

# MEMORANDUM

Special Item No. 1

---

**TO:** Honorable Chairman Jean Monestime  
and Members, West Perrine Community  
Redevelopment Agency

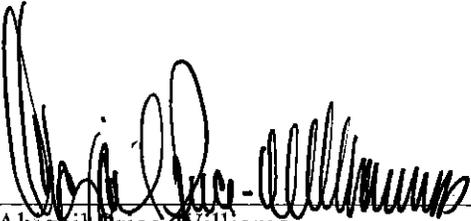
**DATE:** May 17, 2016

**FROM:** Abigail Price-Williams  
County Attorney

**SUBJECT:** Resolution of the West Perrine  
Community Redevelopment  
Agency, in accordance with  
section 163.361, Florida Statutes,  
requesting that the Miami-Dade  
Board of County Commissioners  
adopt a resolution approving an  
amendment to Community  
Redevelopment Plan for West  
Perrine Community  
Development Area to extend the  
life of the Agency and the  
Community Redevelopment area  
until June 30, 2046; and  
requesting that the Miami-Dade  
Board of County Commissioners  
adopt an ordinance to amend  
Miami-Dade County Ordinance  
No. 07-79 to extend the sunset  
provision until June 30, 2046

---

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

  
\_\_\_\_\_  
Abigail Price-Williams  
County Attorney

APW/cp

5-17-16

RESOLUTION NO. \_\_\_\_\_

RESOLUTION OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY, IN ACCORDANCE WITH SECTION 163.361, FLORIDA STATUTES, REQUESTING THAT THE MIAMI-DADE BOARD OF COUNTY COMMISSIONERS ADOPT A RESOLUTION APPROVING AN AMENDMENT TO COMMUNITY REDEVELOPMENT PLAN FOR WEST PERRINE COMMUNITY DEVELOPMENT AREA TO EXTEND THE LIFE OF THE AGENCY AND THE COMMUNITY REDEVELOPMENT AREA UNTIL JUNE 30, 2046; AND REQUESTING THAT THE MIAMI-DADE BOARD OF COUNTY COMMISSIONERS ADOPT AN ORDINANCE TO AMEND MIAMI-DADE COUNTY ORDINANCE NO. 07-79 TO EXTEND THE SUNSET PROVISION UNTIL JUNE 30, 2046

**WHEREAS**, the Florida Legislature enacted the Community Redevelopment Act of 1969, which is presently codified at Chapter 163, Part III, Florida Statutes, as amended from time to time (the "Act"); and

**WHEREAS**, all powers arising from the Act are conferred upon counties with home rule charters and the Act authorizes such counties to delegate certain of their powers to a community redevelopment agency created pursuant to the Act; and

**WHEREAS**, on March 1, 2005, the Miami-Dade Board of County Commissioners (the "Board") adopted County Resolution No. R-212-05, which declared a certain geographic area of the County known as the West Perrine Redevelopment Area ("Redevelopment Area") to be a slum or blighted area, declared the rehabilitation, conservation or redevelopment, or combination thereof to be necessary in the interest of the public health, safety, morals or welfare of the residents of the Redevelopment Area and Miami-Dade County; and

**WHEREAS**, the Board, based on the foregoing findings, found that there was a need to create a community redevelopment agency known as the West Perrine Community Redevelopment Agency (the “Agency”) within the Redevelopment Area; and

**WHEREAS**, on June 5, 2007, the Board, in accordance with Section 163.357 of the Act, adopted County Resolution No. R-745-07 establishing and appointing itself as the Board of Commissioners of the Agency; and

**WHEREAS**, pursuant to the Act, a redevelopment plan must be adopted by the governing body to initiate redevelopment activities within the redevelopment area; and

**WHEREAS**, pursuant to County Resolution No. R-744-07 adopted by the Board on June 5, 2007, the Board, among other things, approved and adopted the West Perrine Community Redevelopment Plan (the “Plan), which is attached hereto as Exhibit “A”, to enable the Agency to undertake redevelopment of the Redevelopment Area: and

**WHEREAS**, the Board also enacted County Ordinance No. 07-79, which approved the creation of a community redevelopment trust fund, known as the West Perrine Redevelopment Trust Fund (the “Fund”) and further provided for the calculation and appropriation of tax increment funds into such Fund; and

**WHEREAS**, County Ordinance No. 07-79 is scheduled to sunset by June 16, 2017; and

**WHEREAS**, the Redevelopment Area has not seen much growth in tax increment during the past nine years and there still exists conditions of slum or blight within the Redevelopment Area that must be remedied; and

**WHEREAS**, in accordance with Section 163.361 of the Act, this Agency recommends that the Board adopt a resolution to approve an amendment to the Plan (the “Amended Plan”), a copy of which is attached hereto as Exhibit “B” and incorporated herein by reference, in order to extend the life of the Agency and Redevelopment Area until September 30, 2046; and

**WHEREAS**, this Agency also recommends that the Board amend County Ordinance No. 07-79 to extend the sunset provision set forth in Section 2-2008 of the Code of Miami-Dade County until September 30, 2046,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY**, that:

**Section 1.** The foregoing recitations are incorporated as a part of this resolution by reference.

**Section 2.** This Agency, in accordance with Section 163.361 of the Act, requests that the Board, after a public hearing, adopt a resolution approving the Agency’s Amended Plan, in substantially the form attached hereto as Exhibit “B” and incorporated herein by reference.

**Section 3.** This Agency further requests that the Board adopt an ordinance to amend County Ordinance No. 07-79 in order to extend the sunset provision set forth in Section 2-2008 of the Code of Miami-Dade County until September 30, 2046.

The Prime Sponsor of the foregoing resolution is Commissioner Dennis C. Moss. It 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:

- |                                     |                      |
|-------------------------------------|----------------------|
| Jean Monestime, Chairman            |                      |
| Esteban L. Bovo, Jr., Vice Chairman |                      |
| Bruno A. Barreiro                   | Daniella Levine Cava |
| Jose "Pepe" Diaz                    | Audrey M. Edmonson   |
| Sally A. Heyman                     | Barbara J. Jordan    |
| Dennis C. Moss                      | Rebeca Sosa          |
| Sen. Javier D. Souto                | Xavier L. Suarez     |
| Juan C. Zapata                      |                      |

The Chairperson thereupon declared the resolution duly passed and adopted this 17th day of May, 2016.

WEST PERRINE COMMUNITY  
REDEVELOPMENT AGENCY BY ITS  
BOARD OF COMMISSIONERS

HARVEY RUVIN, CLERK

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

Approved by County Attorney as  
to form and legal sufficiency.

