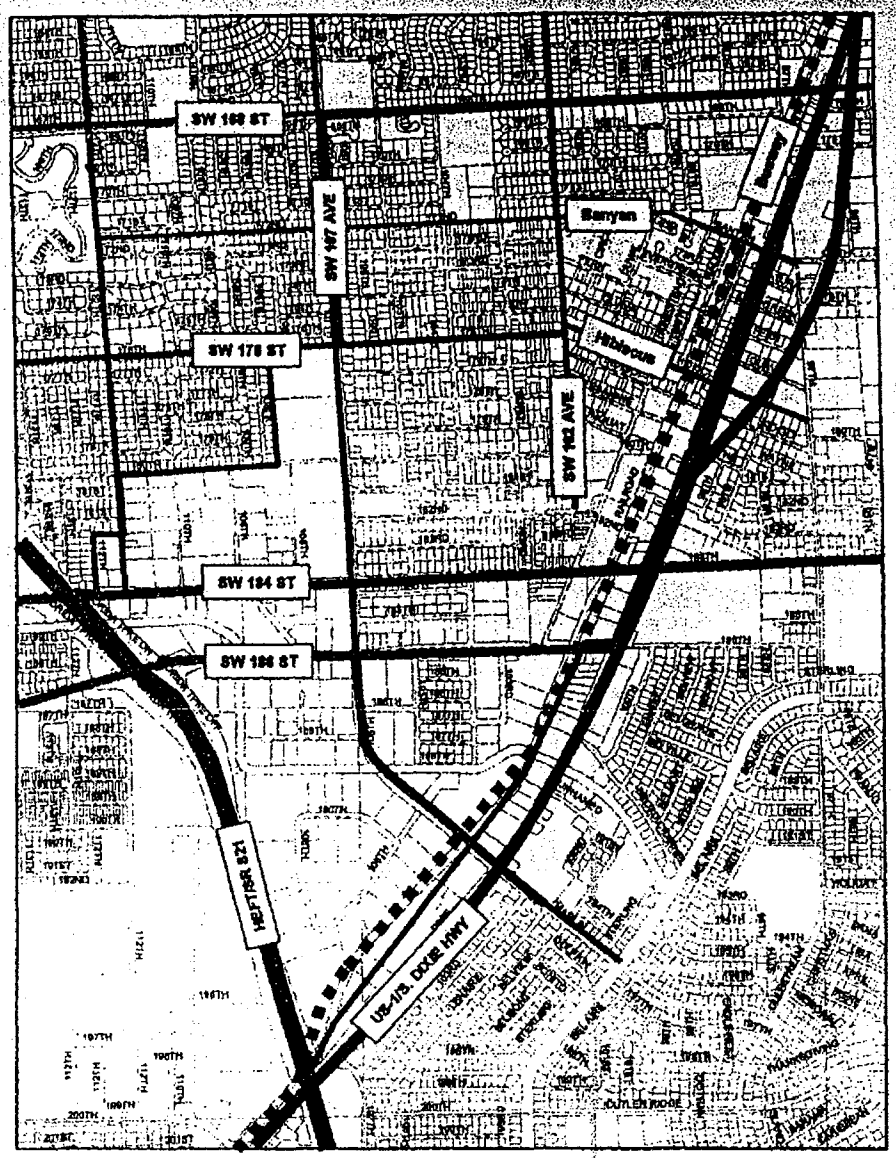


Legend

	CRA Boundaries	52	Metro Bus Route
Route 1	20 minute headways		
Route 35	30 minute headways		
Route 52	30 minute headways		Busway
Busway	15 minute headways		

Figure 15
Transit Service
West Perrine CRA

Source: Cathy Sweetapple & Associates



Legend

- CRA Boundaries
- 2 Lanes
- 4 Lanes
- 6 Lanes
- Freeway
- Busway

Figure 16
Existing Lane Geometry
West Perrine CRA

Source: Cathy Sweetapple & Associates

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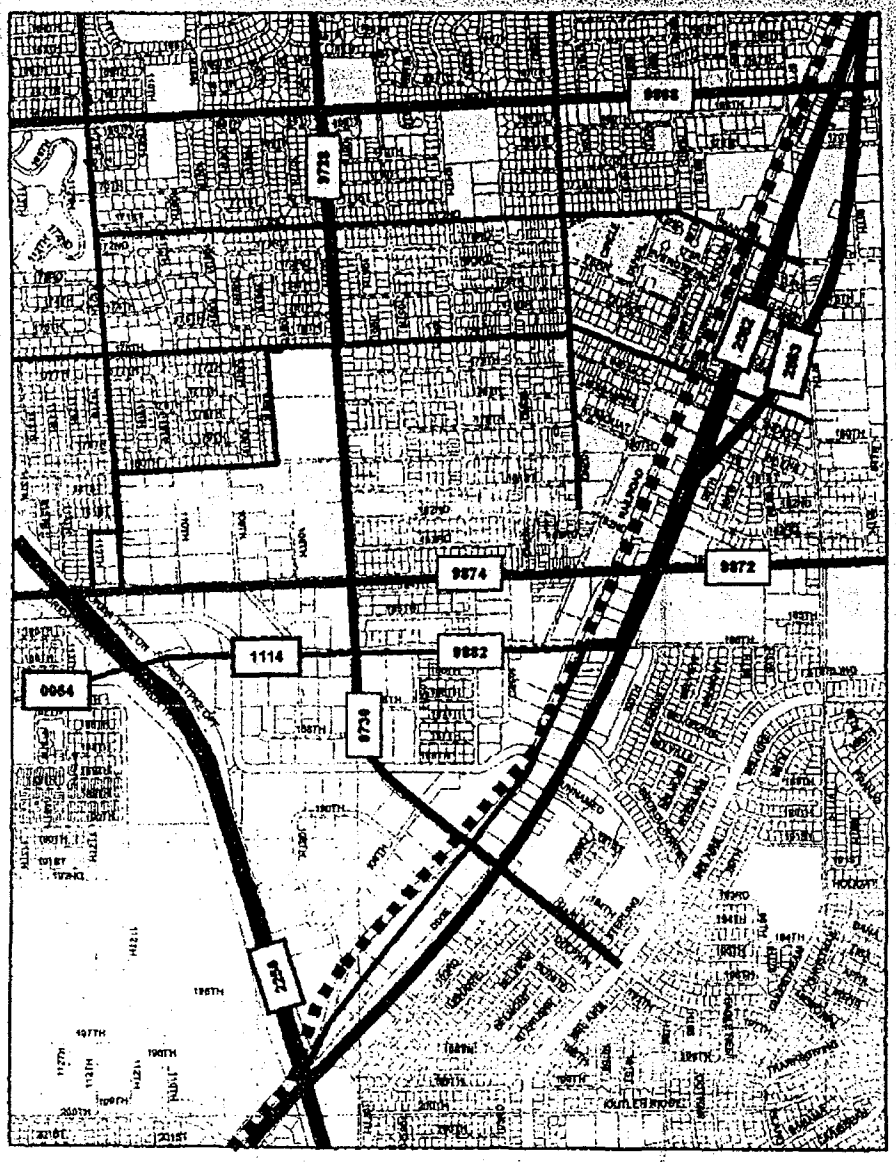
Daily traffic data has been obtained from FDOT and Miami-Dade County for the count stations located adjacent to and within the CRA study area (see **Figure 17**). Traffic forecasts for the Year 2025 were obtained from the Year 2025 traffic projections from the Long Range Transportation Plan (see **Figure 18**). Planned roadway improvements for study area roadways (from the LRTP 2030), are outlined in **Table 15** below, and are included in **Figure 19**.