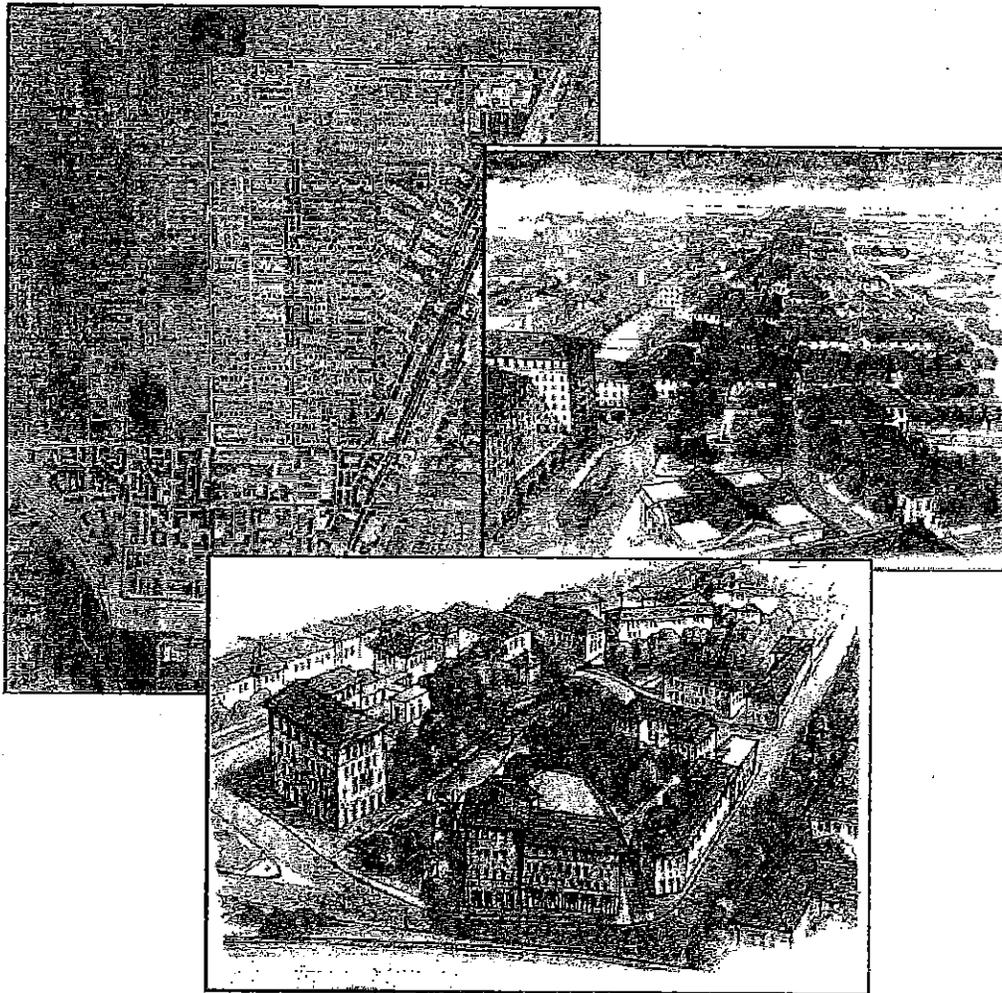


Terrence A. Smith

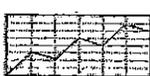


Miami-Dade County  
Community Redevelopment Office

# COMMUNITY REDEVELOPMENT PLAN WEST PERRINE



May 2007



PMG Associates, Inc.



CIVIC DESIGN ASSOCIATES

## TABLE OF CONTENTS

<b>Section I - Executive Summary.....</b>	<b>I-1</b>
<b>Section II - Establishment of the West Perrine CRA.....</b>	<b>II-1</b>
Creation, Severability, and Powers of the West Perrine CRA.....	II-1
Authority to Undertake Community Redevelopment.....	II-5
The Community Redevelopment Plan.....	II-5
Tax Increment and Tax Increment Financing.....	II-6
Consistency with the Miami-Dade Comprehensive Plan.....	II-6
Neighborhood Impacts of Redevelopment Efforts.....	II-6
Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan.....	II-7
Legal Description of the West Perrine Community Redevelopment Area.....	II-9
<b>Section III - Existing Conditions.....</b>	<b>III-1</b>
Overview of the Area.....	III-1
Brief History of West Perrine.....	III-3
Historic Preservation.....	III-3
Economic Base and Major Employers.....	III-4
Population Demographics, Income, Employment and Housing Statistics.....	III-5
Community Facilities and Institutions.....	III-8
Houses of Worship.....	III-10
Parks and Recreation Facilities.....	III-10
Land Use and Existing Zoning.....	III-11
Vacant Parcels.....	III-17
Infrastructure.....	III-17
Crime Statistics.....	III-20
<b>Section IV - Public Process, Previous Plans, and Prioritization.....</b>	<b>IV-1</b>
Previous Planning Efforts.....	IV-1
The Moss Plan.....	IV-1
The Perrine Citizens' Charrette Area Plan.....	IV-5
Initial Community Meeting for the Community Redevelopment Plan (Priority Projects).....	IV-9
Final Presentation of the West Perrine Community Redevelopment Plan to the Community.....	IV-10
<b>Section V - Redevelopment Strategies .....</b>	<b>V-1</b>
Purpose.....	V-1
Infill and Replacement Housing Strategy.....	V-1
Economic Development Strategy.....	V-10

Rights-of-Way and Streetscape Projects.....	V-17
Grants and Financing Programs.....	V-20
Cultural/Historic/Social/Educational Programs.....	V-21
Land Acquisition.....	V-23
Pursuit of Land Use and Zoning Changes.....	V-23
Administration.....	V-23
<b>Section VI – Implementation Plan .....</b>	<b>VI-1</b>
Implementation Through the Financing Plan.....	VI-1
Table 6.2 Tax Increment Projections.....	VI-4
Table 6.3.1 30 Year Capital and Operating Program (Revenues).....	V-5
Table 6.3.2 30 Year Capital and Operating Program (Expenditures).....	V-6
Table 6.3.3 30 Year Capital and Operating Program (Debt Service and Summary).....	V-7
Identification of Catalyst Project/Programs and 10-Year Goals.....	V-9
<b>Section VII – Exit Strategy.....</b>	<b>VII-1</b>
When is Redevelopment Complete?.....	VII-1
When has the Community Redevelopment Agency Completed its Assigned Task? ...	VII-1
Five (5) Year Plan Review as a Method of Mitigating Changes in Local Conditions and the CRA’s Success.....	VII-1
Termination of Tax Increment Payments.....	VII-2

# 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 168<sup>th</sup> Street (also known as Richmond Avenue) to the north, the intersection of the Florida Turnpike and U.S. 1 to the south, from 107<sup>th</sup> 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%)

## I. Executive Summary – West Perrine CRA Plan

- 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.

## I. Executive Summary – West Perrine CRA Plan

- 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*

## II. Establishment of the West Perrine CRA

*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 unhealthy, 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.*

15

## II. Establishment of the West Perrine CRA

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.

## II. Establishment of the West Perrine CRA

(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.

## II. Establishment of the West Perrine CRA

### 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

## **II. Establishment of the West Perrine CRA**

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.

## **II. Establishment of the West Perrine CRA**

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.

## **II. Establishment of the West Perrine CRA**

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.

## II. Establishment of the West Perrine CRA

### 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 184<sup>th</sup> Street and S.W. 168<sup>th</sup> 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 107<sup>th</sup> 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 168<sup>th</sup> Street and SW 107<sup>th</sup> Avenue) thence Easterly, along the North line of said Section 32 and a portion of Section 33, Township 55 South, Range 40 East, (SW 168<sup>th</sup> 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 184<sup>th</sup> 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 186<sup>th</sup> 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 112<sup>th</sup> Court) to the centerline of SW 181<sup>st</sup> 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

22

## II. Establishment of the West Perrine CRA

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 107<sup>th</sup> Avenue); thence Northerly along the East line of the Northeast one-quarter of said Section 31 (SW 107<sup>th</sup> Avenue) to the Northeast corner thereof and the POINT OF BEGINNING.

23

# **Section III**

## **Existing Conditions**

### 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 168<sup>th</sup> Street (also know as Richmond Avenue) to the north, the intersection of the Florida Turnpike and U.S. 1 to the south, from 107<sup>th</sup> 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).

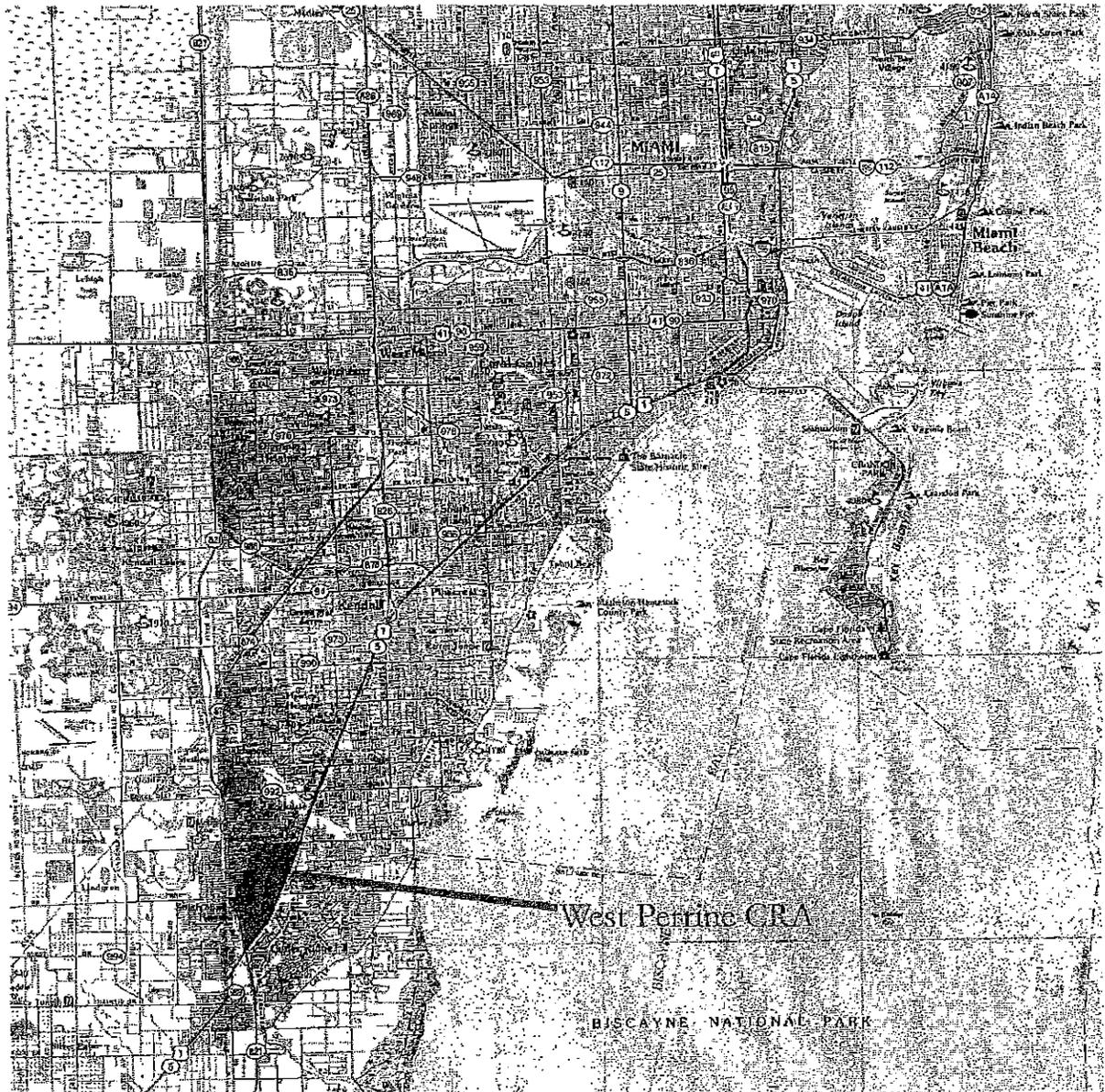


Figure 3.1 Map of the Surrounding Region.

III. Existing Conditions



Figure 3.2 Aerial Photo of the CRA

26

### III. Existing Conditions

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 20<sup>th</sup> 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 20<sup>th</sup> 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 102<sup>nd</sup> 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 from 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.

### III. Existing Conditions

#### D. Economic Base and Major Employers

The majority of existing businesses are located either in the southern industrial area, south of SW 184<sup>th</sup> 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
<b>Total</b>	<b>728</b>	<b>100.0</b>	<b>5085</b>	<b>100.0</b>

Source: Claritas, Inc., 2005

**Table 3.2 West Perrine Major Employers**

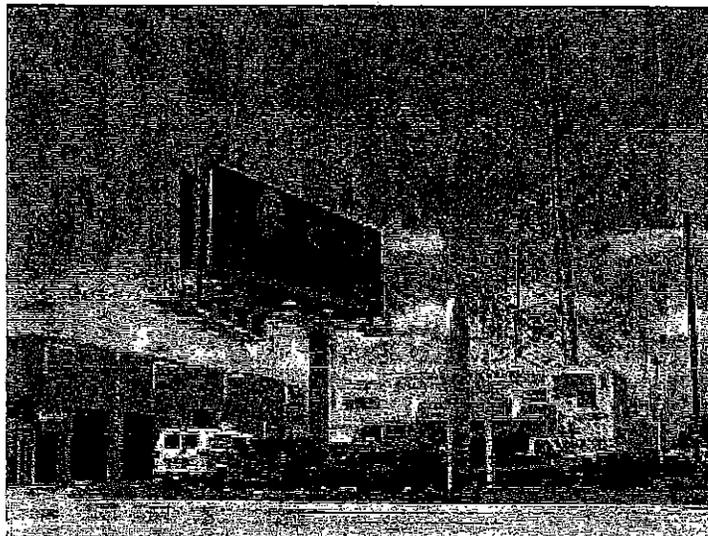
COMPANY NAME	TYPE OF BUSINESS
1) School Board of Miami-Dade County	Education
2) Home Depot	Retail
3) BJ's Wholesale	Retail
4) Kendall Kia	Automotive
5) Mazda of Kendall	Automotive
6) Tech-Optics, Inc.	Manufacturing
7) Overholt Construction Corp	Construction
8) Rainbow of Hope Dream Center	Non-Profit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

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

### III. Existing Conditions



*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.

### III. Existing Conditions

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

### III. Existing Conditions

#### 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

### III. Existing Conditions

#### 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 168<sup>th</sup> 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

### III. Existing Conditions



*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 211<sup>th</sup> Street.

#### Fire Rescue<sup>1</sup>

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 Sqrut, 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 & 114<sup>th</sup> 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.

<sup>1</sup> Information provided by Miami-Dade Fire Rescue Department

### III. Existing Conditions

#### 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 Nazarene  
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

### III. Existing Conditions

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.<sup>2</sup>

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
<b>TOTAL</b>	<b>100%</b>	<b>894.32</b>	<b>2,190</b>	<b>5,783,964</b>

<sup>2</sup> Source: Miami-Dade County Property Appraiser

### III. Existing Conditions

#### North of 184<sup>th</sup> Street

The area north of 184<sup>th</sup> 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 186<sup>th</sup> are institutional and industrial. Along the western edge of the CRA are several pockets of open space.

#### South of 184<sup>th</sup> Street

The area south of 184<sup>th</sup> Street 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%.<sup>3</sup>

---

<sup>3</sup> Source: Miami-Dade County Property Appraiser

### III. Existing Conditions



Fig. 3.11 Vacant Parcels in the CRA.