TABLE 15

LRTP 2030 COST FEASIBLE HIGHWAY AND TRANSIT PROJECTS IN THE STUDY AREA

Area	LRTP Page No.	Roadway	Improvement	Timeframe	LRTP Priority
South	26	**South Miami-Dade Busway** From Cutler Ridge to Florida City	Busway Extension	2005 - 2009	I
South	30	**HEFT/SR 821** From North of Eureka to North of SW 117 Ave	Widen HEFT to 12 lanes	2010 – 2015	II
South		**HEFT/SR 821**			
	32	From SW 216 Street to SW 200 Street	Widen to 6 lanes	2016 – 2020	III
	32	From SW 200 Street to US-1	Widen to 8 lanes	2016 - 2020	III
	32	From US-1 to North of Eureka Drive	Widen to 10 lanes	2016 - 2020	III
South	33	**SW 107 Avenue** From SW 160 St to SW 186 St	Widen from 2 lanes to 4 lanes	2016 – 2020	III
South	35	**South Miami-Dade Corridor Rail Extension** From Dadeland to Florida City using Dixie Hwy	Premium Transit	2021 – 2030	IV

Source: Cathy Sweetapple & Associates



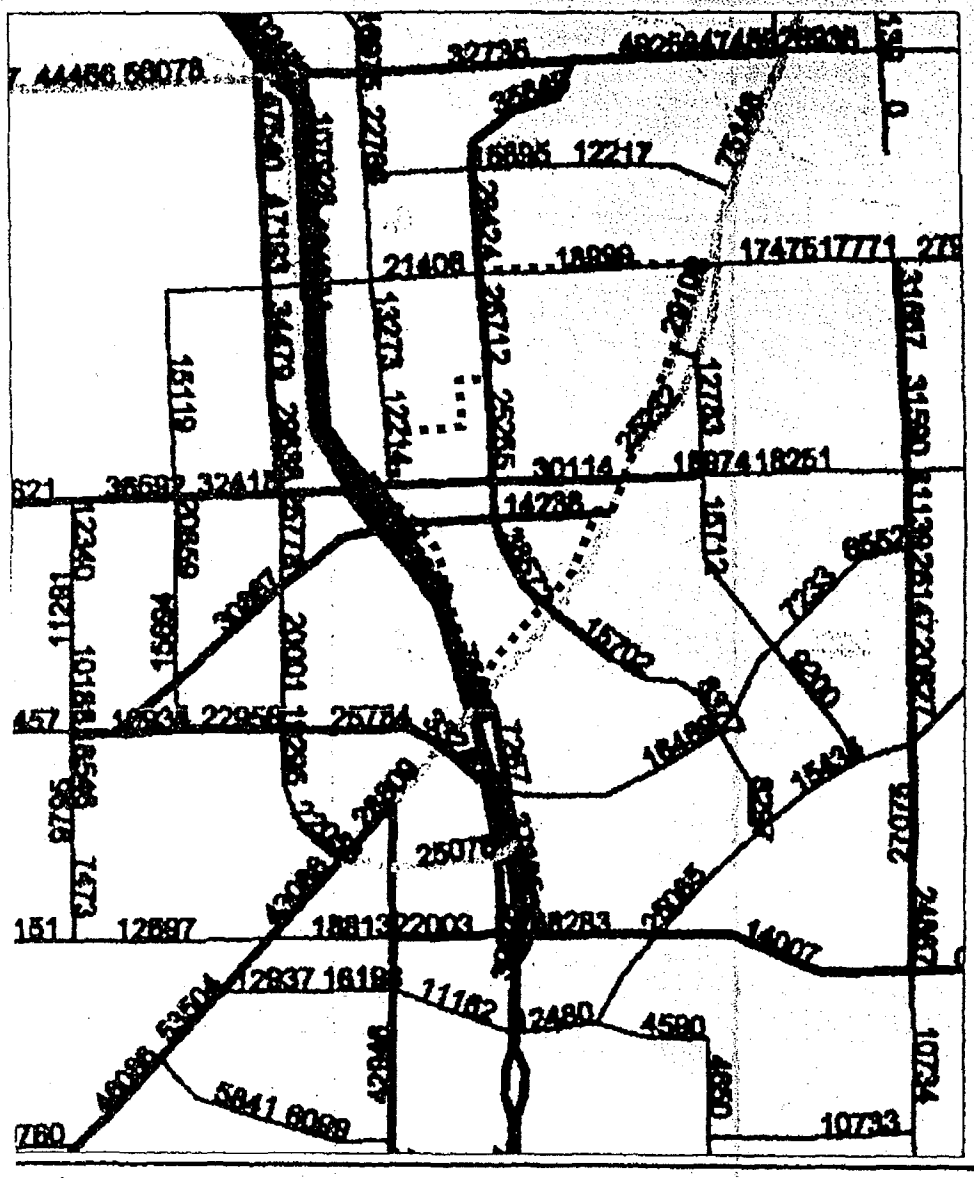
Legend

1114	FDOT Traffic Count Stations
9966	Miami-Dade Traffic Count Stations

CRA Boundaries
Section Line Roadways
Half Section Line Roadways
Freeways
Busway

Figure 17
Traffic Count Stations
West Perrine CRA

Source: Cathy Sweetapple & Associates



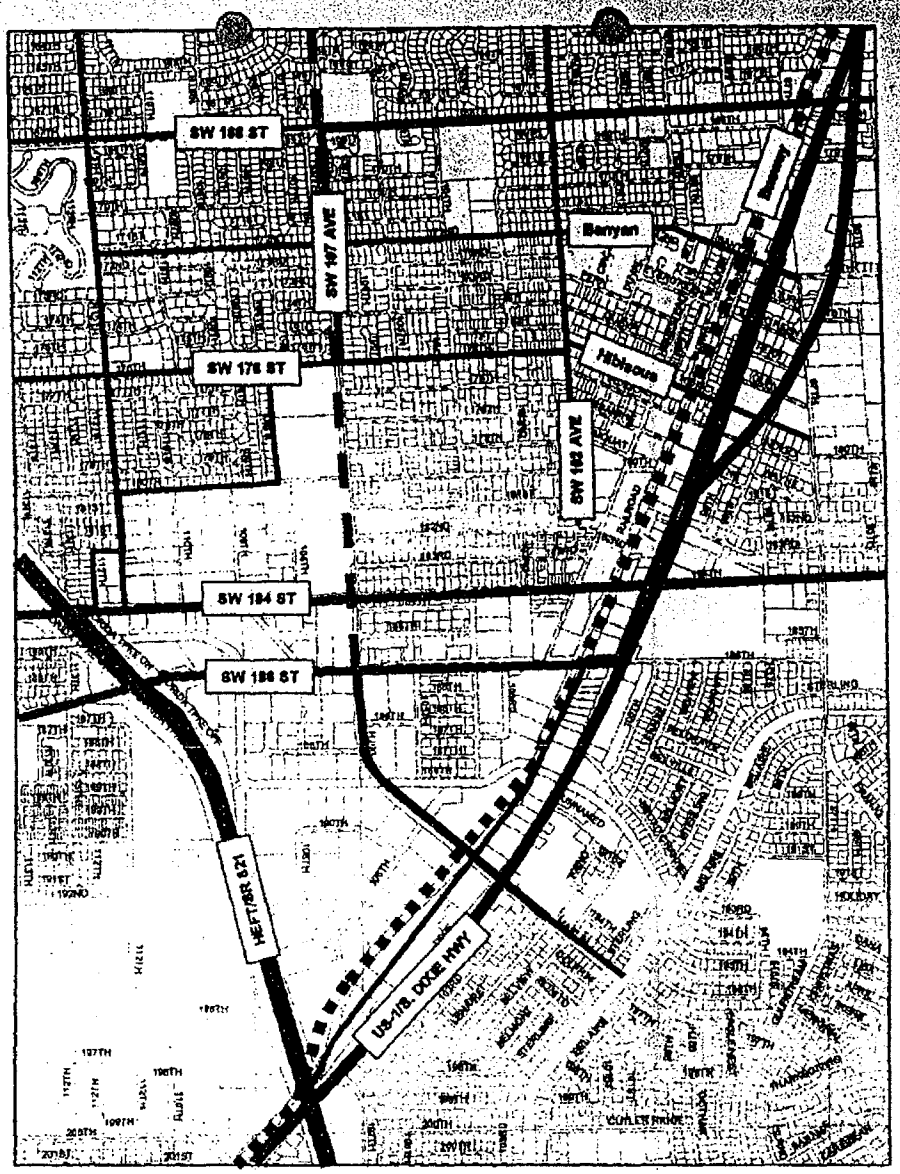
gend

XXXXX Year 2025 Projected Traffic Volumes

CRA Boundaries

Figure 18
Year 2025 Traffic Forecasts
West Perrine CRA

Source: Cathy Sweetapple & Associates

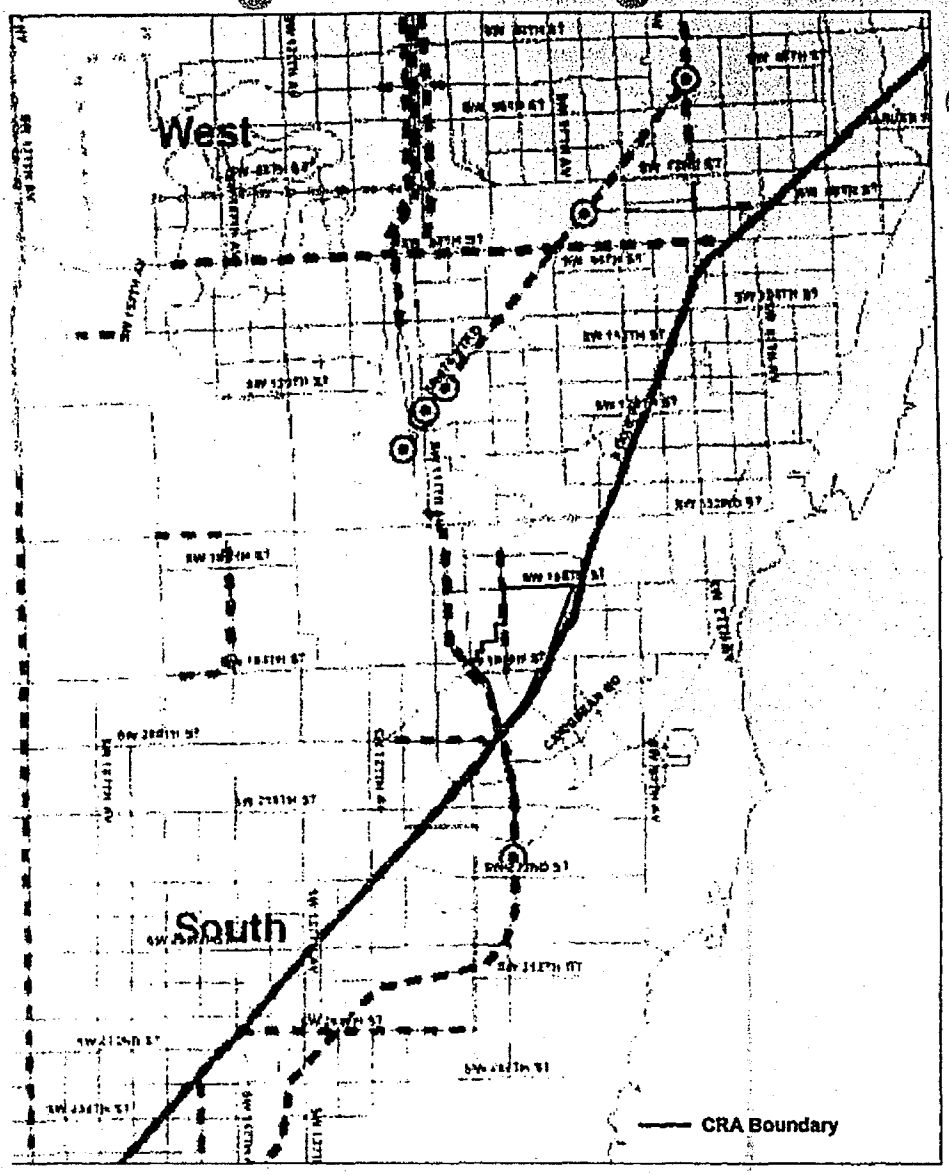


Legend

- CRA Boundaries
- 2 Lanes
- 4 Lanes
- 6 Lanes
- Freeway
- Widen to 4 lanes Priority III – 2016 - 2020
- Busway

Figure 19
2025 Lane Geometry
West Perrine CRA

Source: Cathy Sweetapple & Associates



nd

- Premium Transit
- Freeway Improvement
- Other Highway Improvement
- Arterial Improvement

Figure 20
Year 2030 Long Range Transportation Plan
West Perrine CRA

Source: Cathy Sweetapple & Associates

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projected Year 2025 daily traffic conditions for the regional roadways serving the rea, are summarized on the enclosed **Table 16**. The evaluation of existing and fic conditions demonstrate that level of service deficiencies were found on the onal roadways:

TABLE 16

LEVEL OF SERVICE DEFICIENCIES ON REGIONAL ROADWAYS

dway	Location	Existing Daily LOS	2025 Daily LOS
le	SW 152 Street to SW 168 Street	F	F
le	SW 184 Street to SW 112 Avenue	E	F
street	US-1 to SW 107 Avenue	D	F
venue	SW 186 Street to US-1	C	F
821	SW 184/186 Street to US-1	F	B
821	US-1 to SW 200 Street	F	B
821	SW 200 Street to SW 216 Street	F	B

Source: Cathy Sweetapple & Associates