### III. Existing Conditions

#### 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 107<sup>th</sup> 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

III. Existing Conditions

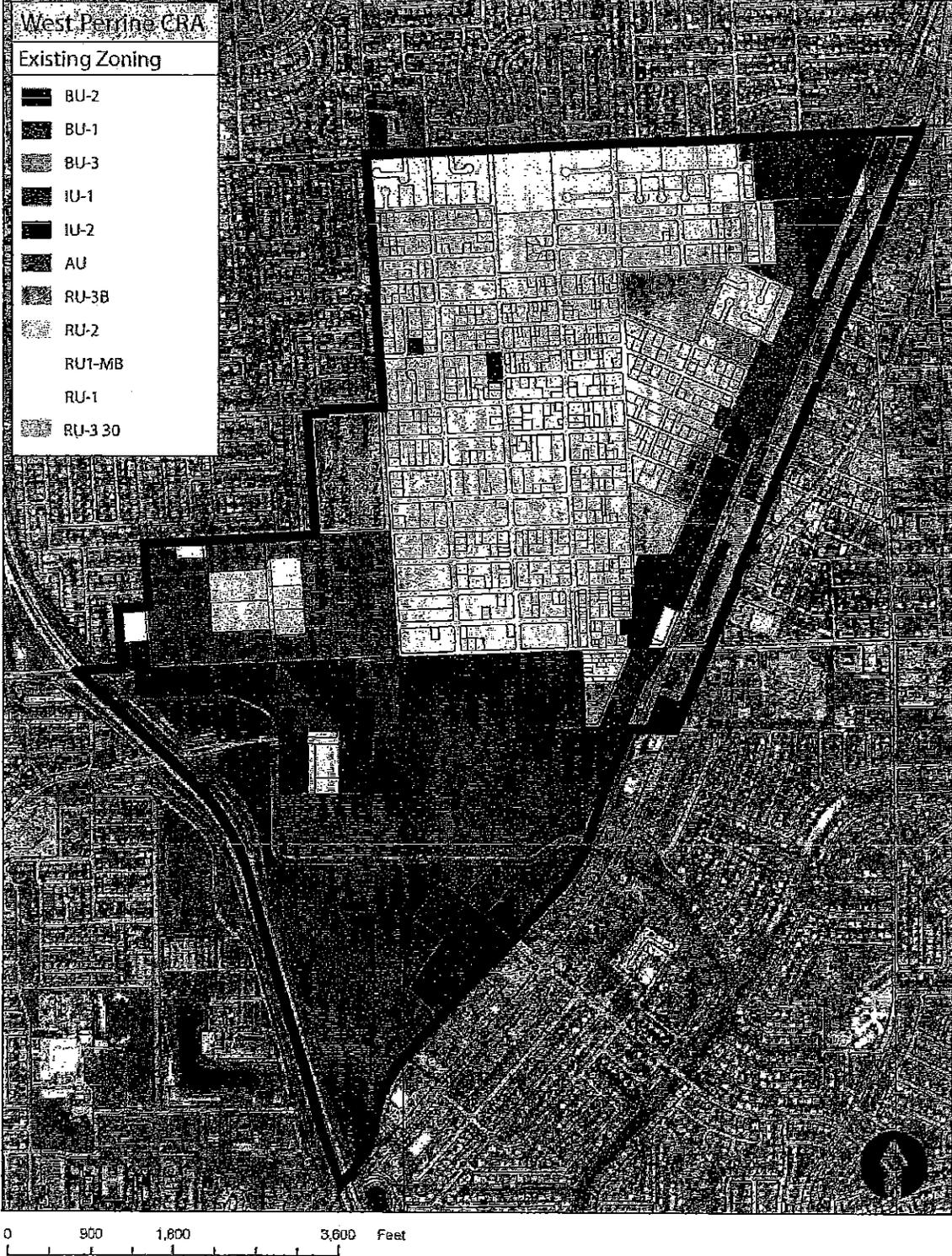
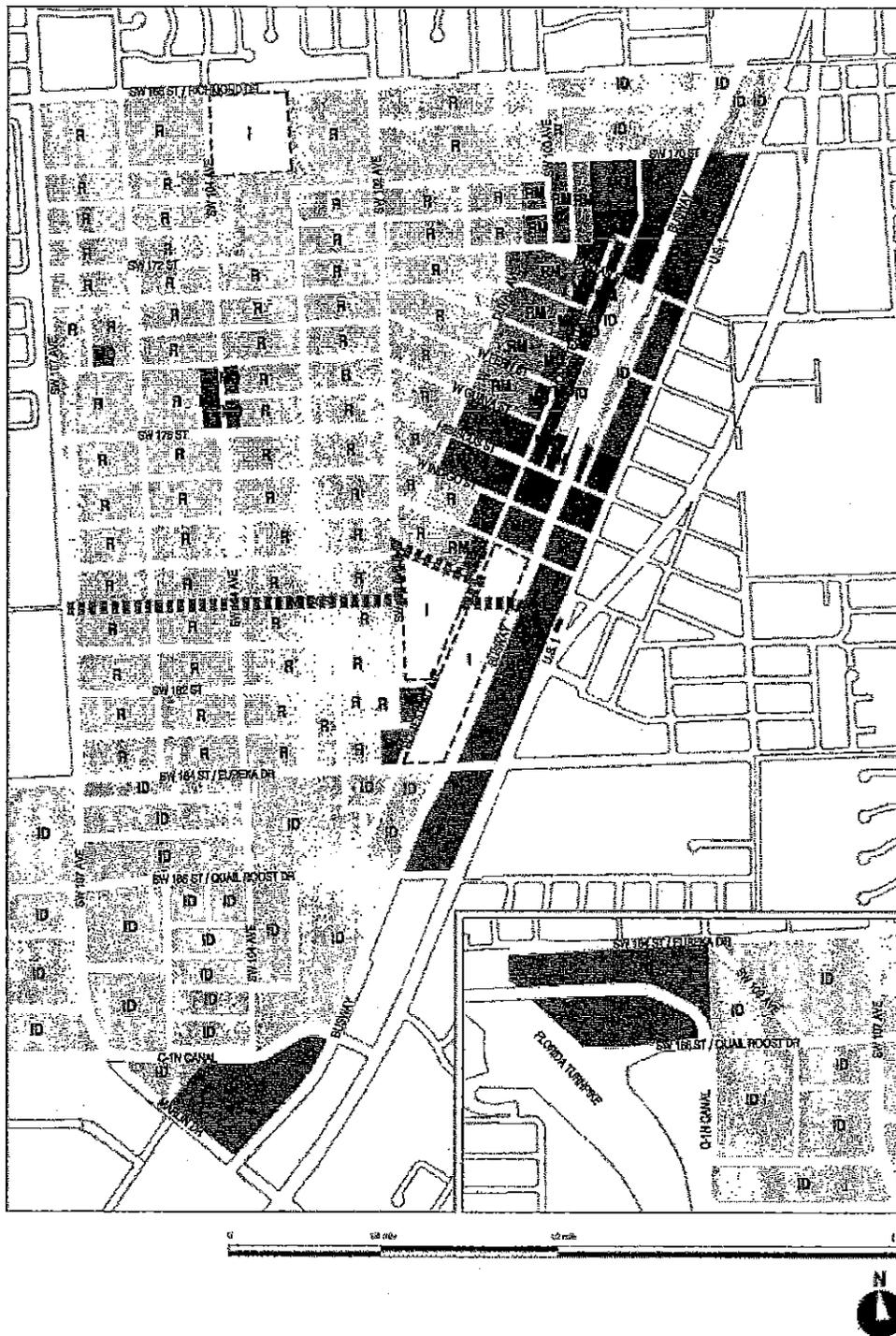


Fig. 3.12 Existing Zoning Map

### III. Existing Conditions



- KEY:**
- MM MIXED USE MAIN STREET**  
First floor: businesses; professional offices; civic, education and government offices; second floor and above: residential (min. 12 units/acre net; max. 52\* units/acre net)
  - MC MIXED USE CORRIDOR**  
Residential; businesses; professional offices; civic, education and government offices (max. 52\* units/acre net in the Core Sub-district; max. 33 units/acre net in the Center and Edge Sub-districts)
  - MO MIXED USE OPTIONAL**  
First floor (optional): businesses, professional offices, civic, education and government offices; All floors: residential (min. 12 units/acre net; max. 30 units/acre net)\*\*
  - RM RESIDENTIAL MODIFIED**  
Courtyard, elderly, duplex, rowhouse, apartment dwellings (min. 12 units/acre net; max. 30 units/acre net)
  - R RESIDENTIAL**  
Single family detached, courtyard, elderly, rowhouse, duplex dwellings (min. 8 units/acre net; max. 18 units/acre net)\*\*
  - ID INDUSTRIAL**  
\*North of SW 180th Street: in all floors and all sub-districts; IU-1 uses, live/work units (max. 30 units/acre net)  
\*South of SW 180th Street: IU-1 uses
  - I INSTITUTIONAL**  
Civic, education, government offices
  - CUC Limit North of 180th Street**
- See Section 33-284.63 of this code for specific permitted uses in each land use area.
- \*Max. 52 units/acre net or max. 60 units/acre net with purchase of SUR (Severable Use Right as provided for in Sections 33B-41 to 33B-47 of this Code) at the rate of 2 residential credits/SUR.
- \*\*Densities in R and MO areas south of SW 180th Street limited to 13 units/gross acre.

Fig. 3.13 PECUCD Land Use Map.

### III. Existing Conditions

#### 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 102<sup>nd</sup> – 105<sup>th</sup> Avenues  
SW 107<sup>th</sup> Avenue  
SW 171<sup>st</sup>- 172<sup>nd</sup> Street  
SW 168<sup>th</sup>- 172<sup>nd</sup> Street

SW 172<sup>nd</sup> through 181<sup>st</sup> Streets  
SW 105<sup>th</sup> Avenue  
SW 181<sup>st</sup> -184<sup>th</sup> Street  
SW 104<sup>th</sup> – 107<sup>th</sup> 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.

### III. Existing Conditions



Figure 3.15 168<sup>th</sup> Street and the Busway

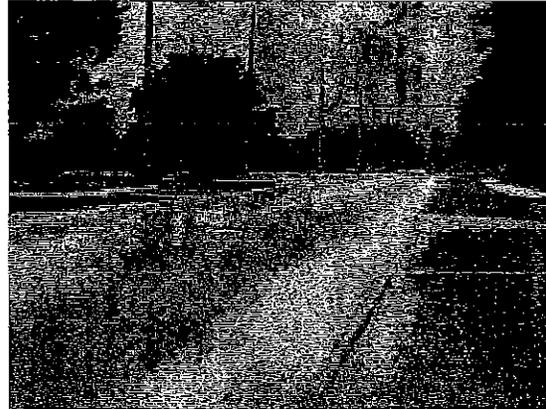


Figure 3.16 Looking west along 168<sup>th</sup> Street



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 184<sup>th</sup> or 186<sup>th</sup> Street, or the underpass at SW 168<sup>th</sup> 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.

### III. Existing Conditions

#### 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<sup>5</sup>, 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

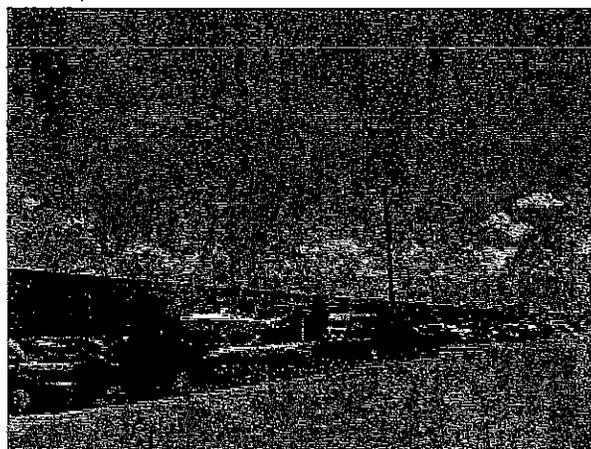
Three County bus routes serve the West Perrine area. Routes #35 and #52 traverse the northern portion of CRA on their way to the Busway. Bus Route #1 operates slightly east of the CRA, but crosses into it in the northeastern portion along U.S.1

#### 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*

<sup>5</sup> Source: Finding of Necessity, Proposed West Perrine CRA, 2005

### III. Existing Conditions

#### Future Transportation Plans

The Miami-Dade County Metropolitan Planning Organization lists its 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 186<sup>th</sup> 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 184<sup>th</sup> (Eureka Drive) to ten lanes.
- Widening of SW 107<sup>th</sup> Avenue from SW 160<sup>th</sup> Street to SW 186<sup>th</sup> 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.

#### **IV. Public Process, Previous Plans, And Prioritization**

##### 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<sup>1</sup>:

- 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 168<sup>th</sup> 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.

---

<sup>1</sup> The Moss Plan, 1994

#### IV. Public Process, Previous Plans, And Prioritization

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.

#### IV. Public Process, Previous Plans, And Prioritization

##### 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 184<sup>th</sup> 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.

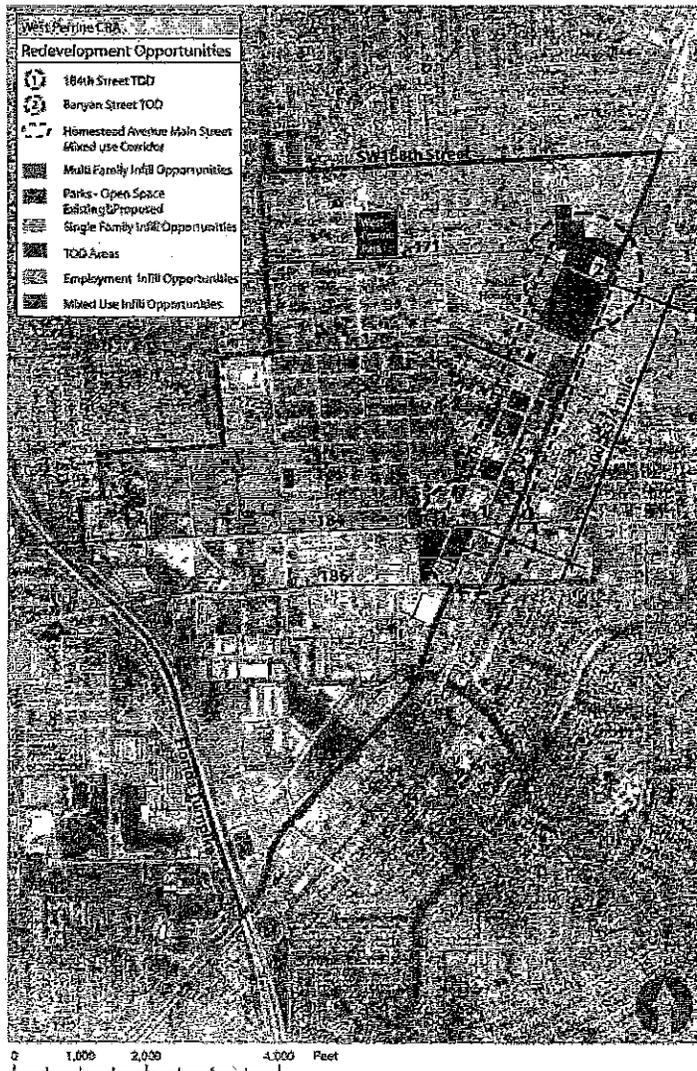


Figure 4.2 Map of TOD Nodes.