ervice deficiencies experienced along US-1/South Dixie Highway will continue to future, given the function and importance of this corridor in providing regional southwest Miami-Dade County. County officials are aggressively providing and it alternatives, however these mobility alternatives take many years before they le transportation alternatives. The premium transit alternative for US-1 is a Priority transportation plan project with implementation targeted between the years 2021 Table 15 above). The existing and future traffic congestion experienced along US- Highway will continue to remain a factor in the future development or t of property with the West Perrine CRA study area.

el of service deficiencies are projected for SW 168 Street and SW 107 Avenue the current street layout is not sufficient to accommodate future traffic demand. nsportation facilities function as key section line roadways bisecting the West study area. These traffic forecasts indicate that the current roadway design will nt to prevent future traffic congestion, and that the current roadway design will ic problems.

of service deficiencies exist on the Florida's Turnpike adjacent to the West Perrine a. Freeway lane expansion is included as a Priority III long range transportation ith implementation targeted between the years 2016 to 2020 (see **Table 15** level of service deficiencies will improve by the year 2025 after the completion of provements, the current roadway design will not be sufficient to accommodate on over the next fifteen years for motorists seeking access to and from the CRA

on

Vest Perrine was found to exhibit sufficient blight conditions to warrant the CRA. As per the definition of slum and blight determinants set forth in Sec. ı Statutes, West Perrine was found to have a substantial number of deteriorated ı structures in which conditions are leading to economic distress or which nd property. Approximately 12% of the single-family houses are considered to riorated or dilapidated condition. Additionally, West Perrine was also found to contributing factors.

se contributing factors is faulty lot layout. There are two areas of incompatible ı in the northeast corner of the site, and the other a three-block section along rom S.W. 103rd Avenue to S.W. 107th Avenue. The single-family residences industrial uses in these areas are significantly devalued in terms of their livability ıttract investment. The location of industrial uses at these locations seriously ırea and may even cause health associated risks. They should not be in close ıidential areas.