#### **IV. Public Process, Previous Plans, And Prioritization**

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 184<sup>th</sup> Street, and in the northeast quadrant of the study area.
8. Circulation
  - Maintenance and improvement of perimeter streets: SW 107<sup>th</sup> Avenue, SW 168<sup>th</sup> Street, SW 184<sup>th</sup> Street, and SW 186<sup>th</sup> Street.
  - Local streets used for internal circulation and neighborhood subdivision: SW 104<sup>th</sup> Avenue, SW 172<sup>nd</sup> Street, Homestead Avenue, SW 176<sup>th</sup> Street, Hibiscus Street and SW 102<sup>nd</sup> 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*".

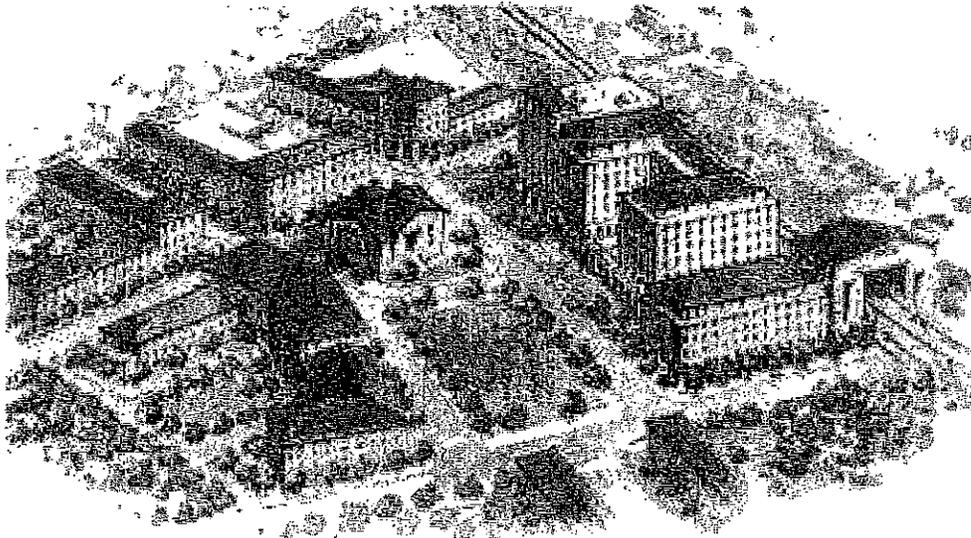
#### **IV. Public Process, Previous Plans, And Prioritization**

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<sup>2</sup>:

- 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.

<sup>2</sup> Perrine Charrette Report, "Celebrating our Centennial", 2003.

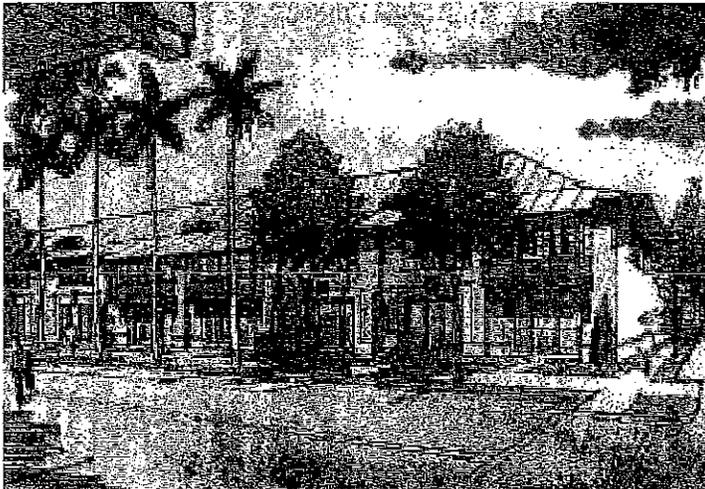
#### IV. Public Process, Previous Plans, And Prioritization

##### 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.

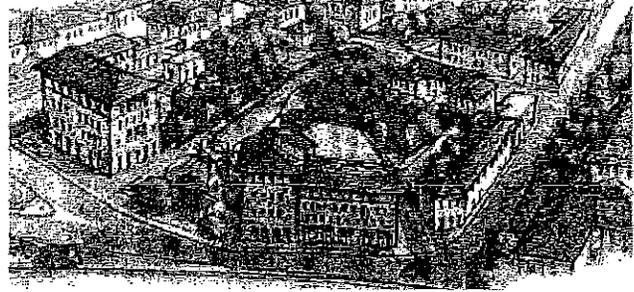
##### 3. Industrial District Opportunities



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

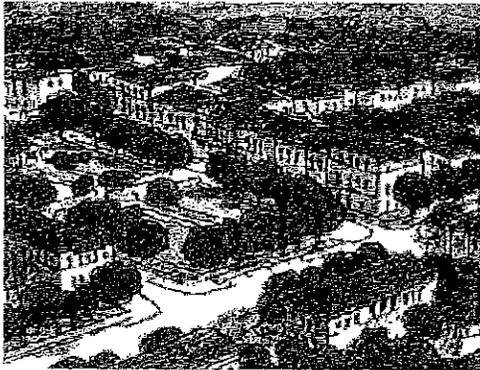
#### IV. Public Process, Previous Plans, And Prioritization

##### 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.

## IV. Public Process, Previous Plans, And Prioritization

### 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.

#### **IV. Public Process, Previous Plans, And Prioritization**

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.

55

**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 the community and the goals and indicators should be appropriately 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.

## V. Redevelopment Strategies

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

## V. Redevelopment Strategies

### 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 183<sup>rd</sup> Street between 107<sup>th</sup> Avenue and 103<sup>rd</sup> Avenue with the potential to include the blocks from 183<sup>rd</sup> to 182<sup>nd</sup> Streets between 103<sup>rd</sup> and 106<sup>th</sup> 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 180<sup>th</sup> Street and 184<sup>th</sup> Street/Eureka Drive (north and south) and 107<sup>th</sup> 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.

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

## V. Redevelopment Strategies

### Task Completion Indicators:

- a) Significant rezoning/land use change for properties between Eureka Drive and 183<sup>rd</sup> Street between 107<sup>th</sup> and 103<sup>rd</sup> Avenues to multi-family and/or townhomes
- b) Construction of multi-family/townhomes on all properties appropriately zoning between Eureka Drive and 183<sup>rd</sup> Street between 107<sup>th</sup> and 103<sup>rd</sup> 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 180<sup>th</sup> Street southward down 102<sup>nd</sup> Avenue to SW 182<sup>nd</sup> Street, the westward along 182<sup>nd</sup> Street to 105<sup>th</sup> Avenue, then southward to 186<sup>th</sup>/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.

## V. Redevelopment Strategies

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).

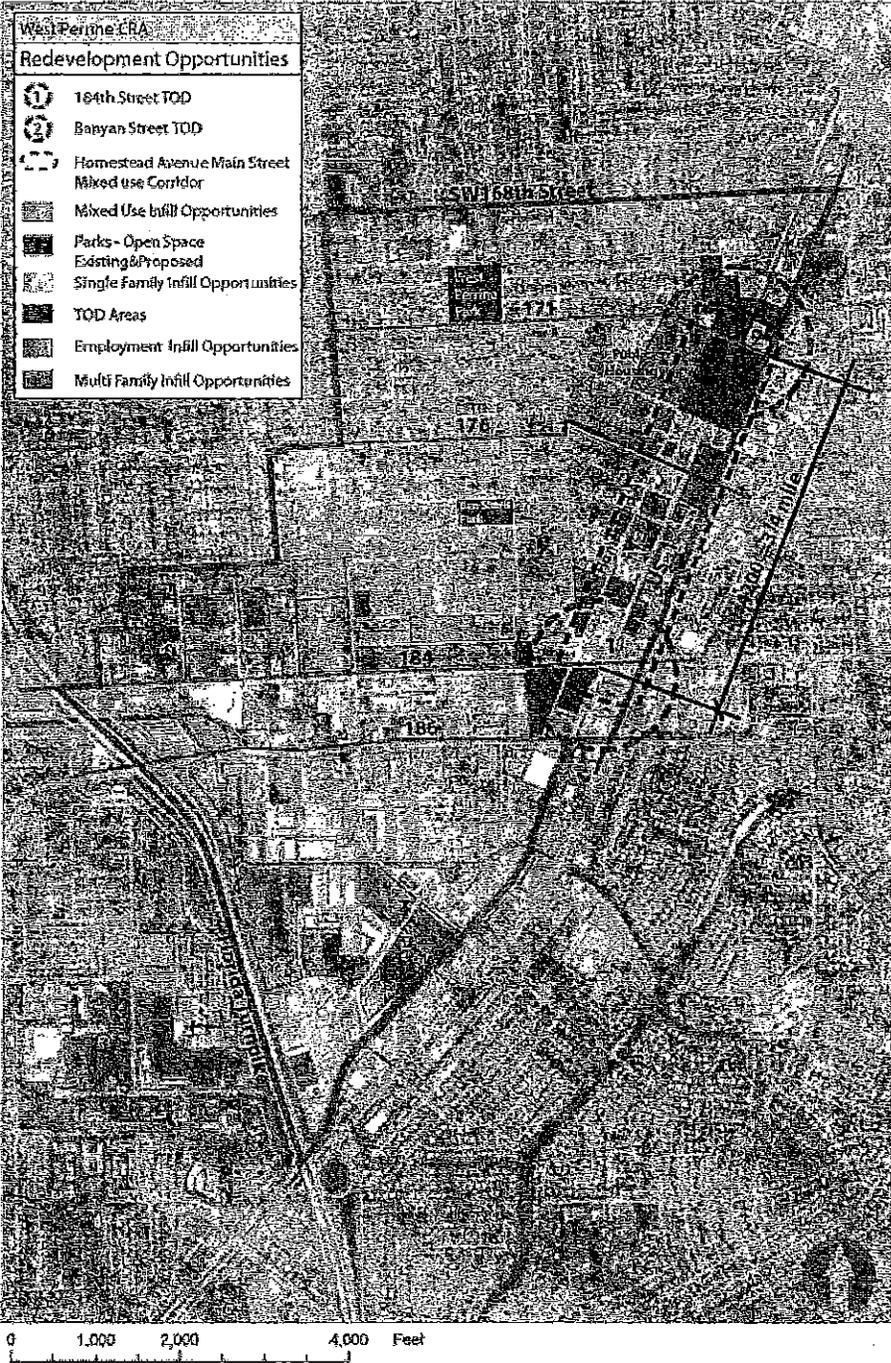
- GOALS -
- a) Construction of a TOD at Banyan Street and Homestead Avenue
  - b) Construction of a TOD at Eureka Drive/Homestead Avenue
  - c) Inclusion of affordable housing units in all TOD's

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

V. Redevelopment Strategies

Figure 5.1



42

## V. Redevelopment Strategies

### 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.

## V. Redevelopment Strategies

### 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

## V. Redevelopment Strategies

### 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 107<sup>th</sup> 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

## V. Redevelopment Strategies

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 168<sup>th</sup> Street, east of 100<sup>th</sup> 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.

## V. Redevelopment Strategies

### 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.

## V. Redevelopment Strategies

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.

## V. Redevelopment Strategies

- 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

## V. Redevelopment Strategies

- 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/184<sup>th</sup> 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 105<sup>th</sup> 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 105<sup>th</sup> 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 proposition 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/184<sup>th</sup> Street Corridor in the CRA area
- b) A measurable and sustainable reduction in the unemployment rate of West Perrine residents

## V. Redevelopment Strategies

- 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.

## V. Redevelopment Strategies

- 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)

## V. Redevelopment Strategies

### 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

## V. Redevelopment Strategies

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/184<sup>th</sup> 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

#### 107<sup>th</sup> 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.

## V. Redevelopment Strategies

### Homestead Avenue (1 mile)

This is one of the most important roadway projects within the CRA as the Homestead Avenue area is designed to be 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/168<sup>th</sup> 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

75

## V. Redevelopment Strategies

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-

## V. Redevelopment Strategies

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/rescaling/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 Charette 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 Charette Report indicates an area near the Homestead Avenue and 184<sup>th</sup> 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

## V. Redevelopment Strategies

- 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

## V. Redevelopment Strategies

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 184<sup>th</sup> 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 184<sup>th</sup> Street/Eureka Drive, SW 186<sup>th</sup> 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

## V. Redevelopment Strategies

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 184<sup>th</sup> 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 the 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**

## V. 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)

<u>Year</u>	<u>Market</u>	<u>Assessed</u>	<u>Taxable</u>	<u>Increase In Taxable Value</u>
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

## V. Implementation Plan

**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 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.

## V. Implementation Plan

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	Taxable Value	Assumed Increase (%)	Taxable Value Increment	Cumulative Tax Increment	Millage Rate - County	UMSA	Millage Rate - Total CRA	Tax Increment	Statutory Reduction	CRA Tax Increment	Year to Year Change	Percent Change
2007	435,459,177				0.005615	0.002447	0.008062	\$0	0.950	\$0	\$0	0%
2008	474,650,303	9%	39,191,326	39,191,326	0.005615	0.002447	0.008062	\$315,960	0.950	\$300,162	\$300,162	0%
2009	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	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	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	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	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	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	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	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	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	841,485,998	5%	408,026,821	2,457,850,858	0.005615	0.002447	0.008062	\$3,273,388	0.950	\$3,109,719	\$306,898	11%
2019	883,560,298	5%	448,101,121	2,905,951,978	0.005615	0.002447	0.008062	\$3,612,591	0.950	\$3,431,962	\$322,243	10%
2020	927,738,312	5%	492,279,135	3,398,231,114	0.005615	0.002447	0.008062	\$3,968,754	0.950	\$3,770,317	\$338,355	10%
2021	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	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	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	1,127,671,717	5%	692,212,940	5,852,995,904	0.005615	0.002447	0.008062	\$5,580,617	0.950	\$5,301,587	\$411,273	8%
2025	1,184,053,303	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	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	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	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	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	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	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	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	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	\$637,856	4%
2034	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	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	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	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

VI. Implementation Plan

Table 6.2.1  
30 Year Capital and Operating Program (\$1000)  
(REVENUES)