a significant number of obsolete units with respect to their size. Fifteen percent ngle family housing inventory in West Perrine is undersized and 3% of the multi- ls similarly obsolete. Small size is an impediment in today's market to attract buyers that will invest in the structure and keep it from deteriorating.

/ and layout of the transportation facilities in the area have also impacted the the area. The Florida Turnpike effectively creates a wall along the western edge ɔa, restricting access into and out of the area to only three locations. In addition, ı Dixie Highway provides numerous opportunities through signalized intersections mercial properties, the commercial properties immediately to the west which abut ıffer from poor access, visibility, and connectivity. Both of these conditions are ı development.

the study area often do not achieve the minimum minor street design standards equired for local street access to residential property. Sidewalks are intermittent. ; impeded in these areas.

conditions of the residents also indicate the level of economic distress of the lian household income in West Perrine is $29,915, which is less than 85% of the ɔdian income. In light of the fact that Miami-Dade County, with its $35,955 ıhold income, is considered one of the poorest major metropolitan areas ıst Perrine residents are among the poorest in a poor area.

ı unsafe conditions are another factor that contributes to blight. Approximately cels in the West Perrine Area are vacant land. Vacant lots attract dumping which ıghout the study area. These vacant areas may also contribute to higher crime tence of large spaces that are hidden from view and not easily patrolled.

rs from a trash and abandoned vehicle problem. The significant number of open s reflect the physical conditions of the area and impede new economic nd investment in the community.

t Perrine area exhibits sufficient factors to be designated an area of blight, and as a recommended to be designated a CRA. The condition of numerous structures within aries, the disjointed patterns caused by inadequate land use planning and zoning, the ount of vacant parcels, the inadequacy of the transportation infrastructure, and the nomic characteristics of all the residents contribute to this recommendation. The of a CRA and its Community Redevelopment Agency will serve to improve the of this blighted area. It will help to improve the living conditions of the residents and icourage much needed economic development in the area.

Appendix A
Open Code Violations

TABLE A.1
OPEN CODE VIOLATIONS

Case Folio	Case Type	Case Address	Case Date	Last Activity
3050320000900	Junk yard violation	10220 72 SW 178 ST	3/2/2004	Additional Information from NCO
3050320040179	Junk/Trash/Overgrowth on Unimproved Property		1/6/2004	Check for CVN payment
3050320121881	Junk/Trash/Overgrowth on Unimproved Property		1/8/2004	Intake
3050320120643	Junk/Trash/Overgrowth on Unimproved Property		1/19/2004	Compliance Inspection
3050320120680	Junk/Trash/Overgrowth on Unimproved Property		1/19/2004	Check for CVN payment
3050320120633	Junk/Trash/Overgrowth on Unimproved Property		1/19/2004	Compliance Inspection
3050320100456	Junk/Trash/Overgrowth on Unimproved Property		1/19/2004	Follow Up
3050320490060	Junk/Trash/Overgrowth on Unimproved Property	10885 SW 181 ST	1/29/2004	Check for CVN payment
3050320100480	Junk/Trash/Overgrowth on Unimproved Property	10270 SW 173 ST	2/4/2000	Intake
3050320130040	Junk/Trash/Overgrowth on Unimproved Property	10471 SW 178 ST	2/11/2004	Personal Contact
3050320100630	Junk/Trash/Overgrowth on Unimproved Property		3/8/2004	Personal Contact
3050320140040	Junk/Trash/Overgrowth on Unimproved Property	18216 SW 102 AVE	3/22/2000	Intake
3050320060078	Junk/Trash/Overgrowth on Unimproved Property	10100 - 10198 SW 170TH TER	5/11/2004	First Inspection
3050320120221	Junk/Trash/Overgrowth on Unimproved Property		5/27/2004	Personal Contact
3050320120242	Junk/Trash/Overgrowth on Unimproved Property		5/27/2004	Personal Contact
3050320170640	Junk/Trash/Overgrowth on Unimproved Property		6/11/2004	First Inspection
3050320001370	Junk/Trash/Overgrowth on Unimproved Property	18010 SW 103 AVE	7/9/2004	Follow Up
3050320170740	Junk/Trash/Overgrowth on Unimproved Property	18120 SW 104 AVE	7/19/2004	First Inspection
3050320000640	Junk/Trash/Overgrowth on Unimproved Property	10345 SW 178 ST	7/20/2004	Intake
3050320050180	Junk/Trash/Overgrowth on Unimproved Property	10201 SW 171 ST	7/28/2004	First Inspection
3050320041740	Junk/Trash/Overgrowth on Unimproved Property		8/9/2004	Check for CVN payment
3050320050380	Junk/Trash/Overgrowth on Unimproved Property	10245 SW 172 ST	8/26/2004	Re-Inspection
3050320001370	Junk/Trash/Overgrowth on Unimproved Property	10371 SW 182 ST	9/10/2004	Additional Information from NCO
3050320040990	Junk/Trash/Overgrowth on Unimproved Property	10030 HIBISCUS ST	9/13/2004	Re-Inspection
3050320170730	Junk/Trash/Overgrowth on Unimproved Property	10511 SW 182 ST	10/1/2004	Re-Inspection
3050320000461	Junk/Trash/Overgrowth on Unimproved Property	17715-17 SW 104 AVE	10/4/2004	Follow Up
3050320050400	Junk/Trash/Overgrowth on Unimproved Property	10265 SW 172 ST	10/8/2004	Follow Up
3050320041300	Junk/Trash/Overgrowth on Unimproved Property		10/15/2004	Case forwarded to Collections
3050320100540	Junk/Trash/Overgrowth on Unimproved Property	17331 SW 103 AVE	10/20/2004	Intake
3050320030150	Junk/Trash/Overgrowth on Unimproved Property	10010 SW 176 TERR	11/2/2004	Additional Information from NCO
3050320030190	Junk/Trash/Overgrowth on Unimproved Property	10025 SW 171 ST	11/2/2004	First Inspection
3050320130840	Junk/Trash/Overgrowth on Unimproved Property	10485 SW 172 ST	11/3/2004	Clearing Instructions
3050320041770	Junk/Trash/Overgrowth on Unimproved Property		11/15/2004	Intake
3050320250030	Junk/Trash/Overgrowth on Unimproved Property	17520 SW 104 CT	12/1/2004	Intake
3050320130010	Junk/Trash/Overgrowth on Unimproved Property	10405 SW 178 ST	12/1/2004	Intake
3050320000820	Junk/Trash/Overgrowth on Unimproved Property	10241 SW 179 ST	12/7/2004	Intake
3050320000830	Junk/Trash/Overgrowth on Unimproved Property	NO ADDRESS	12/7/2004	Intake
3050320180570	Junk/Trash/Overgrowth on Unimproved Property	10390 SW 182 ST	12/10/2004	Intake
3050320130090	Junk/Trash/Overgrowth on Unimproved Property	10441 SW 173 TERR	12/17/2003	Check for CVN payment
3050320000680	Minimum Housing Maintenance	10325 SW 178 ST	5/20/2004	Re-Inspection
3050320131030	Minimum Housing Maintenance	10680 SW 172 ST	9/7/2004	Personal Contact
3050320001370	Minimum Housing Maintenance	10371 SW 182 ST	9/22/2004	Personal Contact
3050320270020	Other	17452 SW 104 AVE	3/23/2004	Case closed
3050320270010	Parking Premises violations	18010 S DIXIE HWY	11/24/2004	Intake
3050320001980	Parking Premises violations	18250 S DIXIE HWY	11/24/2004	Intake
3050320070050	Parking Premises violations	9760 RICHMOND DR	11/24/2004	First Inspection
3050320070110	Parking Premises violations	9920 SW 168 ST	11/24/2004	First Inspection
3050320070080	Parking Premises violations	9828 SW 168 ST	11/24/2004	First Inspection
3050320042090	Parking Premises violations	17500 S DIXIE HWY	11/24/2004	Intake
3050320041980	Parking Premises violations	17849 SO DIXIE HWY	11/24/2004	Intake
3050320340010	Parking Premises violations	18240 S DIXIE HWY	11/24/2004	Intake
3050320001472	Parking Premises violations	18210 S DIXIE HWY	11/24/2004	Intake
3050320020020	Parking Premises violations	9720 SW 168 ST	12/2/2004	Intake
3050320020070	Parking Premises violations	9820 RICHMOND DR	12/7/2004	Intake
3050320020100	Parking Premises violations	9900 SW 168 ST	12/7/2004	Intake
3050320020120	Parking Premises violations	18805-15 SW 100 AVE	12/9/2004	Intake
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10498 SW 181ST ST	3/15/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	17301 - 17499 W CLEVELAND AVE	1/21/2004	Additional Information from NCO
	ROW/Private Property Abandoned Property/Vehicle	9800 - 9848 BANYAN ST	2/11/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	9800 - 9848 BANYAN ST	2/11/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	9900 - 9934 E HIBISCUS ST	2/11/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	9900 - 9934 E HIBISCUS ST	2/11/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10498 SW 181ST ST	2/11/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10498 SW 181ST ST	3/4/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10498 SW 181ST ST	3/8/2004	Additional Information from NCO
	ROW/Private Property Abandoned Property/Vehicle	10500 - 10698 SW 182ND ST	3/11/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10498 SW 181ST ST	3/18/2004	Personal Contact
	ROW/Private Property Abandoned Property/Vehicle	10500 - 10688 SW 182ND ST	3/24/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10498 SW 181ST ST	4/1/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	17301 - 17499 W CLEVELAND AVE	8/13/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10498 SW 176TH ST	8/13/2004	Placed on Contractors list