Programs	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>A. Revenues:</b>																															
1. Tax Incremental Revenue	\$ 200	\$ 691	\$ 905	\$ 1,202	\$ 1,497	\$ 1,716	\$ 1,887	\$ 2,008	\$ 2,110	\$ 2,203	\$ 2,283	\$ 2,351	\$ 2,408	\$ 2,455	\$ 2,492	\$ 2,520	\$ 2,539	\$ 2,549	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550	
2. Loans Backed By County																															
3. Revenue Bonds (No. 1)																															
4. Interest Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
5. Grants from State																															
6. Preservation Grants for Historic Buildings																															
7. Historic Preservation Grants																															
8. FDOT Highway Beautification Grant																															
9. Funds from County																															
10. CDOT Allocated Roadway Funds																															
11. Historic Preservation Grants																															
12. Federal Grants																															
13. State VI																															
14. Transportation Enhancement Grants																															
15. State of Land																															
16. Reimbursed Ind. Inv.																															
17. Other Rev.																															
<b>Total Revenues</b>	\$ 200	\$ 710	\$ 1,295	\$ 1,697	\$ 2,008	\$ 2,467	\$ 2,887	\$ 3,289	\$ 3,789	\$ 4,289	\$ 4,789	\$ 5,289	\$ 5,789	\$ 6,289	\$ 6,789	\$ 7,289	\$ 7,789	\$ 8,289	\$ 8,789	\$ 9,289	\$ 9,789	\$ 10,289	\$ 10,789	\$ 11,289	\$ 11,789	\$ 12,289	\$ 12,789	\$ 13,289	\$ 13,789	\$ 14,289	

86



VI. Implementation Plan

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

Program	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 Bonded Loan (Interest))																																				
(FY 2008-2009 = 12% Interest, 6.5%, 15 yrs)				271																																
2. Debt Service (Bond Issue (County Bonded))																																				
(2008-2009 = 10% Interest, 6.0%, 20 yrs)																																				
Subtotal Debt Service				271																																
Net Annual Cash Flow																																				
Predictive Cash Flow																																				
Notes: Both scenarios included interest city payments for the ten work years with principal paid over the remaining years.																																				

88

## VI. Implementation Plan

### 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.

## VI. Implementation Plan

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

## VI. Implementation Plan

2) Economic Development Program – This program is designed to attract new businesses to the West Perrine area. It 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 184<sup>th</sup> 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 an expansion of Ben Shavis Park to quadruple its size and it proposes a new park located on SW 107<sup>th</sup> Avenue between SW 182<sup>nd</sup> and SW 181<sup>st</sup> 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 107<sup>th</sup> 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

## VI. Implementation Plan

- d) Design of the SW 184<sup>th</sup> Street/Eureka Drive project should be complete by year ten
- e) Design of the Quail Roost Drive/SW 186<sup>th</sup> 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 may 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 within 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 the community and these goals may be altered by policy of the Board to account for on-going circumstances. These goals should 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.

## VII. Exit Strategy

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.

## EXHIBIT B

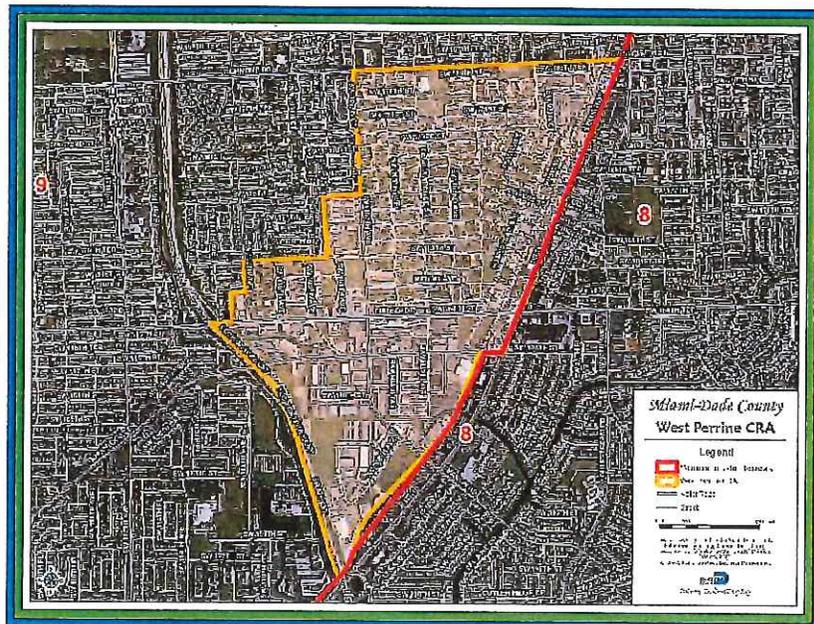
### West Perrine Community Redevelopment Agency 2016 Plan Amendment

#### OVERVIEW

The West Perrine Community Redevelopment Agency (CRA) was created on June 5, 2007 by the Miami-Dade County Board of County Commissioners (Board). The Board had initially declared the area to be slum and blighted, when it adopted Resolution No. R-212-05, which authorized the creation of a redevelopment plan to address the needs of the unincorporated area located in the southern part of the County. The Board adopted a Community Redevelopment Plan (Plan) for the CRA, through Resolution No. R-744-07, and established the required CRA Trust Fund, through Ordinance No. 07-79. This Annual Report and Financial Statements are prepared pursuant to Florida Statutes Chapter 163.356(3)(c), which requires CRA's to provide an annual report by March 31<sup>st</sup> of each year to the Governing Body. The CRA's primary revenue source is tax increment financing (TIF), which is generated through the incremental growth of ad valorem taxes beyond an established base year, as defined in Section 163.387 of the Florida Statutes. Fiscal Year 2014-15, which covered the period from October 1, 2014 through September 30, 2015, was the CRA's eighth year of operation.

#### CRA Boundaries

The general boundaries of the CRA are: on the North by SW 168th Street, on the East and Southeast by State Road 5 (US-1), and on the West and Southwest by the State Road 821 (The Homestead Extension of Florida's Turnpike), as illustrated on the map below. In total, the CRA comprises 1,050 acres. This amendment will not modify the boundaries of the CRA.



## EXHIBIT B

### West Perrine Community Redevelopment Agency 2016 Plan Amendment

#### **CRA Board and Staffing**

Upon creation of the CRA, the Board approved Resolution R-745-07, appointing itself as the CRA Board of Commissioners. As of September 30, 2015 the Board consisted of:

Jean Monestime, Chairman

Esteban L. Bovo Jr., Vice Chairman

Bruno A. Barreiro

Jose "Pepe" Diaz

Sally A. Heyman

Rebeca Sosa

Sen. Javier D. Souto

Juan C. Zapata

Daniella Levine-Cava

Audrey M. Edmonson

Barbara J. Jordan

Dennis C. Moss

Xavier L. Suarez

Miami-Dade County professional staff from the Office of Management and Budget (OMB) provides support to the West Perrine CRA. Legal support was provided to the CRA through the County Attorney's Office.

#### **Reason for Amendment**

The CRA has been in existence for 8 years, only during the first three years did the CRA receive any TIF funding. For the last five years, the property values in the area have been below the base year value. While the CRA has been able to provide grant programs to businesses and residences, support to the Bahamian Museum, additional community cleanup and security, there is still much to be accomplished within the CRA boundaries. The current redevelopment plan provides strategies that are still relevant in the area. Providing additional time to the CRA will allow the CRA time to develop TIF funding and make the necessary improvements to the area.

#### **Amended Section of the Plan To Extend Such Plan Until September 30, 2046**

##### **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 funding required prior to the September 30, 2046 expiration of the CRA would be minimal to fund ongoing projects and staffing. 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 and return any excess revenues to the taxing authorities, reduce the percentage of the tax increment

EXHIBIT B

West Perrine Community Redevelopment Agency  
2016 Plan Amendment

collected, or whether the goals and objectives of the CRA have been met and it is time to "sunset" the CRA on September 30, 2046.