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TABLE A.1 OPEN CODE VIOLATIONS				
Case Folio	Case Type	Case Address	Case Date	Last Activity
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10496 SW 172ND ST	8/2/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	17411 - 17499 DUVAL AVE	9/24/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	10200 - 10298 SW 179TH ST	9/29/2004	Remediation Complete
	ROW/Private Property Abandoned Property/Vehicle	18100 - 18148 SW 189TH ST	11/4/2003	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	18100 - 18148 SW 189TH ST	11/4/2003	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	17001 - 17199 SW 99TH CT	11/6/2003	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	9900 - 9998 W JESSAMINE ST	11/18/2004	Accepted by Remediation Unit
3050320750030	ROW/Private Property Abandoned Property/Vehicle	17520 SW 104 CT	12/1/2004	Intake
3050320180818	Setback Violations	10313 SW 173 TERR	10/13/2004	Re-inspection
3050290381950	Signs on the ROW	10200 - 10398 SW 186TH ST	11/29/2004	Follow Up
3050320000170	Structure Maintenance - Upkeep	9720 SW 178 ST	11/24/2003	Additional Information from NCO
3050320000840	Unauthorized Use - Residential/Business	10025 SW 179 ST	2/23/2004	Compliance Inspection
3050320040018	Unauthorized Use - Residential/Business	17355 SW 102 AVE	5/3/2004	Check for CVN payment
3050320040990	Unauthorized Use - Residential/Business	10030 HIBISCUS ST	8/11/2004	Problem change
3050320001378	Unauthorized Use - Residential/Business	10371 SW 182 ST	8/24/2004	Court Hearing
	Unauthorized Use - Residential/Business	10500 - 10696 SW 178TH ST	10/29/2004	First inspection
3050320001561	Unusual Use of Property		5/6/2004	Additional Information from NCO
3050320042110	Graffiti	17250 S DIXIE HWY	4/8/2004	Intake
3050320270020	Other	17452 SW 104 AVE	3/23/2004	Case closed
3050320520018	Parking Premises violations	18010 S DIXIE HWY	11/24/2004	Intake
3050320001490	Parking Premises violations	19200 S DIXIE HWY	11/24/2004	Intake
3050320070110	Parking Premises violations	9920 SW 168 ST	11/24/2004	First inspection
3050320070010	Resolution Violations	9790 SW 168 ST	8/20/2002	Check for CVN payment
	Animals - Code Violations	10800 - 10898 SW 186TH ST	8/24/2004	Intake
3060050040310	Boat Storage	9990 BROAD CHANNEL DR	8/13/2003	Compliance Inspection
3060050700010	Business Premise Maintenance	18901 S DIXIE HWY	8/13/2004	First inspection
3060050040340	Commercial Vehicle - Unauthorized	10020 BROAD CHANNEL DR	1/14/2003	Additional Information from NCO
3060060090100	Junk yard violation	10475 SW 186 ST	1/13/2003	Personal Contact
3060050050180	Junk yard violation	10420 SW 195 LN	4/12/2003	Check for CVN payment
3060080360001	Junk/Trash/Overgrowth on Unimproved Property		1/15/2003	Compliance Inspection
3060050020573	Junk/Trash/Overgrowth on Unimproved Property	10490 SW 186 ST	3/10/2004	Request for Remediation Analysis
3060050010140	Junk/Trash/Overgrowth on Unimproved Property		6/20/2004	Court Hearing
3050320160340	Junk/Trash/Overgrowth on Unimproved Property	10401 SW 184 ST	6/3/2004	Follow Up
3050320160370	Junk/Trash/Overgrowth on Unimproved Property	10411 SW 184 ST	6/3/2004	Additional Information from NCO
3060050700090	Junk/Trash/Overgrowth on Unimproved Property	18585-87 SW 100 AVE	7/21/2004	Additional Information from NCO
3050320160650	Junk/Trash/Overgrowth on Unimproved Property	18301 SW 103 CT	6/3/2004	Additional Information from NCO
3060310000460	Junk/Trash/Overgrowth on Unimproved Property	13261 SW 106 AVE	10/8/2004	Re-inspection
3060050010455	Junk/Trash/Overgrowth on Unimproved Property	10195 MARLIN RD	11/2/2004	First inspection
3060050010071	Junk/Trash/Overgrowth on Unimproved Property	18494 S FEDERAL HWY	11/18/2002	Additional Information from NCO
3060050010281	Junk/Trash/Overgrowth on Unimproved Property	18411 HOMESTEAD AVE	12/7/2004	Intake
	Junk/Trash/Overgrowth on Unimproved Property	18401 - 18599 HOMESTEAD AVE	12/7/2004	Intake
3060050570010	Lack of Required Permit	18910 18970 S DIXIE HWY	10/12/2004	Intake
3060050570020	Lack of Required Permit	18722 S DIXIE HWY	10/12/2004	First inspection
3060050570010	Lack of Required Permit	18810 18970 S DIXIE HWY	10/12/2004	Personal Contact
3060050580010	Lack of Required Permit	19401 15 S DIXIE HWY	10/12/2004	First inspection
3060050580049	Lack of Required Permit	19465-67-69 SO DIXIE HWY	10/13/2004	First inspection
	Obstructing Enforcement	19201 - 19451 SW 106TH AVE	10/16/2003	Court Hearing
	Other	10400 - 10498 SW 186TH ST	8/13/2004	First inspection
3060050020573	Outside Business Uses - Unpermitted	10490 SW 186 ST	3/10/2004	Request for Lien Analysis
3060060420020	Outside Business Uses - Unpermitted	19350 SW 106 AVE	6/11/2003	Intake
3060050070364	Outside Overnight Storage	18840 SW 104 AVE	8/23/2004	Compliance Inspection
3060050070364	Parking Premises violations	18840 SW 104 AVE	8/23/2004	Compliance Inspection
3060050140040	Parking Premises violations	19145 S DIXIE HWY	10/12/2004	First inspection
3060050190010	Parking Premises violations	19151 S DIXIE HWY	10/12/2004	Intake
3060050570030	Parking Premises violations	18880 S DIXIE HWY	10/12/2004	Intake
3060050190010	Parking Premises violations	19151 S DIXIE HWY	10/12/2004	Intake
3060050140030	Parking Premises violations	18851 S DIXIE HWY	10/12/2004	First inspection
3060050520071	Parking Premises violations	18780 90 S DIXIE HWY	10/12/2004	Intake
3060050010480	Parking Premises violations	18680 S DIXIE HWY	10/12/2004	Intake
3060050010071	Parking Premises violations	18494 S FEDERAL HWY	10/12/2004	First inspection
3060050010130	Parking Premises violations	18430 S DIXIE HWY	10/12/2004	First inspection
3060050470020	Parking Premises violations	19361 S DIXIE HWY	10/12/2004	First inspection
3060050470010	Parking Premises violations	19313 S DIXIE HWY	10/12/2004	Intake
3060050190010	Parking Premises violations	19151 S DIXIE HWY	10/12/2004	Intake
3060050190010	Parking Premises violations	19151 S DIXIE HWY	10/12/2004	Intake
3060050750010	Parking Premises violations	19500 S DIXIE HWY	10/13/2004	Intake
3060050630010	Parking Premises violations	10425 MARLIN RD	10/13/2004	First inspection
3060060290070	Parking Premises violations	19395 SW 106 AVE	10/13/2004	First inspection
3060050600090	Parking Premises violations	10700 SW 190 ST	11/4/2004	Problem change
	ROW/Private Property Abandoned Property/Vehicle	10500 - 10698 SW 182ND ST	3/11/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10500 - 10698 SW 182ND ST	3/24/2004	Request for remediation

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TABLE A.1
OPEN CODE VIOLATIONS

Case Folio	Case Type	Case Address	Case Date	Last Activity
	ROW/Private Property Abandoned Property/Vehicle	18791 - 18799 SW 104TH AVE	3/29/2004	Request for remediation
	ROW/Private Property Abandoned Property/Vehicle	10700 - 10799 SW 190TH ST	4/1/2003	Additional information from HCO
	ROW/Private Property Abandoned Property/Vehicle	19001 - 19099 SW 108TH AVE	4/1/2003	Additional information from HCO
	ROW/Private Property Abandoned Property/Vehicle	19001 - 19099 SW 108TH AVE	4/1/2003	Additional information from HCO
	ROW/Private Property Abandoned Property/Vehicle	19401 - 19499 SW 109TH CT	6/18/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10499 SW 187TH TER	6/23/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	19001 - 19099 SW 108TH AVE	8/31/2004	Intake
	ROW/Private Property Abandoned Property/Vehicle	19401 - 19499 SW 109TH AVE	8/10/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	19001 - 19099 SW 108TH AVE	8/13/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10499 SW 187TH TER	8/13/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	10400 - 10499 SW 187TH ST	8/13/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	18791 - 18799 SW 104TH AVE	10/21/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	10700 - 10799 SW 190TH ST	11/4/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	10700 - 10799 SW 190TH ST	11/9/2004	Clearing Instructions
3060080030010	Sign violation on private property	10808 SW MARLIN RD	10/4/2004	First Inspection
	Signs on the ROW	19001 - 19199 SW 105TH AVE	4/14/2004	Re-Inspection
	Signs on the ROW	10600 - 10699 SW 190TH ST	4/14/2004	Case staff transfer
	Signs on the ROW	9920 - 9924 SW 186TH ST	8/13/2003	Citation Delete
	Signs on the ROW	9920 - 9999 SW 186TH ST	8/20/2004	Follow Up
	Signs on the ROW	18701 - 18749 S DIXIE HWY	8/13/2004	First Inspection
	Signs on the ROW	19201 - 19481 SW 108TH AVE	10/19/2003	Court Hearing
	Signs on the ROW	19201 - 19481 SW 108TH AVE	10/16/2003	Court Hearing
	Signs on the ROW	18401 - 18699 S DIXIE HWY	11/30/2004	Intake
	Unauthorized Use - Industrial	10900 - 10999 SW 190TH ST	12/8/2004	Intake
	Unauthorized Use - Residential/Business	18701 - 18749 SW 108TH AVE	9/9/2004	Intake
3060060050180	Unusual Use of Property	10420 SW 186 LN	4/13/2003	Check for CVN payment
	Animals - Code Violations	10800 - 10899 SW 190TH ST	8/24/2004	Intake
3060310170010	Illegal Excavation	17800 SW 107 AVE	10/20/2004	First Inspection
3060310000260	Junk/Trash/Overgrowth on Unimproved Property	18000 SW 110 AVE	4/13/2004	Additional information from HCO
3060310000430	Junk/Trash/Overgrowth on Unimproved Property	18201 SW 109 AVE	7/29/2004	Re-Inspection
3060310000480	Junk/Trash/Overgrowth on Unimproved Property	18241 SW 109 AVE	10/8/2004	Re-Inspection
3060060020053	Junk/Trash/Overgrowth on Unimproved Property		10/12/2004	First Inspection
3060060020664	Parking Premises violations	19840 SW 104 AVE	8/23/2004	Compliance Inspection
3060310270010	Parking Premises violations	17804 SW 107 AVE	11/14/2004	Intake
	ROW/Private Property Abandoned Property/Vehicle	19401 - 19599 SW 109TH AVE	9/10/2004	Placed on Contractors list
	ROW/Private Property Abandoned Property/Vehicle	18001 - 18399 SW 108TH AVE	11/1/2004	Placed on Contractors list
3060060030063	Right of Way - Maintenance		10/15/2004	Extension

Source: Miami-Dade County Property Appraiser, The Curtis & Kimball Company

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STATE OF FLORIDA)
) SS:
COUNTY OF MIAMI-DADE)

I, HARVEY RUVIN, Clerk of the Circuit and County Courts, in and for Miami-Dade County, Florida, and Ex-Officio Clerk of the Board of County Commissioners of said county, **DO HEREBY CERTIFY** that the above and foregoing is a true and correct copy of Resolution R-212-05, adopted by the Board of County Commissioners, at its meeting of March 1, 2005., as appears of record.

IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 29th day of March, A.D., 2007.

HARVEY RUVIN, Clerk
Board of County Commissioners
Miami-Dade County, Florida

By: _____
Deputy Clerk

ATTACHMENT D

Memorandum

MIAMI-DADE COUNTY

Date: May 11, 2006

To: Tony E. Crapp, Sr., Executive Director
Community Redevelopment Office

From: Diane O'Quinn Williams, Director
Department of Planning and Zoning

Subject: West Perrine Community Redevelopment Plan

In response to your request of April 27, 2006, the Department has scheduled the West Perrine Community Redevelopment Plan for the next Planning Advisory Board meeting on May 15, 2006. The Board's meeting will start at 5:30 PM in the Commission Chamber. Based on the information provided, the Department recommends that the Planning Advisory Board find the redevelopment plan, and its proposed projects and programs, generally consistent with the Miami-Dade County Comprehensive Development Master Plan (CDMP).

If you have any questions, please contact Mark R. Woerner of the Metropolitan Planning Section, Planning Division, at 305-375-2835.

DO'QW:SB:MRW

cc: Jurgen Teintze, TIF Program Coordinator
Tom Sphear, Community Planning

RESOLUTION

RESOLUTION OF THE MIAMI-DADE COUNTY PLANNING ADVISORY BOARD REGARDING THE WEST PERRINE COMMUNITY REDEVELOPMET PLAN

WHEREAS, Section 2-108 of the Code of Miami-Dade County, Florida, provides that the Planning Advisory Board shall review the work of the Planning and Zoning Director and to consider such matters as may be referred to it by the Director or the County Commission; and

WHEREAS, on March 1, 2005, the Board of County Commissioners adopted Resolution No. R-212-05 finding the West Perrine Community Redevelopment Area as being impaired and with conditions indicative of blight as defined by the Florida Statutes, Section 163.340 and authorizing the preparation of a Community Redevelopment Plan; and

WHEREAS, in April 2006 the Miami-Dade County Tax Increment Finance Coordinating Committee (TIFC) accepted the West Perrine Redevelopment Plan (WPCRP); and

WHEREAS, in April 2006 the Miami-Dade County Community Redevelopment Office forwarded the WPCRP to the Miami-Dade County Department of Planning and Zoning for review as to the Plan's consistency with the County's Comprehensive Development Master Plan (CDMP); and

WHEREAS, on July 5, 2006, the Planning Advisory Board reviewed the proposed WPCRP,

NOW THEREFORE BE IT RESOLVED BY THE MIAMI-DADE COUNTY PLANNING ADVISORY BOARD, that it finds the proposed West Perrine Community Redevelopment Plan consistent with the Comprehensive Development Master Plan.

The forgoing resolution was offered by Board Member Al Maloof, who moved its adoption and was seconded by Julio Garuz, and upon being put to a vote the vote was as follows:

Reginald J. Clyne	Absent	Serafin Leal	Yes
Antonio Fraga	Absent	Wayne Rinehart	Yes
Renier Diaz de la Portilla	Yes	Gonzalo Sanabria	Absent
Julio Garuz	Yes	Georgina Santiago	Yes
Horacio Carlos Huembes	Yes	Christi Sherouse	Yes
Rod Jude	Yes	Jay Sosna	Absent
Daniel Kaplan	Absent		

Al Maloof, Chair Yes

The Chair thereupon declared the resolution duly passed and adopted this 5th day of July, 2006.

I hereby certify that the above information reflects the action of the Board.

Diane O'Quinn Williams
Executive Secretary

ATTACHMENT E

Attachment "E"

MIAMI-DADE COUNTY

PUBLIC HEARING

The Public is hereby advised that a Public Hearing will be held on Tuesday, June 05, 2007, at 9:30 AM, by the Miami-Dade County Board of County Commissioners (BCC) in the Commission Chambers located on the Second Floor of the Miami-Dade Stephen P. Clark Center, 111 N.W. First Street, Miami, Florida, at which time the BCC will consider:

- A Resolution accepting and adopting the Community Redevelopment Plan for the West Perrine Community Redevelopment Area (CRA). The adoption of the Plan for the West Perrine CRA will enable the West Perrine CRA to undertake redevelopment of the Redevelopment Area according to the Plan; which includes and it is not limited to infill and replacement of existing sub-standard housing; business development programs; and right-of-way and streetscape projects.
- An ordinance establishing the West Perrine CRA Trust Fund.

The West Perrine CRA is generally represented by a portion of Sections 31, 32 and 33, Township 55 South, Range 40 East and Sections 5 and 6, Township 56 South, Range 40 East, Miami-Dade County, Florida as a Community Redevelopment Area pursuant to Chapter 163, Part III of the Florida State Statues. Such area is referred to as the redevelopment area and is generally bounded on the North by SW 168th Street, bounded on the East and Southeast by State Road 5 (US-1), and bounded on the West and Southwest by the State Road 821, (the Homestead Extension of Florida's turnpike).

All interested parties may appear and be heard at the time and place specified above. Copies of the resolution may be obtained from the Clerk, Board of County Commissioners, 17th Floor of the Miami-Dade County Stephen P. Clark Center.

A person who decides to appeal any decision made by the Board, Agency or Commission with respect to any matter considered at this meeting or hearing will need a record of the proceedings. Such person may need to ensure that a verbatim record of the proceedings is made, including the testimony and evidence upon which the appeal is to be based. Miami-Dade County provides equal access and equal opportunity in the employment and services and does not discriminate on the basis of handicap. Sign Language Interpreters are available upon request. Please call (305) 375-3418 at least five (5) days in advance.